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HIGHLIGHTS

The Mistaken *Unsung Hero* of Productivity

Behavioural Intelligence: An Essential Skill in the Industrial Revolution 4.0 Business Environment

Rumours Management

Contemplation

Enhancing Your Self-Confidence

Organisational Culture and Work Performance

Special Article :

Ir. Haji Omar Bin Mat Piah

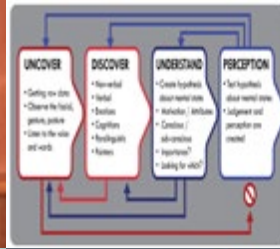
Director General,

Department of Occupational Safety and Health

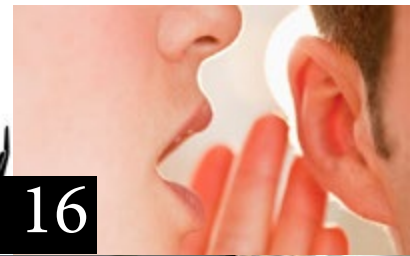




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HAPPENINGS

April

In the month of April, we had been invited to attend meeting with MPC. We also conducted some training programs which are Supervisory Skills, Managing Stress and Handling Emotions: The Industrial Revolution Way, Managing Multiple Task and Work Priorities: Utilising Tools and Resources of Industry 4.0, Mind Your Body Language for Auditors, Advance Management Principles and Leadership, Time Management: A New Revolution Embarking on Industry 4.0, Achieving Self Confidence: Racing Towards Industry 4.0 and we were also invited by FGV Prodata Systems Sdn Bhd to conduct an in-house training with them. Besides, we are also held a Courtesy Visit to SPNB. Also, our Training & Talent Development Director, Dr. Dayana Chaskar represented Humanology to attend and launch an Art Exhibition called “Rhapsody 1+ 4” organised by Pn Hazrita Mohd Hatta from Art Market Malaysia.



May

In the month of May which is the Ramadhan month, we would like to wish all our Muslim friends a Ramadhan Al-Mubarak. We held a Courtesy Visit to TNB. We had a training of Achieving Self Confidence: Racing Towards Industry 4.0 Training . We also had international delegates from SR Asia who held a courtesy visit to our office. Besides, we also had the Majlis Berbuka Puasa at INTAN organised by Humanology.



June

In the month of June, which is Hari Raya we had invited to attend the Majlis Mesra Aidilfitri at TNB. Besides, we are also invited to attend the Majlis Hari Raya with Tan Sri (Dr.) Ambrin Buang, we had celebrate Majlis Mesra Aidilfitri at Humanology and we are invited to attend the Majlis Korporat Raya at Agrobank. Futhermore, we had our courtesy visit to SME Bank and RELA. Moreover, we had conduct the training Organisational Integrity and Ethics : Leading the Industry 4.0. Besides, Humanology would like to congratulate Siti Khadijah for the Recognition for Higher Productivity Enterprises using Local Talent (HPE). Moreover, we are invited to attend the Majlis Sejernih Kasih at Institut Latihan FAMA, Majlis Hari Raya Dan Harijadi Dato' Mohd Sallehuddin at MOA. Last but not least we were also invited to attend Raya Open House of PERODUA.



The Mistaken Unsung Hero of Productivity

Special Interview with

Ir. Haji Omar Bin Mat Piah

Director General, Department of Occupational Safety and Health

Introduction

The traditional way to measure productivity focuses on the input, process and output. Industry focuses on the cost optimisation during the input, lean manufacturing, KAIZEN in the process and the return of investment on the output. However, employee welfare is always labelled and perceived as cost and burden for the industry. This article aims to expose and to reveal the secrets of productivity that have always been the least priority - occupational safety and health.

When reviewing the public perception about the Department of Occupational Safety and Health (DOSH) under the Ministry of Human Resources, this department is known as the troublemakers and give issues to the industry. In the eye of the industry, this department would only come in to find fault and penalise the industry. However, those industrial people who gave such connotation, have they ever tried to understand the fundamentals and the existence of this department?

The Evolution of the Department of Occupational Safety and Health

The issue of occupational safety was first established in Malaysia in the year 1878 when Mr William Givan was appointed as the Machinery Inspector. His job was to inspect the safety aspect of steam boilers, which was usually used in tin mines. This was known as the steam boiler safety era that was before 1915.

From 1914 till 1952 was known as the machinery safety era. During this era, inspectors needed to focus on the inspection of machinery, including internal combustion engines, water turbines and other related

auxiliary machinery. The officer who was involved in the inspection was known as the Inspector of Machinery and Assistant Inspector of Machinery under the administration of the Machinery Branch, Mineral Department. Moving to the industrial safety era - 1953 till 1967, the Machinery Ordinance 1953 was started to cover all aspect of factory workers' safety where those machineries were being used. However, the ordinance was not fully enforced.

From 1970 till 1994 was known as the industrial safety and hygiene era. In 1967, the Factories and Machinery Act was enacted by the Parliament and focused on machinery and occupational safety. The development on safety and health achieved a great change with the formation of Industrial Hygiene Section in 1980; the Petroleum Safety Section in 1985; Major Hazard Section in 1991 and active engagement and involvement with the International Labour Organisation (ILO).

After 1994, it was the start of occupational safety and health era - the enactment of Occupational Safety and Health Act 1994 (Act 514) to promote self-regulation concept among the employers and employees and to establish effective safety and health measures.

Currently, under the Occupational Safety and Health Master Plan 2016-2020, strategies and programs were formulated to further boost national occupational safety and health (OSH) to greater heights in order to protect the nation's human resources, which are an important asset to the success of Vision 2020. Excellent OSH level will improve the employee's quality of life and thus contribute to higher productivity and index components under the Work Environment Index of Malaysia Social Welfare, in line with the policy and the country's aim of achieving a developed country status.

Achieving International Productivity Standards: Occupational Safety and Health International Perspective

There are 17 areas of United Nation's sustainable development goals. When zooming into area number 8 of the sustainable development goal, it looks at decent work and economic growth. In Target 8.8 of the sustainable development goal, item number 8 is to ensure that all local and foreign workers are safe. In the international level, the department follows Convention 155 - Occupational Safety and Health Convention of ILO. In 2012, DOSH ratified ILO Convention 187 on the promotional framework for occupational safety and health. Under the Convention, Malaysia needs to develop the national policy, national system and national programs.

National Policy states commitment from government, employers and employees to ensure workplaces are safe through systematic risk management. The national policy was approved by the Cabinet and signed by the Prime Minister on the 15th of January 2019. National System refers to the establishment of infrastructure and framework that include OSH laws, enforcement authority, enforcement mechanism (audit, inspection, investigation, punitive action), promotional activities, national tripartite advisory council and a mechanism to collect and analyse OSH data (occupational accident and diseases). National Program relates to OSH Master Plan 2020 (together with Strategic Plan for Building, Construction Industry, as well as Strategic Plan for Small and Medium Industries). These plans clearly stated the objectives, timelines and the implementers.

The Mistaken Unsung Hero

There are two main indicators of occupational safety and health; the leading indicator and the lagging indicator. The lagging indicators include the mortality cases, occupational accidents, diseases and poisoning cases. The leading indicators include numbers of workplaces that have been inspected and audited, the number of researches conducted, a number of OSH infrastructure and practitioners created, and the number of awareness

and training have been conducted. However, the public only has an interest to look at the lagging indicator - the number of accident cases!

The public should change their perception, not only looking into the number of accident cases, but the contribution and hard work of DOSH should be reviewed.

To illustrate, when the department increases the enforcement exercise, logically and automatically, the number of cases of non-compliance would be increased. However, the public would look at the department in another perspective. The public would magnify that occupational safety and health becomes a big issue as if the department is not doing its job. As such, the department is always becoming the victim when performing its duties.

However, industrial players remain focused on the inspection, but they are yet to appreciate the new focus of DOSH that looks into the employee's quality of life and thus contribute to increasing of productivity. Hence, it is a need to understand the heart of DOSH.



The Heart of DOSH: A Quick Glance

The main role of DOSH is to promote the preventive culture of occupational safety and health at the workplace. By promoting the culture, the quality of life of the employees can be achieved that can boost the quality of the organisation.

In promoting occupational safety and health culture, three strategies were implemented.

- 1) Standards setting through drafting and development of acts, regulation, code of practice and guidelines of OSH;
- 2) Enforcement of the acts, regulations, code of practice and guidelines; and
- 3) Promotion of OSH at the workplace.



Standards Setting

The standards are the first step to promote preventive culture. The standards setting through drafting and development of acts, regulation, code of practice and guidelines of OSH provide a benchmark of best practices to ensure the occupational safety and health of the employees achieved. Unfortunately, a small number of people view the standards, acts and guidelines are designed to make their lives difficult. This is a wrong perception. When the standards, acts and guidelines are followed, they become preventive measures of the organisation, and they ensure the organisation can perform productively!

An accident occurs when there is an unsafe act and/or an unsafe condition. If there are any elements of an unsafe act and/or unsafe condition, it is just a matter of time before an accident would happen. One of the objectives of the OSH Act is to ensure the unsafe act and the unsafe condition does not appear in the workplace.

Hence, the substandard acts and substandard conditions are addressed and regulated. The terms substandard is applied because the industry must follow all the standard requirement specified whether in acts, regulations, guidelines and standards to ensure the workplace is safe.

Enforcement of the Acts

DOSH plays a role as the enforcer of Occupational Safety and Health Act, 1994 (Act 514). To enforce the act, the department has conducted inspections, audits and investigations to ensure the industry comply with the act. Trained DOSH inspectors are guided by the Enforcement Uniformity Model (EUM), a tool that is applied to assess enforcement decisions by the severity of the offences. The power to enforce and proceed with the legal process against the offender is the responsibility of DOSH.

The officers are trained to conduct risk assessment and risk control to benchmark with the available standard. When there is a gap, a notice of improvement is given. If the gap is huge, the notice of prohibition, compound and prosecution can be taken for failure to control the risk.

Now, DOSH is focusing on the root cause of the accident - the design stage. When we can eliminate the risk at the design stage, the accident can be successfully controlled or eliminated. When the substandard practice and substandard condition could be identified, steps could be taken to prevent their existence.

The general public might not understand the needs of ratification of C187. Some industry practitioners even perceive the ratification gives them a burden

when operating the business. In reality, the positive impacts from the ratification of C187, including the improvement of national OSH landscape through the empowerment of legislation and enforcement activities.

For instance, there were a total of 934,141 (83%) enforcement activities in 2018, focused on proactive prevention approach of occupational accidents and diseases. On the other hand, 193,086 (17%) of the enforcement activities focused on a reactive approach, including accident and complaint investigations and punitive actions.



Promotion of Occupational Safety and Health

For prevention, there are such registered training providers in the area of safety and health. For instance, the National Institute of Occupational Safety and Health (NIOSH) aims to train competent persons in various fields of OSH who can serve the industry.

You might not know that 83% of DOSH activities focus on prevention measures. DOSH always promotes the principle of Hazard Identification, Risk Assessment

and Risk Control (HIRARC) to the industry. Hazard refers to any means that have the potential to harm people, environment or asset. During the risk assessment, the possible events that might lead to the accident must be taken into consideration. The employer and employees must set the priority which risk should be prioritised, managed and controlled.

Under the risk hierarchy of control, it must start with elimination, followed by substitution, engineering control, administrative control and lastly is using personal protective equipment (PPE). To illustrate, when there is a high risk involved, the elimination should be done. For example, the government has decided to close down the firecrackers factory after the incident that happened in 1991. If elimination is not possible, the industry should look for substitution to replace the process/equipment/material with lesser or without risk. If substitution cannot be done, the engineering control is conducted. For example, if there is a machine that generates excessive noise, we put the machine into an enclosure that must be installed so that the noise can be reduced. When engineering control cannot solve the issues, the administrative control is used, such as standard operating procedure and safety procedures. Never straight away go for PPE as a risk control tool, PPE can only be utilised together with a higher option in the hierarchy of control. In many cases, several categories of control measures are implemented together in order to reduce the risk to as low as reasonably practicable.

The ratification of C187 gives positive impact to the industry. For instance, there is an increase in high impact promotional activities for public awareness. In 2018, there was an increase in the number of registered OSH practitioners to 57,445 (2018). The increase in talent was supported by the higher education institutions and the training centres in Malaysia. In 2018, there were a total of 39 public and private higher education institutions that had offered OSH courses, and there were 94 registered training centres that had offered courses at certification level for 16 OSH competencies. The awareness of OSH attracted active participation from 13 OSH related NGOs, and at least of 30 OSH studies/research were conducted until 2018.

Behavioural Insights and Behavioural Intelligence Applied in DOSH

DOSH is focusing on promoting the quality of life. ILO has estimated that the total loss due to non-compliance of occupational safety and health could reach up to 4% of the Gross Domestic Product (GDP) of a country. DOSH has created an environment to form a preventive culture through behavioural insights.

Application of Nudges and Behavioural Insights

Human behaviour is difficult to predict because human beings are imperfect and often make bad choices that create a negative impact on ourselves and the community. Preventive culture in the area of occupational safety and health is the best example. The industry knows that they would suffer some monetary loss when their employees are injured. However, some employers remain adamant not to follow the act to protect their employees. Their perception is simple — their employees would not be so “lucky” to get injured at the workplace, and the cost to comply with occupational safety and health requirement is high.

Sometimes, employees would recognise their mistakes after the knowledge sharing program. However, some employers need enforcement officers to bring their mistakes to their attention through audit and enforcement. Hence, DOSH always guides them to be better in the form of mentoring to advise how to create a safe and healthy workplace.

DOSH applies paternalism in enacting policies that attempt to help individuals achieve goals that they set for themselves. The department is passionate about helping the industry to promote preventive culture. DOSH applies EAST (Easy, Attractive, Social and Timely) principle in forming the organisation strategies.

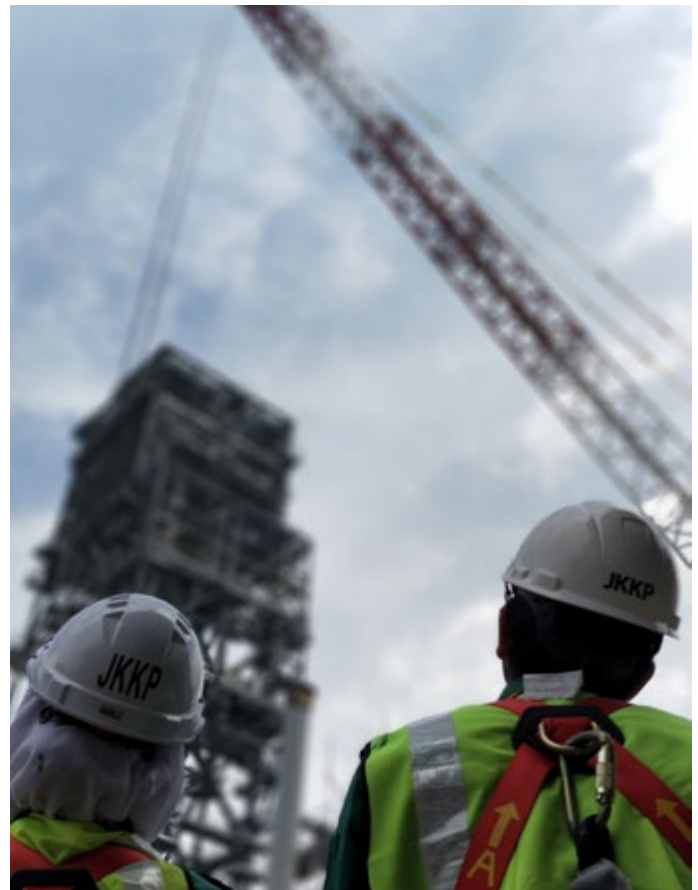
Easy

DOSH has made their information on occupational safety and health easily available. For example, between 2016 and 2018, there were 167 activities done by DOSH

to promote the safety culture through television and radio. Another 230 and 2455 promotional activities in printed media and social media were held respectively.

To increase the engagement with the stakeholders, the interaction with the department can be done online through <http://mykkp.dosh.gov.my/>. They do not need to come to the office to ask for an inspection or to get the design approval. DOSH continues to get feedback from the stakeholders to improve the system.

Besides, DOSH has started to pay attention to risk-based enforcement to make the process of enforcement more effective. In 2019, each of the state offices was given the key performance indicator to review the statistic of the high-risk area and methods to reduce the accident incidence. The state office was given a certain degree of freedom to apply their innovative and creativity to reduce the incidence. By applying risk-based enforcement, workplaces are more conducive, and productivity could be increased because the target and segmentation of risk have been controlled.



Attractive

DOSH creates interesting programs to enable registered, competent persons (CP) to promote occupational safety and health culture. Yearly, the CP need to accumulate at least 30 Continuous Education Program (CEP) points to maintain their registration. DOSH has applied innovative and creativity to kill two birds with one stone. Now, when the CP promote occupational safety and health at the workplace, they would entitle CEP point, and it can be used to renew their professional registration.

In order to promote and ensure preventive culture is successfully inculcated, DOSH has understood the dilemma of the construction industry, especially the “pain” of the main contractor. Now, the responsibility does not only limit to the contractor, the designer and owner of the project also have to take responsibility towards the HIRARC process. DOSH believes that when the design stage has been professionally done, the risk can be minimised. Hence, DOSH has published OSH Construction Industry Management Guidelines to assist the growth of the industry.

Social

DOSH focuses on information dissemination when implementing new strategies. For example, to promote knowledge and skills of occupational safety and health, a program “60 Minutes We are OSH Leaders” was organised. The program became viral and helped industrial players to promote OSH skills and culture at the workplace. From this program, there were 18 dialogue sessions conducted with the employees (592 participants); 43 discussions with the industry association (2258 participants) and a total of 172 programs that involved the senior and top management.

All the DOSH promotional programs applied the butterfly effect through social media. For example, for the program of OSH for University Student (OSH4U) and OSH for Technical dan Vocational Student (OSH@TVET), there were 218 seminars that benefited 33,323 participants; 77 exhibitions, 142 dialogues that involved

8,457 participants. Similarly, for Managing OSH through Vendor & Entrepreneurs (MOVE) programs, these were a total of 24 dialogues at the state level that involved 159 companies. From these programs, there were a total of 717 vendors that were involved in the program.

Timely

DOSH has a high commitment in promoting the culture of prevention at the workplace. World OSH Day is celebrated each year on the 28th April, and the second week of July is declared as the National OSH Week. DOSH has been organising various programs to create safety and health awareness to the public. During the national policy campaign, within 28 days, the department had received a total of 115,951 signatures from the stakeholders to the support of the national policy on occupational safety and health, and had been recognized by the “Malaysia Book of Records”.

Conclusion

Occupational health and safety is the key to productivity and not a burden to the industry. The DOSH is committed to providing the best service by serving the nation with heart and soul. However, the commitment of the industry is needed to develop the industry that strive for a safe and healthy workplace. The department would continue to apply behavioural insights and behavioural intelligence to ensure the engagement of the industry and growth to create a sustainable, safe and healthy workplace.



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Behavioural Intelligence: An Essential Skill in the Industrial Revolution 4.0 Business Environment

By

Humanology Editorial Board

The way how human interacts with each other has changed over the years. In the 80s, people would meet face to face when communicating with one another. In the 90s, the interaction of human slightly reduces with the intervention of technology, the mobile phone and the Short Message Service (SMS). Human communication breaks through with the emergence of the internet. A lot of messaging applications were introduced such as Line, Viber, WeChat, WhatsApp, KakaoTalk and many more. All these facilities keep human connection closer, but does it make humans more humane? “We are so close yet, we are so far” is the summary when venturing into the technology era.



Humanology understands this dilemma, and thus, we need to apply technology to boost productivity. We need to enable human to continue to stay connected, engaged and close to each other. Moreover, we are overwhelmed with data and information. Converting data to be information superiority can help you to win over the market. That is how Humanology plays the role to help you to capture information superiority, and at the same time, we help the organisation to advance

themselves in industrial revolution 4.0 but remain heart to heart connection to boost the efficiency and effectiveness of the organisation. Humanology helps you to overcome this through Behavioural Intelligence.

Behavioural Intelligence is an ecosystem that merges behavioural science, psychology and economics into a strategy to create the desired human behaviour. The area of behavioural science is described in the form of an iceberg. Human behaviour is less fully logical, but it is systematic and predictable. Hence, behavioural economics as the observable level that shows the actual human behaviour. From assimilating behavioural economics, Humanology helps to form the **DESIRED** behaviour to the human being by applying suitable nudges – the behavioural Insights.

At level one, human behaviour reads typically involve pointers, non-verbal behaviours, and to a lesser degree paralinguistic. Level one reads are highly susceptible to context errors and should never be taken as a stand-alone read. Level one or initial reads are high-level assessments of the subject we are reading. They are often broad descriptors associated with an individual based on observations without interaction. For example, someone’s appearance or how they are acting is often all that can be assessed when an initial read is made.



Observable

Action, verbal and nonverbal that can be observed

Level 1: Behaviour

Actual Behaviour:
Less Fully Logical

Systematic
and Predictable

Nudging

Behavioural Economics

Behavioural Insights

Behavioural Intelligence

A mental state of readiness, arranged through experience, applying certain influence upon the person's response to all surroundings that involves beliefs, feelings, values and dispositions to act in certain ways

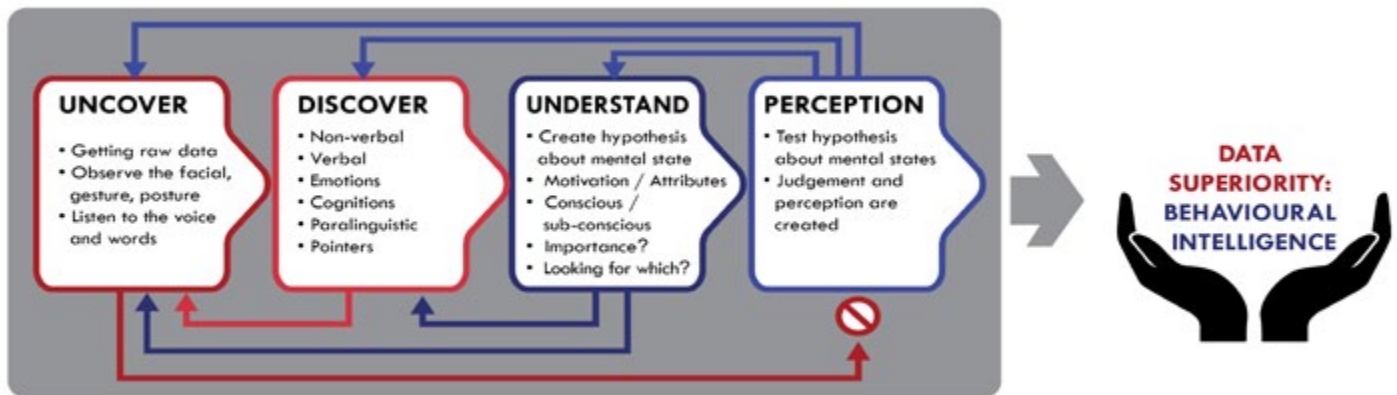
Level 2: Attitudes

Beliefs that become guiding principles that dictate the behaviour of individuals between right or wrong; good or bad; acceptable or unacceptable

Not Observable

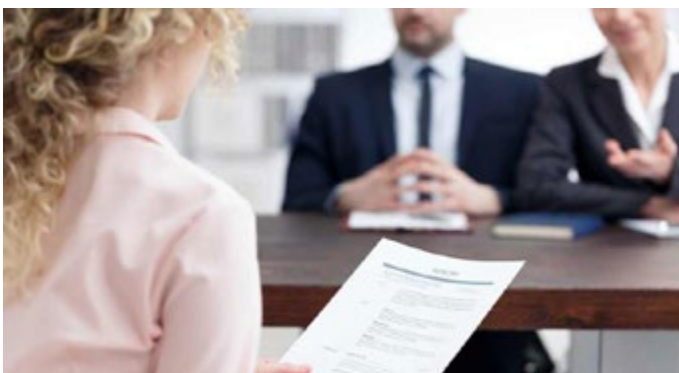
- Altruism
- Anchoring Bias
- Bounded Rationality
- Default Behaviour
- Expert Bias
- Fairness & Reciprocity
- Familiarity Bias
- Fear of Change
- Framing Problem
- Hedonic Adaptation
- Herd Behaviour
- Hyperbolic Discounting
- Intertemporal Choices
- Libertarian Paternalism
- Loss Aversion
- Money Illusion
- Neuro-economics
- Nudges
- Round Pricing Preference
- Rule of Thumb
- Social Capital
- Status Quo Bias
- Sunk Cost Fallacy
- The Availability Heuristic
- The Bandwagon Effect
- The Choice Paradox
- The Endowment Effect
- The Framing Effect
- The Goal Gradient Effect
- The Ikea Effect
- The Inaction Inertia Effect
- The Von Restorff Effect
- The Winners' Curse
- The Zeigarnik Effect

- Forming Desired Behaviour For :**
- Finance
 - Human Resource
 - Marketing
 - Organisational Strategies
 - Policies
 - Strategic Planning
 - Sustainability



An example of potential sources for a Level One read can be found on the job application website where the candidate posts very little details about themselves. Perhaps, we may look at their academic performance and their hobby. Based on this information alone we create a hypothesis, for example, this candidate is hardworking. At this level, behaviour reads are highly susceptible to context error.

A level two- attitudes read requires interaction and tends to revolve around verbal and paralinguistic cues as well as non-verbal cues. Level two reads reduce the impact of context error and provide deeper insight. Take the job application as an example; we would conduct a job interview to allow us to start obtaining more contextual details that were missing at Level One- Behaviour.



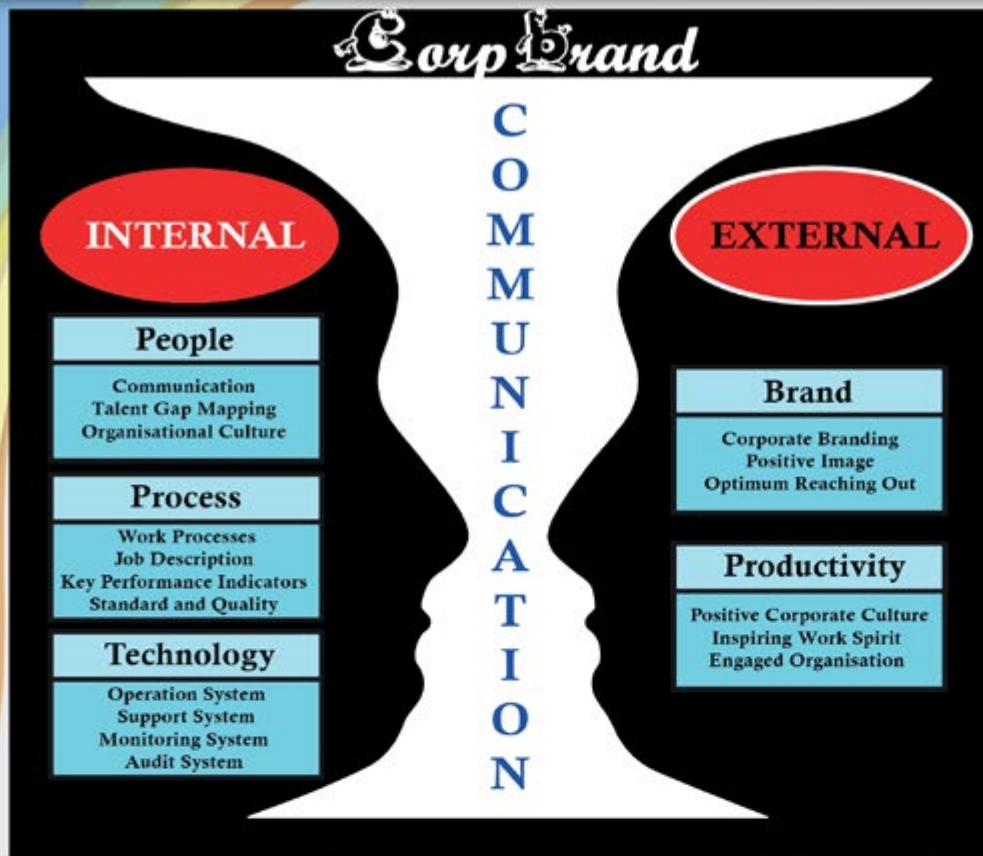
By engaging the subject in conversation or by asking more questions, such as in an interview, you can start to test any hypothesis you have developed about the subject and identified their attitudes, skills, beliefs and values. The types of questions you ask and the way you ask them can determine how much of this information you get. For example, “Do you like the sport?” will not get you as much insight as “What is it about the sport you like?” This is an area of learning all on its own.

Moving the deep ocean, level three – the core values of a person requires both frequency and intimacy and significantly extends on a level two read. In simpler terms, identity is made up of the story or stories that we tell ourselves that help us get through life. They can vary to some degree over time, usually due to life-changing events, but tend to be stable over the longer term. People’s identity is such core to their being that once you have recognised it, it becomes significantly easier to influence them by appealing to this identity or challenging it. For example, a longer engagement on our first interview reveals that our prospective employee talents and their norms. Rarely is someone able to describe his or her identity on demand but those close to them often can. It often needs to be elicited.

For behavioural economics, Humanology applies more than 30 strategies from altruism to the Zeigarnik effect to helps the organisation to create the desired behaviour among human. During the process, the nudging proposes positive reinforcement and indirect suggestions as of ways to influence the behaviour and decision making of groups or individual. This can be applied among human resource, finance, marketing, policies, organisation strategy in strategic planning to create sustainable output.

Humanology has the ready tools and strategies to help you to explore the iceberg especially when the time of interaction between human being reduced. We are specialised to apply nudges with the integration of technology in almost instinctive to create the **DESIRED** behaviour without paying attention that they are performing the action. Hence the **DESIRED** culture is formed in the organisation.

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What They Say



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Director General
Department of Fisheries
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AUGUST

MONTH	DATE	PROGRAMME TITLE
AUGUST	5 August - 6 August	Action Research: A Practical Perspective
	7 August - 8 August	Coaching and Mentoring for Performance
	14 August - 15 August	Communication Excellence with NLP
	19 August - 20 August	Supervisory Excellence
	21 August - 22 August	Managing for Performance
	26 August - 27 August	Mastering Attitude and Behaviour: Productivity Booster
	28 August - 29 August	Soaring Leaders to Higher Levels



Rumours Management

By

**Datuk Dr. Leow Chee Seng,
Dr. Vincent Leong Wing Sum**

The term “rumour” has existed in 1325 in the Latin word “*rūmor*”. In recent century, with the introduction of the internet, they become widespread regardless of it is true or untrue. Bad rumours are really troublesome and create huge damage to the individual and even organisation, and they often resist correction. Humanology has conducted “target group” of the pervasive rumours that involved government on what the officials are planning, politics, business, celebrity and even companies. Moving to the industrial revolution 4.0, the application of artificial intelligence to various social media (Instagram, Twitter, Facebook) has put us at some risk that we have potentially become the victims of rumours regardless if it is true or false.

Would rumour only gives impact to the individual and companies? Definitely not! It might have the possibility to affect an economy. To illustrate, imagine there was a rumour that a listing company would retrench a huge number of staffs and have the risk of closing down. The stockholders may be scared. As a result, they would sell their shares. Can you imagine if the rumour is about a country? It would affect the stock market itself; even if there is no evidence towards the rumour. This is normal human behaviour!

In the industrial revolution 4.0, with the assistance of artificial intelligence, blockchain, big data and machine learning, the task to spread false rumours is at your fingertips. No one in this world could resist the pain created through the allegation. Bear in mind; a false rumour creates a long-lasting and impactful effect to anyone. However, if you know how to manage rumour well, it can be used as an effective weapon for strategic planning of an individual, an organisation or even a country!

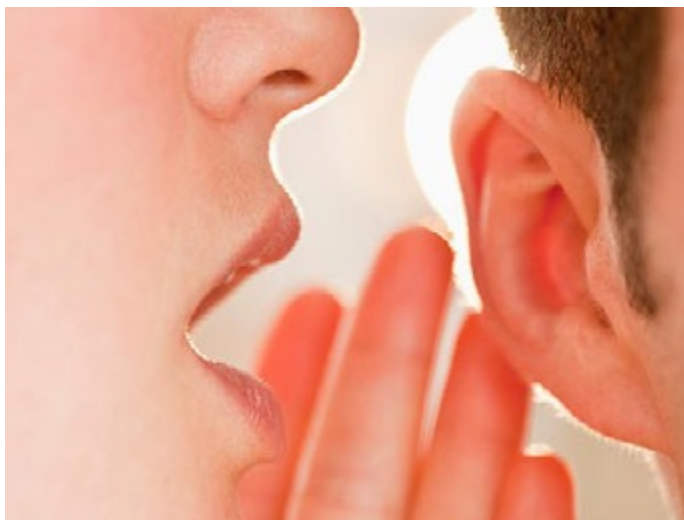
In order to handle rumours, it is important to have a depth understanding of the following questions: Why would a normal civilian accept rumours easily regardless it is true or false? Why do community can be easily influenced by group behaviour, even in a country? What strategies can we apply to shield ourselves against the negative effect of those “nonsense”? Lastly, how are we able to create effective rumours when they are perfectly logical and highly educated? All these applications are highly associated with the power of behavioural intelligence! Remember, Sun Tzu once said,

“If you know the enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained you will also suffer a defeat. If you know neither the enemy nor yourself, you will succumb in every battle.”

As a leader, regardless of politicians, business leaders, celebrities or individual, it is essential to pick up the skills on “Rumours Management.”

A Quick Glance

There is no right definition of rumour. In this article, the rumour is operationalised as the claim in fact that has not been shown to be true, but the information spread from one to another. The information spread regardless of the credibility of the data; people have the perception that others would believe the information.



In brief, rumour always surfaces because of several simple reasons. First, rumours are compatible with their self-interest, or they believe the information is true. Second, rumours are fit and supported by their prior beliefs, personality and values. Third, some individuals are motivated to accept some rumours because rumours please them to do so.

Have you ever thought why people accept false rumours happily and continue to spread it? Review human behaviour - they choose to believe because of either our fears or our hopes. For instance, because a person has weak immunity, he is more likely going to believe the hospital would lead him to be sick. Similarly, we hope the company we invested in would prosper, we might believe a rumour that the company is going to distribute a dividend; in reality, the company is about to close down. The “hope” and the “fear” become more powerful weapon to shape human behaviour in rumour management, especially people living in information cocoons that are created during the industrial revolution.

Morphology of Rumours

Have you ever been curious why good news spread so slowly and rumours spread as fast as lightning? Generally, rumours spread through two channels - social cascades or subjective norms and group polarisation.

Let's imagine that you received a message from a known person, with the limited time and resources to check the genuineness of the information; we tend to rely on what other people think and do. In reality, we do not even bother to check if the rumour is true or not. More importantly, if everyone we know believes the information, we tend to believe it too. When we lack information, humans choose to accept the view of others. The magnitude is higher, especially on the rumour we know others also know about it. To give you a better picture, if employees from the human resource department start to spread rumours that the company is going to close down and the company would start to retrench employees. It would somehow disturb the motivation of other employees because the information comes from the human resource department!

A cascade occurs when an initial group start to react to rumours, and other people follow their signals. Don't

underestimate the impact of the cascade; it would create speculative bubbles. For instance, people spread that the share market is speculated to drop at least 30% down the 6 months when there are signs of reduction of the index; it would automatically create panic and fear due to the rumours they have encountered before. As such, individual players start to sell their shares and indirectly create self-fulfilling prophecies.



Social cascades are a very powerful tool to create rumours to establish the community behaviour that you want. Bear in mind, we must create rumours that trigger strong emotions, especially fear and disgust that act as genuine behaviour, they are likely to spread the rumours. Design a strategy to trigger fear and disgust to form the behaviour you want.

Turning to group polarisation, this scenario is similar to as the saying goes, “birds of a feather flock together”. When like-minded people get together, they often ended up thinking a more extreme version of what they thought before they started to speak to others. For example, when a person received a rumour about a politician, he tends to feel uncomfortable towards the politician. However, due to his trust in the party, he still has not determine who to vote. However, when the group chat he joined discussed on that rumour, it magnified the intention of not voting that politicians.

With the digitalisation and internet, we would receive rumours from various sources in different forms. More information is communicated to us; humans tend to believe that the information is true. This can speak volumes! Getting the right strategy by applying behavioural intelligence help managing rumours with

high impact. This would ensure the multiplication of the impact of the information to be accepted by people. Of course, the whole process needs a strategy, and it is not as simple as getting cybertroopers to blast the message out for you.



Handling rumours: A Challenge?

It is not easy to manage rumours when it has started. However, with the right strategy, it is manageable. We just need time, people and systematic planning to manage the impact of social cascade and group polarisation.

The first method is to create a system of free expression. People should be exposed to balanced information and do corrections from those who know the truth. Most companies, politicians and celebrities would hold a press conference to explain the scenario. If you are lucky enough, it works. Unfortunately, it may be an incomplete corrective action.

The humans are not always logic and rational because human behaviour is affected by emotions. Emotions can get in the way of truth-seeking. For example, BERSIH 2.0, BERSIH 3.0 and BERSIH 4.0 are extremely impactful activities to mould human behaviour because once you have joined the event, you are somehow emotionally attached to it. Why? Those civilians have “invested” effort, time, money to join these activities. When they have put the effort, they “hope” to see the outcome from it. As such, the action has created the behaviour to vote for the current government. Human

preconceptions affect their behaviour and action. The failure of the previous Malaysian government is mainly on managing the psychology of people that lead to the change of government in 2018.

Another challenge when handling rumour - the assimilation bias. People who have accepted false rumours may not easily give up their beliefs, especially when they have a strong emotional commitment to their belief. It is like mission impossible to dislodge what people think, even by presenting them with the facts. Showing the fact sometimes would cause them to become more ingrained. Unfortunately, some of the inexperienced consultants would believe in the “marketplace” concept to continuously feed the right information until people arrive at the truth. It could be true for the neoclassical economic concept, but now, you are dealing with human behaviour that might act illogically.

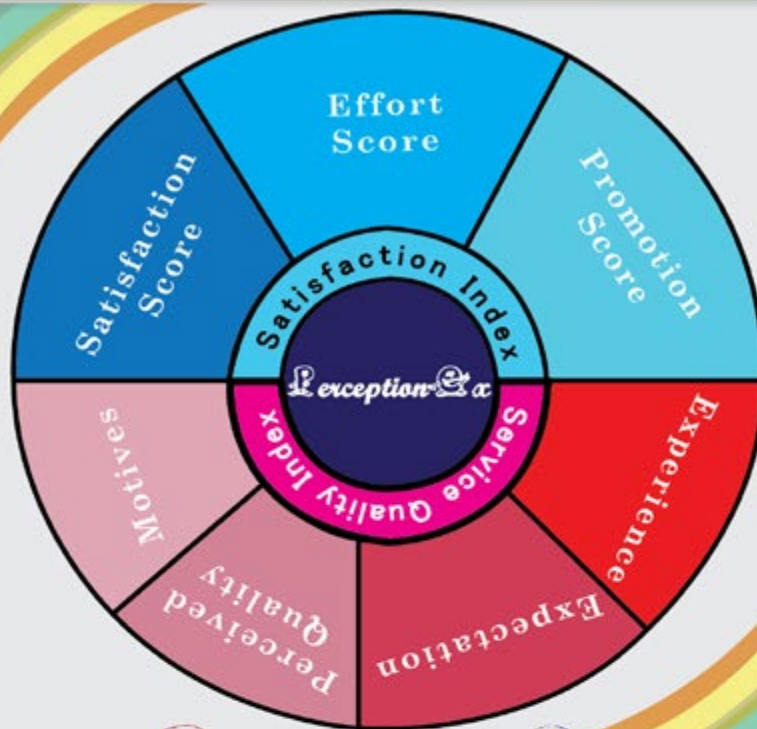
Conclusion

In order to create strategies to manage rumour, it is essential to understand the mechanism behind false rumours - their propagation, their transmission, and their entrenchment. Regardless your role is to help others to create rumours or to manage rumours, it is important to understand the fundamentals that seems simple, but in reality, it is extremely complicated and sophisticated. For the general public, by understanding the mechanism, we would be more cautious in accepting false rumours, and in the process to nurture a healthy community.

Stay tuned with our next article to understand the concept of propagation, transmission, and entrenchment. Feel free to contact our consultant, Datuk Dr. Leow at drleowcs32@gmail.com / +60175882258 if you would like to know more.



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What They Say

“PerceptionEx by Humanology helps me to have clear strategies to capture the right market.”

Dato' Simon Leow
Chairman
Posrity Holdings Berhad,
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SEPTEMBER

MONTH	DATE	PROGRAMME TITLE
SEPTEMBER	4 September - 5 September	Essential Managerial Skills for New Managers
	11 September - 12 September	High-Impact Manager
	18 September - 19 September	Boosting Emotional Intelligence
	23 September - 24 September	Communicating Corporate Change
	25 September - 26 September	Talent Management and Succession Planning



Contemplation

By

**Prof. Dr. Malik Badri,
Datuk Dr. Leow Chee Seng**

It has been more than a year since the Humanology was set up. Being an advisor of Humanology gives me an opportunity to be in the position of a marketer and learning how to handle customers. I always enjoy doing 'my job' because I like talking to new people and get to know them better.

From academic to the business environment, it is really a challenge. I have learnt all the theories, conducting a practical session to my graduate students. When I applied it myself, I faced great challenges. Thank you to the creator who continues to send me the experts, compassionate people who guide me. Even as simple as a short discussion, it gives a huge impact to correct my perspectives in Marketing.



I have undergone many challenges throughout the marketing process. However, due to my interest to help and to nurture people, I have never given up. I learned that customers love it when I could relate to their problems and their needs during the sales pitch. I also learned that I am thankful each time I had successfully made a sale. It's not just about the money that I made that day, but the feeling of satisfaction when I had helped someone to find what they are looking for and I managed to put a smile on

their face when they finally walked out the door. A happy customer expresses his/her emotions through facial expression. The eye region of the face is critical for identifying genuine or sincere smiles. From my experience, the eyes of a satisfied customer tells you everything, and you just know it.

"Thank You, I appreciate your support", is probably the most often spoken phrases I said when I thanked them. I have to admit that I can smile all day in satisfaction after that sale is made and keep hoping for more. There are of course some of the days that the customers just only enquire and some of them do not even acknowledge the WhatsApp message I sent to them. As I love what I do, I'll try my best to approach each of them without any expectation whether it would turn into sales or not, also to make sure that they were given enough information to solve and address their issues. It's normal for a customer to come and go. They have options, and they can choose whatever they wish. I am also a customer, and I understand this process. I am thankful they have the intention to inquire about our programs that interest them so much and can bring them in to understand us better. To my surprise, some of them do come again and straight away send participants to us in a group without hesitation!



لِيَن شَكَرْتُمْ لَأَزِيدَنَّكُمْ

If you thank Me, I will surely increase you
[Ibrahim, 14:7]

Figure 1: A verse in Surah Ibrahim Ayat 7

Verses in the Holy Quran Ibrahim, 14:71 (figure 1) said about even if you could show the least gratitude, Allah will increase you in many ways. Allah didn't mention about being grateful to Himself in the Surah, but you can be grateful to anyone, anybody or anything. For example, being grateful to Allah, to your parents or to have a healthy life. In the context of marketing, being grateful might be to your customers who have helped increase your sales, to your workers who have worked so hard in making the sales, or potential leads for getting in touch with you.

الحمد لله

Figure 2: Alhamdulillah (All praise to Allah)

Gratefulness is not only the act of saying Alhamdulillah which means all praise belongs to Allah' (figure 2) it is an attitude and the way of your thinking. The beauty of it is, Allah has promised that He can increase you in anything (Memon, 2015), and the sky is the limit!

From the literature review, gratitude (shukr) is the quality of being thankful; readiness to show appreciation for and to return the kindness. Gratitude also means thankfulness, counting your blessings, noticing simple pleasures, and acknowledging everything that you receive. From my point of view, it means that appreciation towards some acts of kindness from the heart and never ask anything in return in everything you do. It also means that it's okay for me to have this kind of life or to have this much money, with good health and have this kind of family. We are so thankful for what we have now because some other person out there may want the same life, money, health, and family as what I have, but they just couldn't have it for whatever reason.

Our gratefulness is towards the people around us that help us to be successful in business. May it be our family who is always there to support our decision, our business associates who keep pushing me to be a better entrepreneur, customers who always trust our choice of training programs and happy with it, my workers who keep pushing for sales every day and take a good care of the shop and my contact of suppliers who is easy to talk to, can be trusted and open for negotiation. And of course to the Almighty Allah S.W.T who gives endless fortune (rizq) every time.

How can I show my appreciation? For example, appreciation to the customers can be done by giving them thank you notes, providing the best service and extra mileage to them such as learning management system, workbook, pre and post-test that was not offered by any individual trainers. Appreciation for the workers can be done by understanding their work-related or personal problems, maintaining good communication and respecting each other, treat them as people, not only as salespeople. Appreciation for the trainers and consultants were done by respecting their terms and conditions, maintaining trustworthiness and have a good relationship with them.

**And He gave you of all that you asked for,
And if you count the Blessings of Allah,
Never will you be able to count them.**

أَعُوذُ بِاللَّهِ مِنَ الشَّيْطَانِ الرَّجِيمِ
وَمَا أَنْتُمْ مِنْ شَيْءٍ مَا سَأَلْتُمُوهُ وَإِنْ تَعَدُّوا
نِعْمَتَ اللَّهِ لَا تَحْصُوهَا إِنْ الْإِنْسَانَ لَظَلُومٌ
كَفَّارٌ ﴿٣٤﴾

Figure 3: Surah Ibraheem Verse 34

Besides all these, the most important appreciation is towards Allah, which provides what we have in business unexpectedly as what has been said in figure 3. Despite the ups and downs (which the limited-human-being-mind like me think, and there must be a reason for that), the fortune (rizq) that He gives is beyond expectation. Some of the things we did in business were made easy, and along the way, we encounter people who help us, and without everyone

support, it is nothing that Humanology has achieved.

For Humanology, how we market our programs today have a lot to relate to the ideas and creativity that He gave us. As a verse in Surah Al-Nahl 16:53,

“And whatever of blessings and good things you have, it is from Allah.”

We tried a lot of things in marketing such as trying to produce videos to enable participants to know the program better, to enable the participants to see the trainers in action and to enable participants to listen to the testimonials from previous clients. We even share the message in Whatsapp, social media, face to face sharing, courtesy visits and others. All the strength, creativity and innovation is learnt from Him.

What we did to show our gratitude is through giving back to others (sedekah). We allocate a certain amount of money each month and give it to the one in need such as the poor. We try to find homeless shelter, orphanage and old folks' home that we can help. Sometimes we also help our relatives or friends who are in distress. We know that only by giving back to others can help us increase abundance in our business, ease our marketing plans and also our lives as a whole. We also know that we must do it with a pure heart without expecting anything. To which of the favour of your load would you deny?



Figure 4: This verse is repeated 31 times in Quran Surah Ar-Rahman

To show the importance of gratitude in human life, the verse “Then which of the favours of your Lord will you deny?” is repeated 31 times in the Quran (Surah Ar-Rahman) (figure 4). It means that we should always be grateful because we know that there are the most powerful force above us that have given us everything that we needed. It means that without it, we would be nothing. We are the only human being that always makes mistakes and needs support and guidance in all aspects of life. Same goes for the way we conduct our business and do our marketing. We have to appreciate small things that can help us achieve more in the future. We have to have good Intentions, try to help others as much as we can, to bring the best in them and ourselves. We have to remember that we are not doing this only for ourselves, but for the betterment of others (giving back). By doing this consistently, we can show our thanks and appreciation to Allah, our creator. As stated in Surah An-Nisa Verse 147,

“Why should Allah punish you if you have thanked (Him) and have believed in Him. And Allah is Ever All-Appreciative (of good), All-Knowing.”

The way we do marketing in business and the way we live our lives as a human is not much of a difference. It relates to one another. The more we set our intentions straight to the right path, the better the outcomes will be. No matter how successful in life and how much money we can make in the business, the act of gratitude could keep us humble because we know Allah is watching. So we have to be grateful and give back to the one in need in return for His favours.

Lastly, we would like to say thank you to those who have supported us, those who helped us grow to be a better company through challenging us, those who have enlightened us to serve you with the heart and soul.



OCTOBER

MONTH	DATE	PROGRAMME TITLE
OCTOBER	1 October - 2 October	Trapping the Cunning Fox: Lie Detection
	7 October - 8 October	Fostering Diversity and Inclusion
	9 October - 10 October	Upskilling Staff Performance
	14 October - 15 October	Art of Persuasion
	16 October - 17 October	Conflict Management and Collaboration
	21 October - 22 October	Leadership and People Management Competencies
	23 October - 24 October	Business Law Made Easy
	30 October - 31 October	Perception Management: How Do You Want Others to See Your Organisation?



Enhancing Your Self-Confidence

By

Mr. Saiful Farhan Mashor

Every one of us had many issues and stuff to be handled in life, and sometimes we try to find our ways in solving the problems around us. There are few ways when we face any situation or problems, always know yourself first and do not quickly respond to the incident happen around you.



1) First of all, you must look deeply into yourself carefully and ask a few questions as follows:

a. Am I always thinking negatively of others? If yes, please change. Try to replace by positive words and instill your mind with a positive thought.

b. Are you easily influenced by thought, words and principles of others around you? Please remember, they are not in line with our inner voice, and our inner voice should align with our God/source.

c. Always recheck our thoughts in our minds. Is there any past experience that influence your perspective and thought? Start with breathing and 'zero manacles' while connecting to Source.

d. While you are making a decision, do you have self-interest on it? Listen to your inner voice, think it as a big picture and look into few considerations. You also need to set your priority and aligned with your objective/vision.

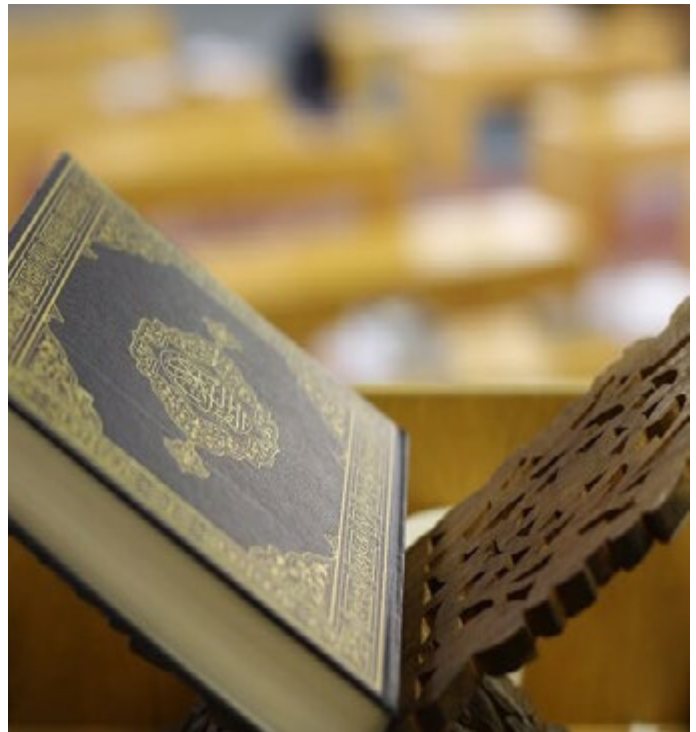
e. If you are in trouble, try to see things differently and in every single aspect. Do not view in a limited and one-sided way. However, practice to think as a whole and get the big picture.



f. Please avoid comparing your thought and your perception. Try to see things on the outside view rather than on an internal view.

g. If you receive any information from books, television, social media, look at it positively and compare them to your inner voice. If it is suitable, then we call it a universal agreement where the truth comes from God/Source.

h. If you are Muslim, train your inner voice to think naturally and with purity. You can start practising Asmaul Husna and recite *Subhanallah* while remembering His gracious & merciful.



To sum it up, being humans, we will definitely be faced with many challenges in our lives. It is the matter of how we try to solve it or we choose to avoid those challenges. It starts from inside of you to believe and instil the positive thought that can make the change yourself. When your thought in your mind is aligned with your heart, body (action) and soul, you will realise your inner power and boost your self-confidence that can make the change yourself and others. Did you realise and use your potential power to the next level?



2) You need to train and enhance your spiritual quotient, start with small action until it becomes your habit naturally. Change your routine daily and it will change your habit.

Keep persistence in taking action until your inner voice opens up and able to listen to yourself deeply and clearly. Finally, that voice will be your friend, and it will always give you very important information. For Muslim, do not forget your main sources of reference, which are Al-Quran and As-Sunnah. The true inner voice is always directing Muslim to obey a command from Allah S.W.T and follow His Messenger Prophet through Al-Hadith aligned with brain logic as thinker and executor.



NOVEMBER

MONTH	DATE	PROGRAMME TITLE
NOVEMBER	4 November - 5 November	Sexual Harassment in Action
	6 November - 7 November	Managing Gen-Y
	11 November - 12 November	Developing and Managing KPIs
	13 November - 14 November	Positive Work Attitudes and Behaviour for Productivity
	18 November - 19 November	Your Body Speaks Your Mind
	25 November - 26 November	Behavioural and Competency-Based Interview
	27 November - 28 November	Publishing Your Book



Organisational Culture and Work Performance

By

Dr. Dayana N. H. Chaskar

The Kirkpatrick Training Evaluation Model is perhaps the best-known model for analysing and evaluating training results and educational programs. The model was developed by Donald Kirkpatrick, a former Professor Emeritus at the University of Wisconsin, and it was first published in 1959. The model was then updated in 1975 and 1993 after Kirkpatrick published “Evaluating Training Programs.” Each successive level of the model represented a more precise measure of the effectiveness of a training program. It was developed further by Donald and his son, James and then later on by James and his wife, Wendy Kayser Kirkpatrick. However, in 2016, James and Wendy revised and clarified the original theory which introduced the “Four Levels of Training Evaluation” in their book “New World Kirkpatrick Model”. A primary addition was the significant emphasis on the training relevance. This model takes into account any style of training, both informal or formal, to determine aptitude based on four (4) levels criteria.

According to the Kirkpatrick Partners (2018), the four levels can be detailed as follows:

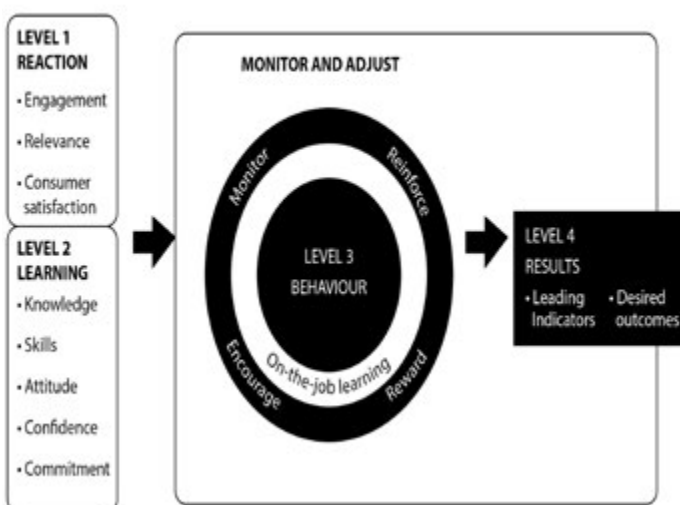
Level 1: Reaction

Results at Level One are typically measured by means of post-training questionnaires which encourage participants to appraise criteria such as the topic, materials, and instructor. Reaction level evaluation is popular with training professionals as it is relatively easy to administrate and provides immediate information to managers and supervisors about how valuable participants found the programme. Reaction is performed to measure the level of reaction designed to know the opinions of the participants on the training program. Indeed, participants’ subjective responses may be influenced by a wide variety of personal factors, from a lack of interest in the topic to personal problems and distractions. Clearly, organisations need to consider further, complementary levels of evaluation to generate a more holistic view of training’s impact.

Level 2: Learning

Learning results are frequently measured either by end-of-training examination or by participants’ self-assessment about whether learning expectations have been met. Thus, a Pre-Test given prior to the training session and the Post-Test after a program, will be able to gauge the absorption extent of the participants. This is provided the content of both tests are similar with the exact number of questions and sequence, and the training implication and impact can be further acknowledged by running a statistically significant t-test. The evaluation method remains open to criticism about participants’ subjectivity and whether participants can transfer and apply their training knowledge to the workplace. Thus, Level Two, like Level One, remains a useful source of information, but is not substantiated by hard facts and therefore cannot be relied on exclusively as a measure of effectiveness.

THE NEW WORLD KIRKPATRICK MODEL



Level 3: Behaviour

The 3rd level aims to measure the continuity between learning and practice by assessing how training participants apply their new knowledge and skills in the workplace. Conventionally, this would be assessed subjectively by supervisors, whose evaluation skills and working relationships with the employee would inevitably vary greatly. However, now being in the Industrial Revolution 4.0 era and adoption of Big Data analytics and Internet of Things (IoT), technological solutions are instead used to objectively and consistently assess if a participant can apply their knowledge and skills to perform tasks, take actions and solve problems. Thus, Level Three evaluation attempts to address the barriers that Levels One and Two both disregarded. By this, it contributes to an organisation’s understanding of the strengths and weaknesses of its training and development process.



Results:

The Return of Investment (ROI) is evaluated at Kirkpatrick’s fourth level by producing evidence of how training has a measurable impact on an organisation’s performance. Hard data, such as sales, costs, profit, productivity, and quality metrics, are used to quantify the benefits and to justify or improve subsequent training

and development activities. For business leaders, this is arguably the most important level of evaluation. Yet, it is also the most difficult level to understand, define and execute well. Not only is it necessary to identify the most relevant measures, but it is also essential to attribute any change in those measures to the intervention of training.

Kirkpatrick’s four-level framework is a simple, flexible and comprehensible means of evaluating the business impact of training. Its enduring influence on evaluation methods used by training professionals today is a testament to its adaptability and practicality. Each level of evaluation is intended to fulfil the fundamental requirement of the training program, with an overview of the whole-business impact. All levels are important as they contain diagnostic checkpoints enabling root cause analysis of any problems identified. Thus, if the model is correctly applied, the evaluation framework is definitely beneficial to an organisation.



DECEMBER

MONTH	DATE	PROGRAMME TITLE
DECEMBER	3 December - 4 December	Fostering Human Relations through Emotional Intelligence
	16 December	Anger Management for Senior Management
	17 December	Stress Management for Senior Management
	18 December	Conducting Impactful Training Needs Analysis
	19 December	Life is Short, Why Worry?
	24 December	Applying Body Language during Interview



APRIL



Courtesy Visit to SPNB



Meeting with MPC



FGV Prodata Systems Sdn Bhd
In-House Training



FGV Prodata Systems Sdn Bhd
In-House Training

APRIL



Art Exhibition called "Rhapsody 1+ 4" organised by Art Market Malaysia



Art Exhibition called "Rhapsody 1+ 4" organised by Art Market Malaysia



Art Exhibition called "Rhapsody 1+ 4" organised by Art Market Malaysia



Art Exhibition called "Rhapsody 1+ 4" organised by Art Market Malaysia



Art Exhibition called "Rhapsody 1+ 4" organised by Art Market Malaysia

APRIL



Supervisory Skills Training



Supervisory Skills Training



Supervisory Skills Training



Supervisory Skills Training



Supervisory Skills Training



Supervisory Skills Training

APRIL



**Managing Stress and Handling Emotions :
The Industrial Revolution Way Training**



**Managing Stress and Handling Emotions :
The Industrial Revolution Way Training**



**Managing Stress and Handling Emotions :
The Industrial Revolution Way Training**



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The Industrial Revolution Way Training**



Managing Stress and Handling Emotions : The Industrial Revolution Way Training

APRIL



**Managing Multiple Task and Work Priorities:
Utilising Tools and Resources of Industry
4.0 Training**



**Managing Multiple Task and Work Priorities:
Utilising Tools and Resources of Industry
4.0 Training**



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Utilising Tools and Resources of Industry
4.0 Training**



**Managing Multiple Task and Work Priorities: Utilising Tools and Resources
of Industry 4.0 Training**

APRIL



Mind Your Body Language for Auditors Training



Mind Your Body Language for Auditors Training



Advance Management Principles and Leadership Training



Advance Management Principles and Leadership Training



Advance Management Principles and Leadership Training



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Advance Management Principles and Leadership Training



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Managing Stress and Handling Emotions : The Industrial Revolution Way Training



Managing Stress and Handling Emotions : The Industrial Revolution Way Training



Managing Stress and Handling Emotions : The Industrial Revolution Way Training



Managing Stress and Handling Emotions : The Industrial Revolution Way Training



Managing Stress and Handling Emotions : The Industrial Revolution Way Training

APRIL



**Time Management: A New Revolution
Embarking on Industry 4.0 Training**



**Time Management: A New Revolution
Embarking on Industry 4.0 Training**



**Time Management: A New Revolution
Embarking on Industry 4.0 Training**



**Time Management: A New Revolution
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**Time Management: A New Revolution
Embarking on Industry 4.0 Training**

APRIL



Achieving Self Confidence: Racing Towards Industry 4.0 Training



Achieving Self Confidence: Racing Towards Industry 4.0 Training



Achieving Self Confidence: Racing Towards Industry 4.0 Training



Achieving Self Confidence: Racing Towards Industry 4.0 Training



Achieving Self Confidence: Racing Towards Industry 4.0 Training

MAY



Achieving Self Confidence: Racing Towards Industry 4.0 Training



Achieving Self Confidence: Racing Towards Industry 4.0 Training



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Achieving Self Confidence: Racing Towards Industry 4.0 Training



Achieving Self Confidence: Racing Towards Industry 4.0 Training

MAY



Courtesy Visit to TNB



Courtesy Visit from SR Asia delegates



Courtesy Visit from SR Asia delegates



Courtesy Visit from SR Asia delegates



Courtesy Visit from SR Asia delegates

MAY



Majlis Berbuka Puasa at INTAN organised by Humanology



Majlis Berbuka Puasa at INTAN organised by Humanology



Majlis Berbuka Puasa at INTAN organised by Humanology



Majlis Berbuka Puasa at INTAN organised by Humanology



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Majlis Berbuka Puasa at INTAN organised by Humanology

JUNE



Majlis Mesra Aidilfitri at TNB



Majlis Mesra Aidilfitri at TNB



Majlis Mesra Aidilfitri at TNB



Majlis Hari Raya with Tan Sri (Dr.) Ambrin Buang



Majlis Hari Raya with Tan Sri (Dr.) Ambrin Buang



Majlis Hari Raya with Tan Sri (Dr.) Ambrin Buang

JUNE



**Majlis Hari Raya with Tan Sri (Dr.)
Ambrin Buang**



**Majlis Hari Raya with Tan Sri (Dr.)
Ambrin Buang**



**Majlis Hari Raya with Tan Sri (Dr.)
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Ambrin Buang**



**Majlis Hari Raya with Tan Sri (Dr.)
Ambrin Buang**

JUNE



Majlis Mesra Aidilfitri at Humanology



Majlis Mesra Aidilfitri at Humanology



Majlis Mesra Aidilfitri at Humanology



Majlis Korporat Raya at Agrobank



Majlis Korporat Raya at Agrobank



Majlis Korporat Raya at Agrobank

JUNE



Courtesy Visit to SME Bank



Courtesy Visit to RELA



Courtesy Visit to RELA



Courtesy Visit to RELA



**Organisational Integrity and Ethics :
Leading the Industry 4.0 Training**



**Organisational Integrity and Ethics :
Leading the Industry 4.0 Training**

JUNE



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JUNE



Congratulations to Siti Khadijah for the Recognition for Higher Productivity Enterprises using Local Talent (HPE)



Congratulations to Siti Khadijah for the Recognition for Higher Productivity Enterprises using Local Talent (HPE)



Congratulations to Siti Khadijah for the Recognition for Higher Productivity Enterprises using Local Talent (HPE)



Majlis Sejernih Kasih at Institut Latihan FAMA



Majlis Sejernih Kasih at Institut Latihan FAMA

JUNE



Majlis Sejernih Kasih at Institut Latihan FAMA



Majlis Sejernih Kasih at Institut Latihan FAMA



Majlis Sejernih Kasih at Institut Latihan FAMA



Majlis Sejernih Kasih at Institut Latihan FAMA



Majlis Hari Raya Dan Harijadi Dato' Mohd Sallehuddin at MOA



Majlis Hari Raya Dan Harijadi Dato' Mohd Sallehuddin at MOA

JUNE



Majlis Hari Raya Dan Harijadi Dato' Mohd Sallehuddin at MOA



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JUNE



Majlis Hari Raya Dan Harijadi Dato' Mohd Sallehuddin at MOA



Majlis Hari Raya Dan Harijadi Dato' Mohd Sallehuddin at MOA



Raya Open House of PERODUA



Raya Open House of PERODUA



Raya Open House of PERODUA

JUNE



Courtesy Visit



Courtesy Visit



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