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THE QUIET DINER:
A REFLECTION OF
INTROVERSION
AND SHYNESS

THE IMPORTANCE OF
BODY LANGUAGE IN
JOB INTERVIEWING

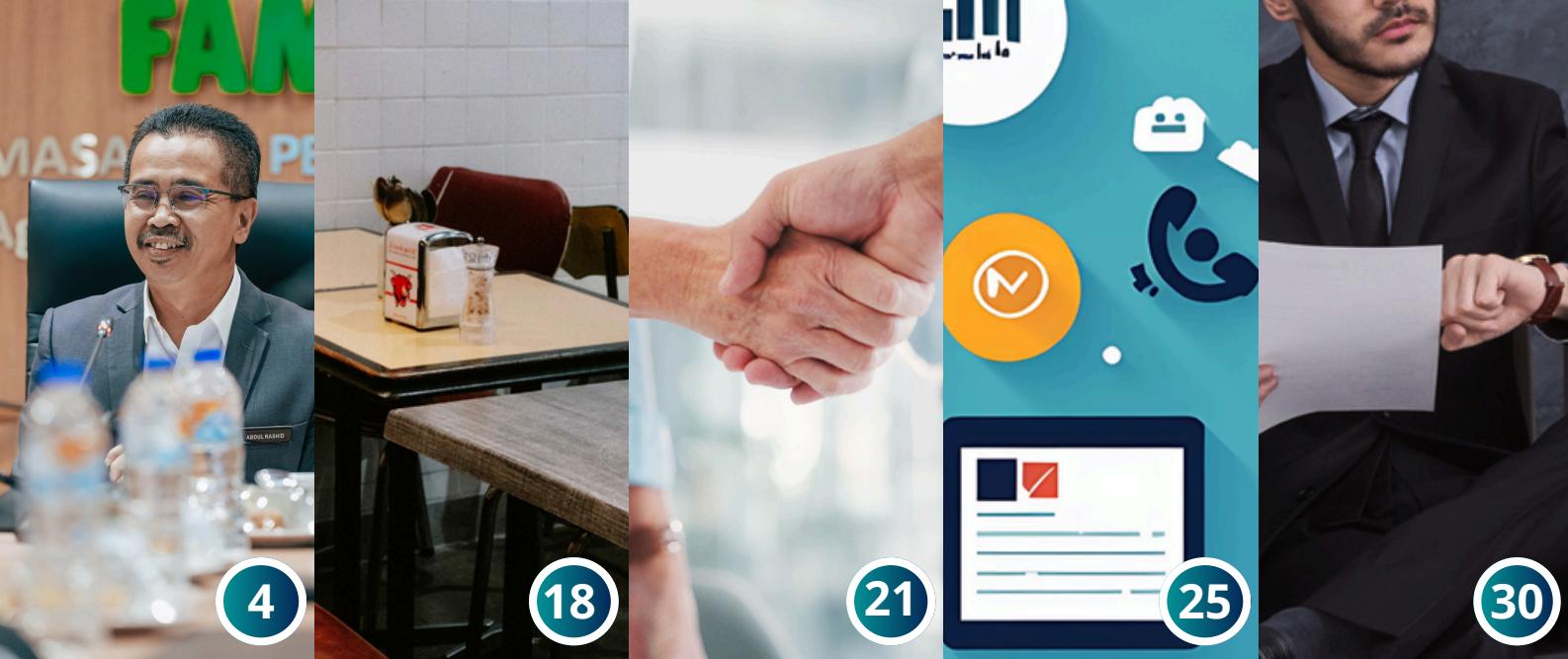
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FUNDAMENTAL OF
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STAKEHOLDER
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RASHID BAHRI'S DRIVE FOR
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HAPPENINGS

OCTOBER

October was marked by strong institutional engagement and professional development. Humanology participated in MIMOS Technology Preview (MTP) 25, reinforcing its exposure to emerging technologies and innovation trends. Capability-building continued through Science for Body Language and Professional Appearance, supporting effective communication and professional presence. The month also saw extensive courtesy visits to MIMA, NIOSH, Pharmaniaga Berhad, Jabatan Mineral dan Geosains Malaysia, Yayasan Waqaf Malaysia, MBOT, and IMPAC, strengthening cross-sector collaboration in technology, safety, healthcare, and governance.

NOVEMBER

November reflected intensive outreach and strategic visibility. Humanology conducted a series of courtesy visits to key institutions including ISN, MARii, Prasarana, Bank Simpanan Nasional, ICR, MTIB, Tourism Selangor, PUNB, MDSB, Jabatan Latihan Khidmat Negara, Akademi Kenegaraan Malaysia, PADAT, Jabatan Laut Malaysia, and Perbadanan Nasional Berhad (Pernas). The month was highlighted by the Flagship Investment Seminar, reinforcing Humanology's role in strategic engagement and investment-focused dialogue. November also marked a moment of recognition with the receipt of a CIDB Surat Penghargaan, acknowledging meaningful contributions and collaboration.

DECEMBER

December closed the year with a balance of reflection, leadership, and governance-focused initiatives. Humanology engaged in courtesy visits to Lembaga Zakat Selangor, KTMB, KBS, JPDP, Jabatan Perikanan Malaysia (DOF), and NanoMalaysia, expanding partnerships across transport, youth development, fisheries, and advanced technology. The month featured the Program Retreat LDA, supporting strategic alignment and leadership focus, alongside Anti-Bribery and Anti-Corruption Training, reinforcing integrity and ethical governance as a year-end priority.



HARVESTING CHANGE: ABDUL RASHID BAHRI'S DRIVE FOR MALAYSIA'S FOOD SOVEREIGNTY

Abdul Rashid bin Bahri

Director General

Federal Agricultural Marketing Authority (FAMA)

One drizzly Friday morning in Kuala Lumpur, a quiet transformation is underway at a bustling farmers' market. Amid the rainbow of tropical fruits and the earthy aroma of fresh vegetables, a tall, bespectacled figure moves with purpose. Abdul Rashid Bahri – innovative, unassuming, yet undeniably authoritative – stops to chat with a pomelo grower about the morning's prices. In one hand, he holds a tablet streaming live data from FAMA's new iFAMA portal; in the other, he carries a sack of local rice bought at a steep discount from a Jualan Agro Madani stall. It's a simple scene, but it captures the essence of his leadership. As the Director-General of the Federal Agricultural Marketing Authority (FAMA), Abdul Rashid stands at the forefront of Malaysia's mission for food sovereignty and

security. He is as comfortable in muddy farm boots as he is in the corporate boardroom – a smart, visionary leader who bridges grassroots realities with grand national strategy. This human-centered approach, honed over decades, is turning FAMA from a traditional marketing agency into a strategic engine of food sovereignty and economic resilience for the nation.

From Agribusiness Roots to National Steward

Abdul Rashid's journey to the helm of FAMA is a testament to experience, expertise, and steadfast dedication. Now in his early 60s, he has devoted over 34 years to FAMA – having first joined the agency in April 1991 as a junior

marketing officer. Those early years in the field gave him an intimate glimpse into farmers' struggles and market quirks. Recognizing that knowledge is power, he built a formidable academic foundation to complement his on-ground experience. He earned a B.Sc. in Agribusiness from Universiti Putra Malaysia, grounding him in farm-level realities, and added a professional Certificate in Taxation from UiTM to grasp financial and regulatory nuances.



Not one to stop there, he later pursued an MBA in Marketing at UPM – a capstone that honed his strategic mindset for promoting Malaysian produce on a national scale. This rare blend of agronomy, finance, and marketing education equipped him with a holistic understanding of the agricultural value chain, and it shows in the way he leads.

His early professional exposure extended beyond domestic markets. Abdul Rashid began his career in FAMA's fresh fruit and vegetable export division, managing exports to the Middle East, Europe, and the Far East, serving with FAMA Corporation as an Export Manager from 1994-1998, where he gained hands-on experience in international market access,

regulatory compliance, and buyer requirements. Seasoned by service, Abdul Rashid climbed FAMA's ranks steadily, assuming roles of increasing responsibility across different regions and departments.



By the 2010s, he was managing state-level operations as FAMA Director in Pahang, then spearheading national fresh produce marketing, and later orchestrating FAMA's strategic planning. Each role added a layer to his expertise – from coordinating fruit exports to modernizing domestic distribution – and instilled in him a “deep, granular understanding” of FAMA's mission at every level. Colleagues recall how, as the Senior Director of Strategic Planning, he was both meticulous and forward-thinking, aligning FAMA's projects with the broader goals of food security.

In 2011, he was involved in enabling Malaysia's first durian exports to China in the form of frozen paste and pulp, laying the foundation for a milestone achieved more than a decade later with the export of fresh Malaysian durian to China in 2023. By June 2023, when he was appointed Director-General, there were few corners of the organization – or indeed

Malaysia's agricultural markets – that he hadn't touched.



This ground-up experience imbues him with credibility and insight: farmers, traders, and technocrats alike know that Rashid "speaks their language." It also exemplifies FAMA's ethos of leadership through service – a quality recognized at the national level. In 2024, he was conferred the Johan Mangku Negara (JMN) award, a high honor acknowledging his distinguished public service. Ever modest, he frames such accolades not as personal glory but as a reminder of the public trust he must uphold – a trust he guards fiercely through integrity and inclusive leadership.

Innovation in Action: Digital FAMA and iFAMA

Stepping into the Director-General's office, one is immediately struck by the digital dashboard dominating the wall – a real-time ticker of crop prices, market arrivals, and sales volumes streaming in from across the country. This is iFAMA, an integrated "super app" platform that Abdul Rashid proudly touts as the digital nervous system of Malaysia's agricultural markets. Launched under his tenure, iFAMA is a bold leap to "digitalise the ecosystem of

national agricultural marketing". In essence, it converges over fifty FAMA services – from farmer registrations and crop data to marketplace apps – into one unified portal. The platform functions as a one-stop hub where farmers, traders, and agri-entrepreneurs can register as licensed marketers, apply for support programs, check prices, and even complete online sales transactions. Crucially, it also serves as an enforcement and analytics tool: by mandating the registration of all market players into a single database, iFAMA closes information gaps and brings previously informal transactions into the light. "We used to operate in silos," an IT officer at FAMA notes, referring to the old patchwork of systems. "Now data flows seamlessly – we can see the whole supply chain on one screen."



Through iFAMA's reporting dashboards, Abdul Rashid's team can monitor nationwide trends and respond faster to disruptions. For example, if a flood hits a vegetable-growing district, the system flags potential supply shortfalls and triggers contingency plans, such as sourcing from other regions or importing temporarily. This anticipatory agility is part of what makes Rashid an innovative, "smart" leader – he

harnesses technology not for its own sake, but to solve age-old agricultural marketing problems in smarter ways.



But innovation isn't only about high-tech dashboards; it's also about mindset shifts. Abdul Rashid has championed a culture where FAMA staff are encouraged to think like "Silicon Valley meets paddy field." Weekly brainstorming sessions often see officers from disparate units – IT developers, field marketing agents, data analysts – huddled together, swapping insights. Out of one such cross-pollination emerged FAMA's own in-house mobile app for Pasar Tani (farmers' market) listings, enabling urban consumers to find the nearest market and available products at a tap.

Digital transformation, in Rashid's view, is fundamentally about people. He often reminds

his team that technology must serve the farmer and customer at the end of the day. That ethos guided the design of iFAMA's interface to be multilingual and user-friendly, even for those with basic phones. Early on, he personally visited a rural collection center to watch farmers test the portal, ensuring their feedback – "Boleh pakai, senang guna" (usable, easy to use) – was incorporated. The result is a digital platform embraced not just within FAMA, but also by thousands of agro-entrepreneurs who now have a wider, data-informed reach. Under Abdul Rashid's visionary push, FAMA is shedding its analog past and re-emerging as a tech-savvy orchestrator of markets, aligning with Malaysia's broader drive toward a digital economy.



Markets for the People: Jualan Agro Madani

If iFAMA showcases Rashid's high-tech vision, the Agro Madani initiative reveals his equally important social vision – markets must ultimately serve the people, especially in

challenging times. “Agro Madani” is a term coined to reflect the current government’s Malaysia Madani principles applied to agriculture – essentially, nurturing a civilized, prosperous society through agro-food justice. The flagship of this effort is the Jualan Agro Madani (JAM) program, a nationwide series of affordable food sales that has captured headlines and hearts. Abdul Rashid often speaks with palpable empathy about JAM: “No family should go hungry or bankrupt feeding their kids, not when our farmers are producing abundantly.” Under his guidance, FAMA rebranded and turbocharged the old farm-direct sales into JAM in 2023, expanding its scale and scope. The concept is simple but powerful: bring producers directly to consumers in urban neighborhoods and government complexes, cut out middlemen, and sell staples at 10–30% below market prices. Vegetables, fruits, chicken, fish, eggs, rice – the essentials of Malaysian kitchens – are offered fresh and affordable, targeted especially at lower and middle-income (B40 and M40) communities hit by rising living costs.



The impact has been remarkable. As of late 2025, the JAM program had engaged over 37,600 small entrepreneurs across more than 3,000 sales events nationwide, chalking up RM50.33 million in total sales. These are not just statistics, but stories – a chili farmer from Perak who sold out her entire truckload at a JAM carnival in Klang, a single mother in Sabah who could finally afford a month’s supply of fish and chicken at one-third off, or the cheerful chaos of a JAM weekend bazaar in downtown Kuala Lumpur where 1.75 million consumers have thronged over the years.



Under Abdul Rashid’s watch, JAM outlets pop up in high-density flats (PPR), on university campuses, even at FAMA’s own retail centers and farmers’ markets, ensuring coverage where it’s needed most. The program has been a boon not only for consumers but also for farmers: by participating as vendors, farmers get decent earnings (often FAMA helps set fair prices), and unsold produce is minimal thanks to large turnouts. In Sabah alone, FAMA organized 40 JAM sales in 2025, involving 629 entrepreneurs and nearly RM750,000 in affordable sales – tangible relief in East Malaysia where rural-urban supply gaps can be acute.

Crucially, JAM isn't a populist giveaway; it's a strategic intervention fine-tuned to stabilize food prices and curb inflationary spikes.



Abdul Rashid has integrated JAM into the government's cost-of-living task force, ensuring it complements other measures. When urban inflation climbed, FAMA ramped up JAM frequency in city centers. And when the nation faced a sudden rice shortage in 2024, Rashid proved his mettle by pivoting FAMA's distribution channels: he raised FAMA's monthly local rice distribution from 1,800 to 2,500 tonnes on government orders, using Pusat Jualan Agro Madani outlets as key points to get subsidized rice to the public. Prices remained controlled at RM26 per 10kg bag and limited one bag per customer to prevent hoarding – a

move that earned public praise for its fairness and quick execution. This episode, where he nimbly shielded consumers from a staple shortage, underscores Rashid's larger aspiration for JAM and FAMA: to be trusted in all circumstances, a safety net as much as a market facilitator. In his office, a map dotted with JAM locations is pinned next to charts of inflation trends, symbolizing how he merges compassion with strategy. Jualan Agro Madani is not just a sales program; in Abdul Rashid Bahri's hands, it is an instrument of food sovereignty – ensuring Malaysians can access and afford their own country's bounty, come what may.

Data and Foresight: SISDA's Watchful Eye

Behind the scenes of these high-profile initiatives, Abdul Rashid is equally passionate about something less visible but arguably more revolutionary: data-driven decision making. Early in his tenure as Director-General, he spearheaded the creation of an internal "command center" known by its Malay acronym SISDA (Surveillance and Intervention on Supply and Demand of Agrofood). If iFAMA is the nervous system, SISDA is the analytical brain – a program that systematically monitors, analyzes, and projects agro-food supply and demand nationwide.



Think of SISDA as FAMA's very own weather forecast, but for food commodities. By collating streams of data from crop reports, market prices, and even satellite imagery of farm yields, SISDA's team can predict gluts or shortages before they happen, and recommend timely interventions. For instance, if SISDA's models (often built with machine learning, another new venture Rashid championed) indicate a likely surplus of cabbage in Cameron Highlands next month, FAMA can proactively arrange extra buy-offs or export promotions to prevent farm-gate prices from crashing. Conversely, if a fish supply crunch is anticipated, FAMA can import or redistribute stocks from other states to curb price hikes. This sort of agile response was unheard of in the old days when data was scattered and reactive; under Abdul Rashid's smart leadership, it is becoming the norm.



Crucially, SISDA isn't just about number-crunching – it embodies the integrity and transparency that Rashid prizes. The system openly shares market information with other agencies and even the public when needed, reducing the chance for unscrupulous middlemen to exploit information gaps. "Data is our defense against market manipulation," he has noted, alluding to how transparent pricing

data can deter hoarding and profiteering. In practice, SISDA has helped FAMA set evidence-based floor prices for contract farmers, shielding them when costs rise.



In 2025, when vegetable farmers pleaded for better floor prices due to higher input costs, Rashid commissioned a SISDA study to reassess their cost structures. The data confirmed the farmers' plight, and FAMA responded by adjusting floor prices upwards so that farmers wouldn't be selling below cost. Such moves have cemented his reputation as a fair, principled leader: he won't let either producers or consumers be shortchanged.

Under SISDA's watch, FAMA also keeps a close eye on import-export balances. When India extended an export ban on onions, causing

ripples in Malaysia's kitchen markets, SISDA's supply tracking enabled FAMA to swiftly import from alternative sources (e.g., China) and avert a domestic onion crisis. It's telling that Rashid's additional honorary role is in the Civil Defence Force – he's an Associate Colonel trained for crisis management – and he brings that disaster-readiness mentality into managing food systems. Food security, as he often emphasizes, is national security. With SISDA's real-time dashboards and predictive analytics, he is effectively building an early warning system for Malaysia's food supply, reinforcing the nation's resilience one data point at a time.

Empowering Farmers: Contract Farming and Fair Markets

At the heart of FAMA's mandate is the farmer – the diligent producer who toils to feed the nation. Abdul Rashid, having been raised in a farming community himself (he often reminisces about his kampung childhood helping in rice paddies), understands that empowering farmers is paramount for both social equity and long-term food sovereignty.



One of his cornerstone efforts is invigorating FAMA's Contract Farming program (Ladang Kontrak), which he views as a win-win model for farmers and the nation. Through contract

farming, FAMA enters into forward agreements with producers, guaranteeing to purchase certain crops at a minimum price and volume. This assures farmers of a stable income and market, while securing a consistent supply of quality produce for consumers and industries.



Under Abdul Rashid's leadership, the program has expanded significantly – with over 3,600 farmers now participating nationwide – and has evolved into a more sophisticated partnership. FAMA doesn't just buy produce; it provides farmers with market information, seedlings for in-demand crop varieties, and guidance on post-harvest handling to meet quality specs. By cutting out the predatory middlemen, contract farmers often enjoy better margins, and FAMA's bulk purchasing keeps the supply chain efficient. The numbers speak volumes: in the past year, contract farmers generated around RM63 million in sales, exceeding targets, and that figure is climbing. "We always surpass the target," Rashid notes with a satisfied smile – a testament to both the farmers' hard work and FAMA's effective market linkage. Indeed, last year FAMA's contract farming facilitated the marketing of 532 tonnes of premium pomelos from Sabah worth RM1.8 million, a feat achieved by connecting orchardists directly with big buyers.

Abdul Rashid's approach to contract farming is not merely transactional; it's transformational. He envisions these farmers as agripreneurs, not peasants locked in subsistence. To this end, he has pushed FAMA to provide training in financial literacy and farm management to contract participants, often in collaboration with banks and agro-universities. Many smallholders have learned to diversify crops and schedule plantings through these programs, smoothing their income throughout the year. Perhaps most importantly, he has been unafraid to fight for farmers' rights at the policy level. When rising costs threatened farmers' margins, he openly lobbied for periodic reviews of the floor prices that FAMA commits to. "We must be fair to farmers, as their operating costs are high," he told the press, before systematically raising floor prices on items like watermelon to ensure farmers weren't selling at a loss.



Such actions reinforce that under his powerful leadership, FAMA is not just a marketer but a guardian of farmers' welfare. Integrity shines through here: promises made to farmers are kept, payments are prompt, and any grievances are addressed through a clear line to the DG's office (Rashid's contact is famously available on WhatsApp to farmer groups). It's little wonder that many farmers now regard FAMA

less as a government agency and more as a trusted partner in their livelihood. As one vegetable grower from Cameron Highlands put it, "Dulu risau harga jatuh, sekarang ada FAMA belakang kami" – "I used to worry about prices crashing, now I have FAMA backing us up."



Cultivating Agripreneurs and Local Brands

Walk into a modern Malaysian café and you might spot Agromas honey on the shelf or sip a latte made from KopieSatu local coffee blend. These are not random artisanal products – they are FAMA's house brands, a lesser-known facet of the agency that Abdul Rashid has been keen to elevate. Understanding that added value is key to farmers' prosperity, he has bolstered FAMA's food processing and branding efforts. Agromas, established in 1992 as a line for homegrown jams, sauces, and snacks, has expanded under Rashid's tenure to include over a hundred products, from tropical fruit cordial to ready-to-cook paste, all sourced from Malaysian produce. Similarly, KopieSatu – FAMA's coffee brand created in 2001 – has been rejuvenated; it now proudly features Arabica beans from Sabah's highlands and Liberica from Johor, roasted and packaged for modern tastes.

By investing in these brands, Rashid is effectively turning farmers into food entrepreneurs. Farmers who once sold raw fruits now have channels to supply puree for Agromas cordials; pepper growers see their spice bottled and branded for retail. The strategy not only gives farmers a stake higher up in the value chain, but also positions local products to compete on supermarket shelves against imports. Under Rashid's eye, FAMA's product development centers have upgraded their tech and certifications (HALAL, HACCP, etc.), ensuring these brands meet international standards – a visionary move to perhaps one day see Malaysian Agromas chili sauce in a foreign grocery aisle.



Parallel to brand-building is Abdul Rashid's passion for entrepreneur development, especially among the youth and underserved communities. "We need a new generation of agropreneurs who are tech-savvy, creative, and not afraid to take Malaysian products global," he often asserts. To that end, FAMA launched the New Breed Marketing Entrepreneurs (NBME) program – essentially a masterclass series grooming young Malaysians (including university students and even rural millennials) in modern agribusiness marketing. These

programs teach participants how to leverage e-commerce, social media, and logistics networks to sell agro-products beyond their local pasar tani. A recent highlight was FAMA's collaboration with TikTok: a five-month Agromarketing Masterclass that coached 80 agro-entrepreneurs in creating TikTok Shop content and managing online orders. The result was over RM12 million in collective sales and countless viral videos showcasing banana chips and stingless bee honey to new audiences.



Notably, Abdul Rashid insisted the program include persons with disabilities (OKU) and women entrepreneurs, reflecting his commitment to inclusive growth. Indeed, one OKU entrepreneur selling spiced crackers lauded the training for opening new markets for him despite his physical limitations. Rashid has also strengthened partnerships with logistics firms (like the City-Link Express tie-up for e-commerce fulfillment to ensure these budding entrepreneurs can deliver nationwide. Internally, he expanded FAMA's Entrepreneur Development Division to provide ongoing mentorship on branding, packaging, and even export compliance for high-potential agropreneurs.

The ripple effect of these efforts is already visible: Malaysia's farmers' markets are seeing more youth-led stalls and innovative products (think mushroom jerky, goat's milk cheese) that break the old mold. Abdul Rashid delights in these changes. For him, every farmer who becomes an entrepreneur, every village product that finds a national market, is a step toward a resilient, self-reliant food economy. It's also deeply personal – he often recalls how, early in his career, he visited a smallholder who wept that her harvest rotted unsold each season. "Never again," Rashid resolved. Today, that same farmer's daughter is an NBME graduate selling dehydrated pineapple snacks online, proving how visionary leadership can change lives on the ground.



Integrity and Inclusivity at the Core

Amid all the programs and numbers, it is Abdul Rashid Bahri's character and values that ultimately drive FAMA's transformation. He leads with a disarming blend of integrity, inclusivity, and infectious optimism. These principles are not just slogans on a mission statement – they manifest in daily decisions and the organizational culture he cultivates. In fact, "Integrity & Inclusivity: Drivers of Success"

was the theme he chose for FAMA's 2026 national convention, sending a clear message to every employee and stakeholder about what underpins FAMA's work.



Under Rashid's tenure, transparency has been heightened at FAMA: procurement processes have been tightened and publicly audited, and he introduced a whistleblower channel to ensure any malpractice is swiftly addressed. He holds himself to the same high standard – colleagues note that he is scrupulous about conflicts of interest, often recusing FAMA from deals that even hint at impropriety. This ethical backbone has boosted FAMA's credibility in the eyes of partners and the government. "We must be above board in all dealings – farmers and consumers trust us with their livelihoods," he reminds his officers regularly.

Inclusivity, for Rashid, means leaving no one behind in the march toward food security. Internally, he has broken some glass ceilings: women now head several key divisions in FAMA, and there is a conscious effort to include multiracial talent in leadership, reflecting Malaysia's diversity. Externally, his inclusive ethos shines in program design – be it reserving stalls at markets for indigenous Orang Asli

farmers, tailoring training for B40 (low-income) participants, or as mentioned, inviting disabled entrepreneurs into mainstream programs. During the pandemic, he ensured FAMA's delivery network reached isolated villages and senior citizens who couldn't come out to buy food. When floods hit states like Kedah and Johor, Rashid mobilized FAMA trucks not only to secure farm produce but to deliver aid parcels – a humanitarian angle to a marketing agency that staff found inspiring.



Farmers often mention that Rashid makes it a point to listen: he hosts town-hall style dialogues whenever he visits a state, sitting on plastic chairs in a community hall, jotting down complaints and ideas from growers and traders. It's in these sessions that his human-centered leadership is most evident – no question is too small, no suggestion dismissed outright.

"Integrity earns trust, inclusivity builds unity," he said at a recent gathering, "and we need both to secure our food future." Under his guidance, FAMA is evolving into an organization that doesn't just push numbers, but one that cares and empowers. This culture is perhaps Rashid's proudest legacy-in-the-making: a FAMA that Malaysians feel is "di hati rakyat" – in the people's heart – because it stands for fairness and solidarity.



Leading with Trust, Building Resilience

As our imagined interview winds to a close, one can't help but sense Abdul Rashid Bahri's quiet determination humming beneath his courteous demeanor. Asked about his endgame for FAMA, he pauses thoughtfully, glances at a framed photo on his desk (himself in a paddy field, surrounded by farmers), and replies that it's all about trust and resilience. He envisions FAMA as a market leader trusted in all circumstances – an agency that will boldly lead the market rather than follow it, yet always be trusted to have the rakyat's back.

In practical terms, that means a FAMA that can swiftly adapt to any crisis, steer market forces for the public good, and champion Malaysian food products at home and abroad.



It means being the first to bridge gaps – whether digital divides or supply gaps – and the last bastion when challenges arise. Thanks to Abdul Rashid's strategic foresight, the building blocks are in place: a digitally empowered network of 1,559 marketing outlets across the country linking farm gates directly to dinner plates; a legion of farmers-turned-entrepreneurs who see opportunity where once there was hardship; a trove of data guiding proactive policy; and a team at FAMA galvanized by values and vision. Perhaps most importantly, he has rekindled public faith that government can get it right in the realm of food.



In an era of global uncertainties – from climate change to geopolitical supply shocks –

Malaysia, under Rashid's stewardship at FAMA, is fortifying its food sovereignty with ingenuity and heart. As he walks me out through FAMA's corridors, staff members young and old greet their boss with warm respect. One can sense that they're on this journey together, fuelled by his infectious confidence.



Abdul Rashid's parting words resonate as both an ambition and a promise: Malaysia's food security will not be left to chance. By strengthening agricultural marketing to ensure food sovereignty, he is effectively future proofing the nation's larder. In this human-centered crusade, he exemplifies the kind of leadership that blends vision with action – the kind that turns bumper harvests into household savings, that transforms small farmers into national heroes, and that ensures when Malaysians sit down for a meal, they can do so in comfort and pride. Abdul Rashid Bahri's story is far from over, but already it offers a hopeful blueprint: with integrity in his heart, inclusivity in his stride, and innovation in his toolkit, he is boldly harvesting change so that Malaysia's future generations will always eat well, together.

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- Places organisations in Start-Up, Grow, or Fly stages (0-100 score).
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 - Market Position
 - Organisational Capability

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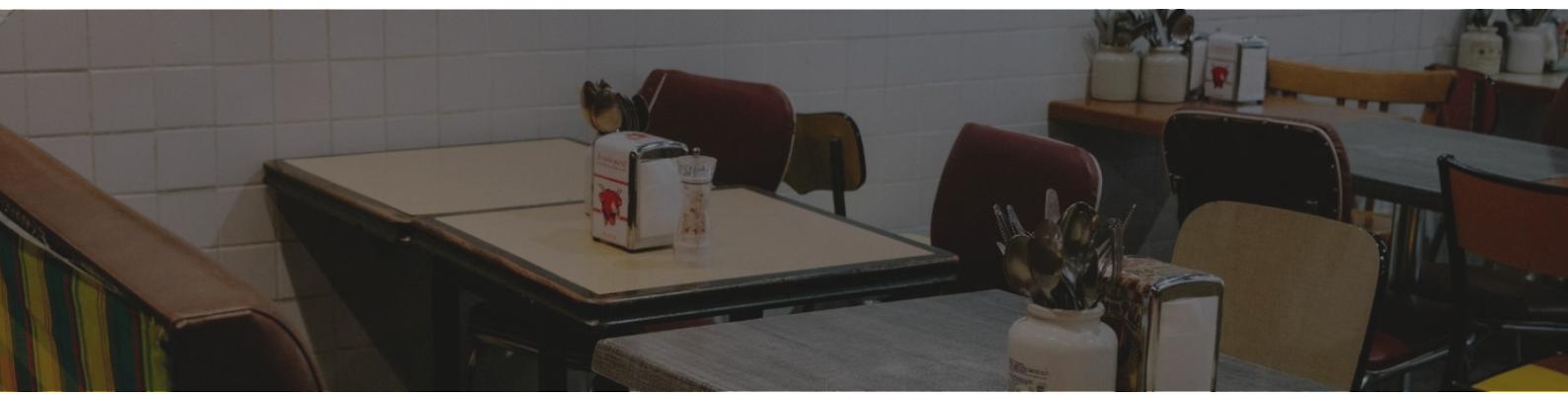
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THE QUIET DINER: A REFLECTION OF INTROVERSION AND SHYNESS

Individuals who remain silent while eating often exhibit traits of introversion and shyness. In a typical dining setting, some people enjoy engaging in lively conversations, while others prefer to focus solely on their food without uttering a word.



Those who are quiet during meals usually have introverted and shy personalities. They tend to be reserved, often avoiding eye contact and blushing during interactions.

This shyness is apparent even when someone initiates a conversation with them, leading to minimal responses. These individuals rarely

initiate conversations and often feel nervous speaking in public. Despite their apparent lack of confidence, they may not perceive themselves as insecure.

Their reticent behavior is often misunderstood as a lack of self-confidence by others. They do not seek the spotlight and prefer to stay in the background until their abilities are recognized. This behavior stems from their introverted nature, with shyness being a common characteristic.

However, there are instances where their silence might not be due to shyness. They could be deeply focused on the taste and preparation of the food, especially if they are food enthusiasts.

Alternatively, they might be preoccupied with other thoughts or find the current conversation uninteresting or boring. In most cases, though, their silence during meals is a manifestation of their introverted and shy disposition.

On the other hand, there are people who are the exact opposite. They talk incessantly while eating, reflecting on their impatient and outgoing nature. Such individuals are usually

eager to express themselves, sometimes even before finishing their meal.



Therefore, when dining with friends, encountering someone who remains silent does not necessarily indicate they are upset or ruining the atmosphere.

They could simply be introverted and shy. Understanding this can help avoid misjudgments and foster a more inclusive dining experience.



In conclusion, silence at the dining table should not be hastily interpreted as a sign of unease or a negative influence on the group atmosphere. Many individuals, particularly those with introverted or shy tendencies, may prefer to quietly enjoy their meal, feeling more at ease observing rather than participating actively in conversations.

Their reserved nature doesn't necessarily reflect a lack of confidence or enjoyment, but rather a comfort in quieter interactions. Additionally, they may simply be focused on savoring the meal or engaged in personal reflection.

By fostering an environment that respects diverse social behaviors, we can avoid misunderstandings and ensure that everyone feels welcome. Encouraging inclusivity involves not only engaging those who speak but also appreciating the presence of those who prefer to stay in the background.

Ultimately, understanding that silence can signify various things—ranging from introversion to a focus on food or thought—enriches our social experiences and strengthens our connections with others.





DATA-DRIVEN WORKFORCE PLANNING

We Know How. We Know Who.

Plan, justify, and optimise staffing needs through precise, evidence-based analysis using Full-Time Equivalent (FTE) modelling.



KEY FEATURES



FTE-Based Workforce Calculator

Converts workload hours into measurable staffing requirements using the Full-Time Equivalent model.



Workforce Structure Analysis

Evaluates current roles, distribution, and productivity across divisions and job grades.



Scenario Planning

Simulates different staffing models based on operational changes, new projects, or service expansions.



Customisable Parameters

Adjustable working hours, staff categories, and project demands to fit organisational contexts.



Downloadable Analytical Reports

Provides structured outputs for HR proposals, budgeting papers, and restructuring submissions.

About WorkAlign

WorkAlign is Humanology's flagship workforce planning tool that helps organisations determine the optimal manpower size across all divisions and functions. It uses operational data, workload analysis, and FTE modelling to align staffing with business goals and resource efficiency.

Designed as both a consultancy enabler and a strategic planning instrument, WorkAlign bridges the gap between workforce planning and organisational transformation by providing data-driven recommendations that support informed HR and budget decisions.



KEY BENEFITS



Transparent and measurable workforce justification.



Improved cost and capacity planning.



Enhanced organisational agility.



Optimised resource utilisation.



Supports policy and governance compliance.



Data-driven workforce decisions.



Improved organisational accountability.



Supports long-term workforce sustainability.

WorkAlign bridges manpower planning and strategic transformation. It also helps organisations deploy the right people, at the right time, for the right workload. It turns workforce data into actionable insights that drive efficiency, cost optimisation, and sustainable organisational growth.

TRANSFORM WORKFORCE DATA INTO SMART DECISIONS



WorkAlign helps organisations justify manpower needs through accurate data analysis. It converts workload hours into measurable Full-Time Equivalent (FTE) values to ensure the right people are in the right place, at the right time. Gain clarity in workforce planning, improve cost efficiency, and make confident HR and budgeting decisions.

With WorkAlign, **you can:**

- Visualise workforce demand across all departments and functions.
- Identify staffing gaps and surpluses before they impact operations.
- Optimise cost efficiency through data-based workload allocation.
- Plan future scenarios for new projects, policy changes, or organisational growth.
- Generate instant analytical reports to support HR proposals and budgeting.

Watch Product Overview



English



Malay



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Humanology Sdn Bhd
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STAKEHOLDER MANAGEMENT

Stakeholders were named as a group, individual, company, or any parties interested or involved in a project directly or indirectly. These were the groups that usually bring a significant impact on the outcome of the project. The project would go "haywire" if the team failed to manage the stakeholder positively.



Stakeholders could be classified by their level of impact and level of interest. Level of impact means the level of the influence of the stakeholder towards an overall project, high. In contrast, the level of interest means the level of involvement needed from each stakeholder. All the stakeholders could be divided into four levels generally:

Level 1: High Impact - High Interest (e.g., Sponsor, Top management, etc.)

Level 2: High Impact – Low interest (Eg: other Division head, shareholder, etc.)

Level 3: Low Impact – High Interest (Eg: Consumer, competitor, etc.)

Level 4: Low Impact – Low Interest (Eg: public, etc.)



LEVEL 1

The stakeholder who fell under level 1 was the project's key person to whom the project team needs to pay full attention to communicate. The team need to keep them informed closely and

take their input seriously as this was the group of people who may jeopardise the whole project.

LEVEL 2

Next, those stakeholders in level 2. They might influence the project, but they are not necessarily interested in it until there was a direct impact on them. Therefore, the project team needs always to keep them satisfied by coping with the information to keep them informed.



LEVEL 3 & 4

However, it does not mean all the input from stakeholders of these 2 levels could be neglected totally. Stakeholders who fell into Level 3 & 4 were those who have minimum influence on the project.

Their high interest could make them useful to the team at some point, Eg: Environmental Bodies who protest towards your construction projects, they were a stakeholder in level 3, but they could provoke the public (who was level 4)

to go against your project if the team refuse to talk to them.



The best approach to manage these 2 levels was to provide as much information as possible but listen to them if needed to avoid confusion. For instance, environmental advocacy groups may sway public opinion if ignored. To manage these stakeholders effectively, project teams should prioritize transparency by providing regular updates and engaging them through feedback forums.



This proactive communication fosters trust, minimizes misunderstandings, and can lead to constructive suggestions that enhance project sustainability.

Managing stakeholders was always a challenge in a project. Still, your project success rate will increase significantly if you can properly

manage all stakeholders and keep them satisfied. Ultimately, effective stakeholder management translates into a higher project success rate. Satisfied stakeholders are more likely to support the project, advocate for its goals, and contribute positively to its outcomes.



Additionally, their feedback can be instrumental in refining project strategies and enhancing the quality of deliverables. A project that considers and addresses stakeholder concerns is more likely to achieve its objectives, remain on budget, and be completed on time.



In conclusion, while managing stakeholders poses challenges, the rewards of effective

engagement are substantial. By prioritizing clear communication, building relationships, managing expectations, and addressing conflicts proactively, project managers can cultivate a supportive stakeholder environment



This strategic approach not only boosts stakeholder satisfaction but also significantly increases the overall success rate of projects, leading to positive outcomes for both the project team and the stakeholders involved.



LEAP: LEADERSHIP EXCELLENCE ADVANCEMENT PROGRAMME

Unlock the Leader Your
Organization Needs. Awaken the
Leader You Are Meant to Be.



Built on behavioural science, leadership psychology, and real business strategy, LEAP reshapes leaders from the inside out through immersive training and project-based coaching.



“Leadership excellence is not learned. It is engineered”



WHY CHOOSE LEAP

- 1:1 coaching for senior leaders.
- Group coaching for executives.
- PMO-ready project consultation.
- Real leadership transformation within 90 days.
- Behavioural change tracked through assessments.

TRANSFORMATION OUTCOMES YOU CAN EXPECT

- Greater confidence in leading and guiding teams.
- Faster, clearer decision-making in complex situations.
- Stronger ability to influence others and resolve conflicts effectively.
- More strategic thinking in planning the organisation's future direction.
- Enhanced capability to spark innovation and drive creative ideas within the team.



MODULE WITH REAL PROJECT COACHING

Structure Component	Programme Overview
Leadership Pillars	<ul style="list-style-type: none">Self AwarenessFuturistic PlanningHumanistic EngagementSustainable CommitmentExecution
Learning Units	<ul style="list-style-type: none">Assessment UnitLeadership Simulation UnitBehavioural Engineering UnitWar Zone Unit
Module Focus	<ul style="list-style-type: none">Leadership & StrategyInfluence & CommunicationTeam & Performance ManagementDecision MakingInnovation & Crisis ManagementCustomer Experience & Design Thinking
Coaching Approach	Participants are guided through real projects to ensure practical application and real organizational impact

*From self-awareness to strategy.
From influence to execution.
From good manager to great leader.*

WHY LEAP WORKS

Why Leadership Fails Today



Leaders make decisions based on bias, not data.



Teams lack clarity and alignment.



Communication feels transactional, not impactful.



Innovation dies under pressure.

LEAP Fixes the Real Leadership Gap

LEAP is built on four pillars of leadership transformation:

1. Self – Know your leadership DNA through a 200-question assessment.
2. Execution – Turn strategy into consistent action.
3. Humanistic Engagement – Influence, motivate, and build trust.
4. Futuristic Planning – Think ahead, design ahead, lead ahead.



EXPLORE LEAP HERE:



ENGLISH



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THE EXPERIENCE

The LEAP Journey at a Glance

Delivered through 4 impact units:

- Assessment Unit: Leadership profiling and behavioural insights.
- Leadership Simulation Unit: Real-world scenarios and crisis decision-making.
- Behavioural Engineering Unit: Persuasion, motivation, influence.
- War Zone Unit: High-pressure simulations for leadership resilience.

TESTIMONIAL

1. Scan to watch real project management impact



2. See how participants experienced our training
3. Discover real coaching transformation stories





SOCIAL MARKETING: FUNDAMENTAL OF SOCIAL RESPONSIBILITY

Effective internal marketing must be matched by a strong sense of social responsibility. Companies need to evaluate whether they are truly practicing ethical and socially responsible marketing. Several forces are driving companies to practice a higher level of corporate social responsibility: rising customer expectations, changing employee expectations, government legislation and pressure, investor interest in social criteria, and changing business procurement practices.



The societal marketing concept holds that the organization's task is to determine the needs, wants, and interests of target markets and to deliver the desired satisfactions more effectively and efficiently than competitors in a

way that preserves or enhances the consumer's and the society's well-being.



The societal marketing concept calls upon marketers to build social and ethical considerations into their marketing practices. They must balance and juggle the often conflicting criteria of company profits, consumer want satisfaction, and public interest.

New Corporate Concept

The societal marketing concept is an enlightened marketing concept that holds that a company should make good marketing decisions by considering consumers' wants, the company's requirements, and society's long-

term interests. It is closely linked with the principles of corporate social responsibility and of sustainable development.



The concept has an emphasis on social responsibility and suggests that for a company to only focus on exchange relationships with customers might not be suitable in order to sustain long term success. Rather, marketing strategy should deliver value to customers in a way that maintains or improves both the consumer's and society's well-being.



Most companies recognize that socially responsible activities improve their image among customers, stockholders, the financial community, and other relevant publics. Ethical and socially responsible practices are simply good business, resulting not only in favorable image, but ultimately in increased sales.



Cause-related marketing is marketing that links the firm's contributions to a designated cause to customers' engaging directly or indirectly in revenue-producing transactions with the firm.



Cause marketing has also been called a part of corporate societal marketing (CSM) which Drumwright and Murphy define as marketing efforts "that have at least one non-economic objective related to social welfare and use the resources of the company and/or of its partners."

A successful cause marketing program can produce a number of benefits: improving social welfare; creating differentiated brand positioning; building strong consumer bonds; enhancing the company's public image with government officials and other decision makers;

creating a reservoir of goodwill; boosting internal morale and galvanizing employees; and driving sales.

By humanizing the firm, consumers may develop a strong, unique bond with the firm that transcends normal marketplace transactions. Some of the specific means by which cause marketing programs can build brand equity with consumers include:

- (1) *building brand awareness,*
- (2) *enhancing brand image,*
- (3) *establishing brand credibility,*
- (4) *evoking brand feelings,*
- (5) *creating a sense of brand community, and*
- (6) *eliciting brand engagement.*

The danger, however, is that the promotional efforts behind a cause-related marketing program could backfire if cynical consumers question the link between the product and the cause and see the firm as being self-serving and exploitative.



Social responsibility as the Key of Success

Legal behavior. Society must use the law to define, as clearly as possible, those practices that are illegal, antisocial, or anticompetitive. Organizations must ensure that every employee knows and observes any relevant laws.

Ethical behavior. Companies must adopt and disseminate a written code of ethics, build a company tradition of ethical behavior, and hold its people fully responsible for observing ethical and legal guidelines. (A 1999 poll by Environics International, a public opinion research firm, found that 67 percent of North Americans are willing to buy or boycott products on ethical grounds).

Social responsibility behavior. Individual marketers must practice a "social conscience" in specific dealings with customers and stakeholders.

Increasingly, people say that they want information about a company's record on social and environmental responsibility to help decide which companies to buy from, invest in, and work for. Deciding how to communicate corporate attitudes and behaviors toward social responsibility can be difficult.

Conclusion

New strategies and branding exercise that care of the development of society gives awareness to the consumers that they are concerned about sustainability. With this strategy, the internal and external stakeholders are motivated and create sustainability strategies in the long run.

This involves fostering collaboration through workshops and focus groups, enabling employees and consumers to contribute ideas for sustainability initiatives.



Transparent communication is key; brands can share authentic stories and publish regular sustainability reports to build trust. Establishing clear, actionable goals and innovative branding

strategies, such as eco-friendly product lines and recognized certifications, further enhances credibility.

Engaging consumers through awareness campaigns and loyalty programs can incentivize sustainable choices. Internally, training programs and recognition initiatives cultivate a culture of sustainability among employees.

Leveraging technology for data-driven decisions and creating feedback loops ensures continuous improvement and adaptability. By integrating these elements into a cohesive strategy, brands not only promote sustainability.





FIKR PROFILLING



Unlocking Human Potential

Facet Insight, Resilience & Knowledge (FIKR) in One Psychometric Tool

ABOUT FIKR

FIKR Profiling is a scientifically developed assessment that explores an individual's personality, thinking style, and behaviour. It provides a clear picture of personal strengths, growth areas, and potential for development.

More than just a psychological test, FIKR is a journey of self-discovery. It helps individuals understand themselves better, choose the right career paths, and plan strategies to achieve their goals.

For organisations, FIKR is a valuable tool for recruitment, team building, and talent management. By identifying personality and behavioural patterns, it helps match people to roles where they can perform best and supports leadership development for future growth.

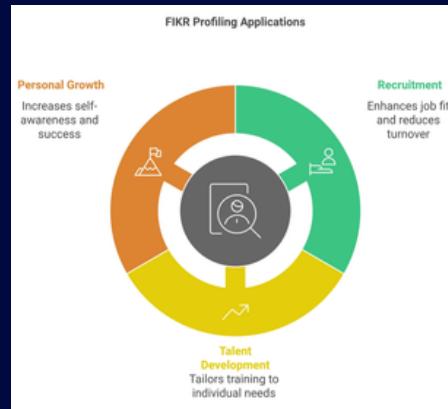
WHY CHOOSE FIKR?



FIKR helps you understand yourself and others through science. It measures how you think, feel, and respond, revealing strengths, potential, and areas for growth. The results support better decisions in recruitment, career development, and leadership improvement.

Powered by **20 key measurement dimensions** across **Cognitive, Emotional Intelligence, Leadership, and Resilience Potential**, FIKR provides a complete profile of individual performance and growth potential:

- **Cognitive Facets** - Problem solving abilities, analytical thinking, and decision making patterns.
- **Emotional Intelligence** - Self-awareness, empathy, relationship management, and social competence.
- **Leadership Potential** - Influencing skills, strategic thinking, and ability to inspire teams.
- **Resilience Factors** - Adaptability, stress management, and capacity to thrive through change.



HOW IT WORKS?

- Uses a science-based psychometric framework to assess thinking, emotions, and behaviour.
- Starts with a quick online assessment of about 200 statements, completed in less than 20 minutes.
- Assesses 20 key dimensions grouped into four categories.
- Generates a personalised report with clear insights on strengths, growth areas, and leadership potential.
- Guides personal growth and career planning through structured development strategies.
- Supports organisational decisions in recruitment, succession planning, and leadership development.
- Offers instant results accessible anytime through a mobile-friendly platform.

The comprehensive FIKR Profiling consists of the **following key elements**:

- Personality Traits
- Managerial Skills
- Leadership Skills
- Passion and Hidden Potential



KEY FEATURES

SCAN TO EXPLORE MORE OF OUR PRODUCT:



English



Malay

Unleash your organisation's potential with FIKR – scan the QR code and start building tomorrow's leaders today!

Find Out More
SCAN HERE
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THE IMPORTANCE OF BODY LANGUAGE IN JOB INTERVIEWING

Undoubtedly, the fundamental principles that interviewers associate with job interviews encompass rules and consequences, incentives, and accountability.

The initial phase for interviewers seeking to enhance their skills is to acquire proficiency in the effective utilisation of interviews. By adhering to these principles, the job interview process can ensure veracity and honesty during the interviewee's assessment.

The nonverbal communication exhibited through body language has a significant impact on the perception and behaviour of interviewees. Consequently, it is logical to utilise it for enhancing the Job Interview procedure.

The paramount aspects of nonverbal communication include facial expressions, posture, proximity, touch, and notably, eye contact, which may be deemed as the most influential means of communication.

Maintaining eye contact is considered to be one of the most influential methods of

communication. A mere momentary glance exchanged during an interview has the potential to convey a significant amount of information.



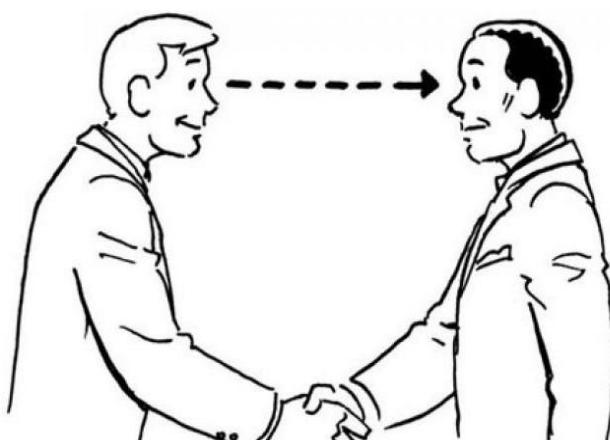
Maintaining eye contact during communication facilitates the exchange of social cues between interlocutors. The ability to effectively communicate with individuals is a frequently disregarded aptitude and is not fully utilised in interpersonal interactions. Proficient eye contact is observable in adept salespeople, politicians, and proficient public speakers.

Eye contact holds significant value in fostering mutual understanding with interviewees and facilitating effective management during interviews. Maintaining eye contact is a crucial aspect of proficient communication, albeit a challenging skill to acquire.



Language has been a longstanding and integral component of human communication. In specific circumstances, it is imperative. The act of making eye contact is a common practise in interpersonal communication.

Interpersonal communication can take various forms such as one-on-one conversations, group discussions, active listening, debating, oral presentations, responding to inquiries, posing questions, and instructional delivery.



Eye contact plays a significant role in effective communication as it facilitates the transmission of a substantial portion of the intended message to the recipient.

The management of eye contact during an interview is a crucial factor. Emotions are frequently inferred based on this factor. What actions or inactions are necessary, whether to persist or cease, and what implications do they carry? The range of emotions experienced by individuals includes happiness, sadness, worry, satisfaction, security, fear, and discomfort.



The ocular organs are frequently referred to as 'the portals to the psyche' due to their ability to convey a variety of nonverbal cues. The utilisation of eye contact can significantly enhance the efficacy of interviewers and interviewees by fostering improved comprehension and communication between them.

The practise of observing body language is a valuable tool, as the act of gazing into an individual's eyes is a customary aspect of interpersonal communication. According to a source from Minds in the year 2016, it was reported that maintaining eye contact during

communication facilitates the exchange of social cues between interlocutors.

Excessive eye contact may convey aggressiveness, while insufficient eye contact may suggest a lack of interest in the speaker. The ability to effectively communicate with individuals is a frequently disregarded aptitude and is not fully utilised in interpersonal interactions.

As per Aitchison's (2014) findings, individuals who excel in sales, politics, and public speaking exhibit exceptional mastery in the use of eye contact.



The fundamental tenets that are commonly linked with employment interviews, namely regulations and repercussions, motivators, and accountability, hold significant value.

There is no uncertainty regarding this matter. The initial phase for interviewers seeking to enhance their abilities involves refining their aptitude for posing inquiries and assessing the authenticity of the responses provided.

The implementation of these principles will establish a strong basis for the development of the Job Interview strategy.

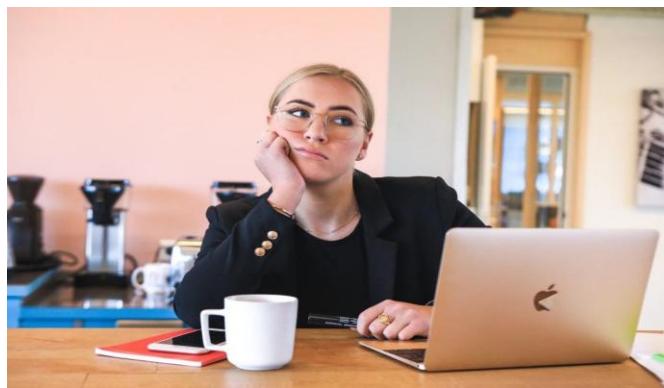


In order to optimise the efficacy of a job interview, it is imperative that the interviewer possess the ability to cultivate an environment that engenders a sense of ease and openness in the interviewee. This is essential to ensure that all relevant information is shared, thereby enabling the interviewer to obtain accurate data for evaluation purposes.



The aforementioned can be accomplished through various means such as body language, eye contact, facial expressions, posture, proximity, touch, and the like.

The present study will focus on the significance of Eye Contact as discussed in the work of Leow and Vincent (2013).



Maintaining eye contact is considered to be one of the most influential methods of communication. A momentary gaze exchanged during an interview has the potential to convey a significant amount of information.

Extended periods of eye contact have been linked to the establishment of trust, positive emotions, and rapport, all of which are significant factors in building effective relationships.



As per Lissin's (2009) findings, it is imperative for the interviewer to acknowledge that excessive eye contact may come across as intimidating, particularly for introverted

interviewees. While it is advantageous to leverage the potential of eye contact and incorporate it frequently, it is imperative to avoid excessive use.

The use of dark glasses by an interviewee, particularly in indoor settings, can impede the ability of others to interpret their ocular cues. Moreover, it is culturally inappropriate. As a result, it can be disconcerting, which is why individuals striving to project authority may opt to do them. The ocular region can frequently convey more information than the verbal expression it accompanies.

The movement of one's eyes can convey various emotions, social standing, and mental state, all of which hold significant value. The act of observing or directing one's gaze can take various forms, such as looking upwards, downwards, or sideways. Other forms of visual engagement include gazing, glancing, staring, and following.

Establishing eye contact and subsequently breaking it can also be observed, as well as prolonged or limited eye contact. Additional actions such as squinting, blinking, winking, closing, and experiencing dampness or tears in the eyes, as well as rubbing them, have been documented (Minds, 2016). There exist numerous interpretations for various forms of body language, including eye contact.

Improving Eye Contact Skills

Maintaining effective eye contact can be a challenging task, and it is imperative to acquire proficient communication skills for crucial engagements. To enhance our listening and

speaking skills and develop a more persuasive demeanour, it is possible to acquire proficiency in maintaining eye contact both individually and during dialogues, in order to convey an appropriate impression.

Sustaining visual contact becomes increasingly challenging when conversing with an individual who possesses a higher level of authority or exudes an intimidating demeanour.

Regrettably, these instances are commonly the ones that necessitate the exhibition of assurance to secure the undivided attention of our listeners, underscoring the significance of remaining composed. There exist numerous techniques to enhance one's ability to maintain effective eye contact.

Group Interview

A group interview is a type of interview where multiple candidates are interviewed at the same time by one or more interviewers.

Maintaining direct eye contact with the audience is a favourable approach for interviewers when addressing a group of candidates. Maintaining exclusive eye contact with a single individual during a conversation may impede the listening abilities of other members within the group, thus constituting an error.

To overcome this challenge, the interviewer should maintain a consistent focus on alternative interviewees or the surrounding context with each subsequent statement. By engaging in conversation with the interviewee, the speaker is able to maintain their attention.

One-on-one interview with a single participant

Maintaining eye contact during an interview is considered positive behaviour. However, it is important to note that excessive or intense staring by the interviewer may lead to discomfort for the interviewee. In order to address this issue, it is recommended that the individual in question intermittently disengage their gaze every five seconds.



When an interviewer breaks eye contact, it is advisable not to look downwards as this gesture may be interpreted as signalling the conclusion of one's contribution to the conversation. Alternatively, the individual may direct their gaze upwards or laterally, as if recollecting a memory.

Upon observing this behaviour, the recipient of the message may perceive the interviewer as attempting to recall information, thereby prolonging their attentive engagement.

Active listening during a job interview is a crucial aspect of effective communication.

When engaged in an interview, excessive staring at the interviewee may cause discomfort or unease for the speaker.

The present scenario involves the utilisation of a specific methodology known as 'The Triangle'. The proposed technique involves a sequential gaze pattern where an individual fixates on one eye for a duration of approximately 5 seconds, then shifts their gaze to the other eye for an equivalent duration and subsequently directs their attention towards the mouth for another 5 seconds before repeating the cycle.



The utilisation of this method, in conjunction with other active listening strategies such as nonverbal cues like nodding and verbal affirmations, can effectively facilitate the continuation of the speaker's discourse and demonstrate our attentiveness to their message.

Divergence of opinions during the interview process.

Engaging in a debate with another individual is a distinct ability, and if one desires to excel in this endeavour, maintaining eye contact during

the exchange is indicative of fortitude. Avoiding eye contact during a disagreement can be interpreted as a sign of defeat in the argument.



The effectiveness of maintaining eye contact during an argument is contingent upon the interlocutor, however, as a general rule, it is advisable to sustain eye contact both when articulating one's perspective and when attentively receiving the other party's viewpoint. According to Aitchison (2014), maintaining silence and direct eye contact with an individual who is attempting to provoke us can be a successful strategy for prevailing in a dispute without verbal communication.

Conclusion

The act of making eye contact is a common occurrence in interpersonal communication. Eye contact plays a significant role in communication as it facilitates the transmission of a substantial portion of the intended message to the recipient. Eye contact is a crucial factor in effectively managing an interview.

Emotions are frequently conveyed through it, making it a primary indicator of an individual's

affective state. The utilisation of eye contact can significantly enhance the efficacy of the interaction between interviewers and interviewees by fostering a deeper level of comprehension between them.

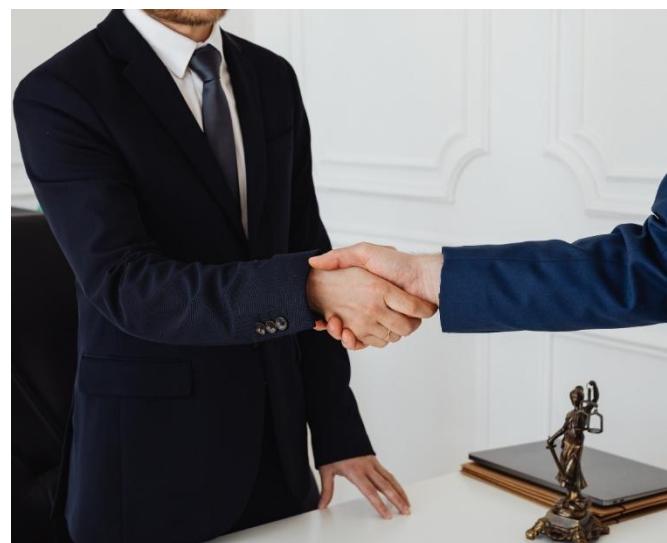
Maintaining eye contact during interpersonal communication facilitates the exchange of social cues and information between the speaker and listener. Maintaining effective eye contact can be a challenging task, and it is imperative to acquire proficient communication abilities for significant engagements.



To enhance our listening and speaking skills and develop a more persuasive demeanour, it is possible to acquire the ability to engage in eye contact during personal interactions and conversations, thereby creating a favourable impression.

Displaying engagement, amiability, and self-assurance is facilitated by this behaviour. In

addition, it furnishes us with a substantial amount of nonverbal cues regarding the cognitive and affective states of the interlocutor.



A framework has been developed to facilitate the acquisition of social skills, which are essential life skills, and to overcome learning barriers in children through the consistent implementation of basic games, strategies, and activities.





GALLERY

OCTOBER

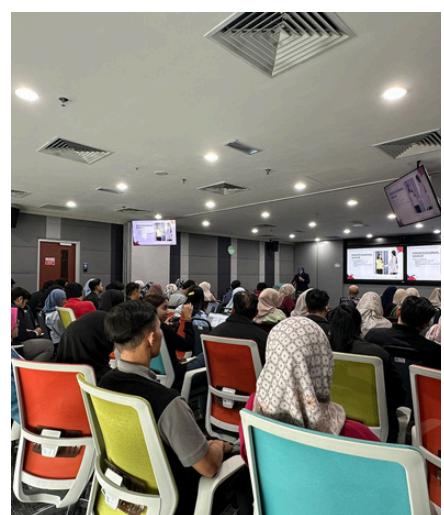


2 October | MIMOS Technology Preview (MTP) 2025



13-14 October | Science For Body Language

OCTOBER



14 October | Professional Appearance Training

OCTOBER



16 October | Courtesy Visit to Institut Maritim Malaysia



16 October | Courtesy Visit to National Institute of Occupational Safety and Health

OCTOBER



21 October | Courtesy Visit to Pharmaniaga Berhad



22 October | Courtesy Visit to Jabatan Mineral dan Geosains Malaysia

OCTOBER



24 October | Courtesy Visit to Yayasan Waqaf Malaysia

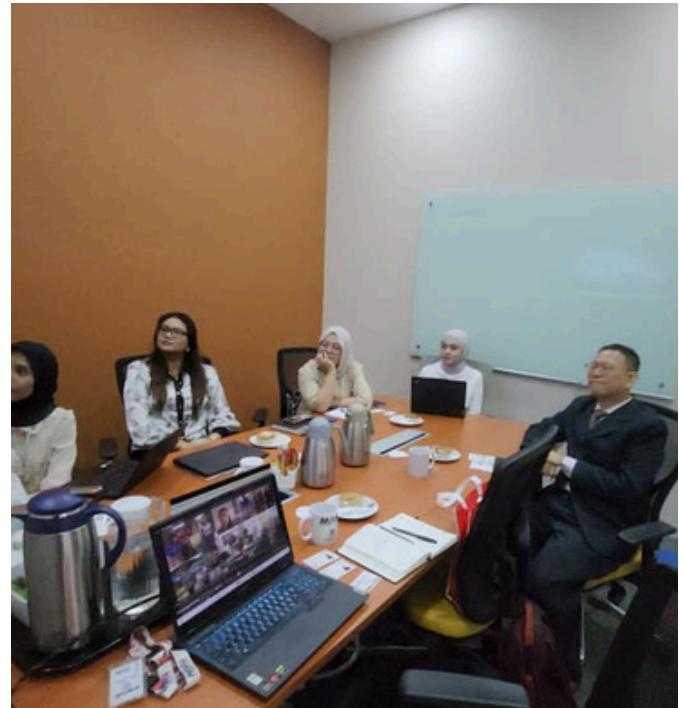


28 October | Courtesy Visit to Institut Perladangan dan Komoditi Malaysia

NOVEMBER



4 November | Courtesy Visit to
Bank Simpanan Nasional



7 November | Courtesy Visit to
Malaysia Automotive Robotics and
IoT Institute (MARii)



11-12 November | Flagship Investment Seminar

NOVEMBER



12 November | Courtesy Visit to Prasarana Malaysia Berhad



17 November | Courtesy Visit to Institut Penyelidikan Klinikal

NOVEMBER



18 November | Courtesy Visit to Lembaga Perindustrian Kayu Malaysia (MTIB)



20 November | Courtesy Visit to Perbadanan Usahawan Nasional Berhad (PUNB)

NOVEMBER



20 November | Courtesy Visit to Tourism Selangor

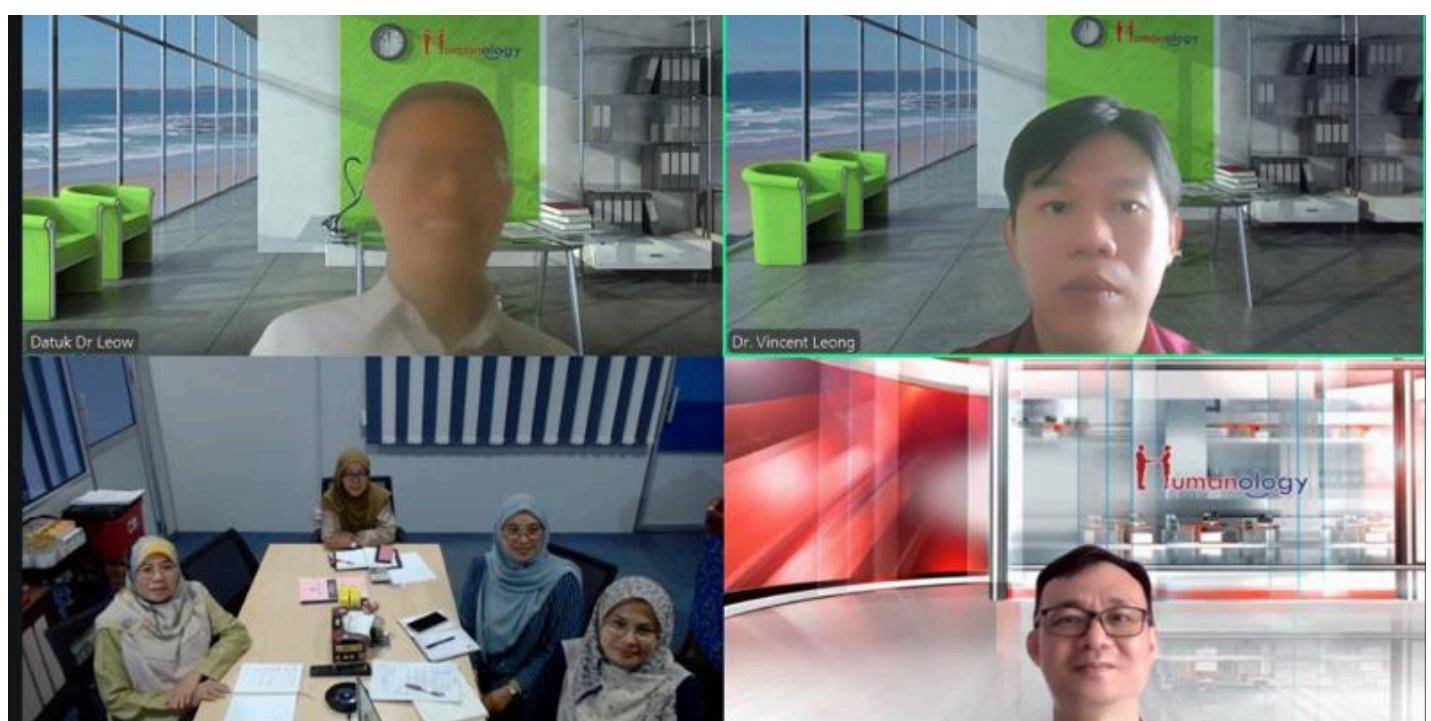


21 November | Surat Penghargaan dari CIDB

NOVEMBER



25 November | Courtesy Visit to Jabatan Latihan Khidmat Negara



25 November | Courtesy Visit to Majlis Daerah Sabak Bernam

NOVEMBER



26 November | Courtesy Visit to Akademi Kenegaraan Malaysia



27 November | Courtesy Visit to
Perbadanan Adat Melayu dan
Warisan Negeri Selangor (PADAT)

28 November | Courtesy Visit to
Perbadanan Nasional (PERNAS)

DECEMBER



8 December | Courtesy Visit to
Lembaga Zakat Selangor



13-14 December | Program Retreat
Lembaga Dius Api

DECEMBER



15 December | Courtesy Visit to KTMB Keretapi Tanah Melayu Berhad (KTMB)



16 December | Anti-Bribery and Anti-Corruption Training

DECEMBER



16 December | Courtesy Visit to Kementerian Belia dan Sukan



17 December | Courtesy Visit to Jabatan Perikanan Malaysia

DECEMBER



17 December | Courtesy Visit to Jabatan Perlindungan Data Peribadi (PDP)



30 December | Courtesy Visit to NanoMalaysia Berhad

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