

HUMANOTORIAL

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**ANDA KATA ITU
MAKLUMAT PERIBADI,
TAPI LHDN KATA ITU
BUKTI! SIAPA
SEBENARNYA YANG
MENENTUKAN?**

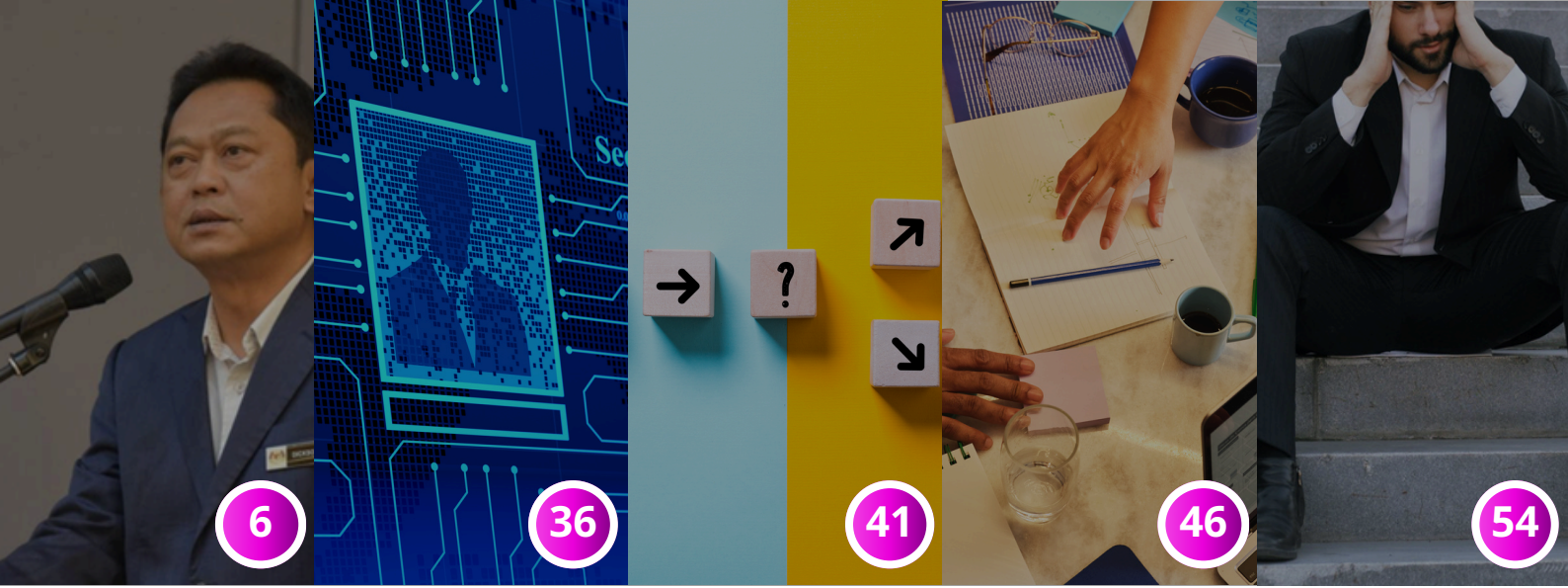
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**THE ROLE OF
SPIRITUAL AND
SOCIAL
CONNECTIONS IN
CREATING A
MOTIVATING WORK
ENVIRONMENT**

**THE UNSPOKEN
DILEMMA: LEADING
THROUGH SILENCE,
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PRESSURE**

**NAVIGATING THE FUTURE: HOW
MALAYSIA CAN STRENGTHEN
NAVIGATIONAL SAFETY, ENHANCE
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THE FULL POTENTIAL OF THE WORLD'S
MOST STRATEGIC WATERWAY**

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HAPPENINGS

APRIL

April was a month of strategic planning, learning, and partnership building. Humanology conducted Science for Body Language, Menangani Gangguan Seksual, and Training Qualitative Research Methodology, strengthening communication, workplace awareness, and research capability. The month also featured Humanology's Strategic Planning Meeting, setting direction for future growth. Engagements continued through meetings with Singapore Polytechnic, MARA, MIGHT, BMCC, ATM, and other partners. Humanology further expanded its network through courtesy visits to KPDN, STRIDE, and Jabatan Bomba dan Penyelamat Malaysia (JBPM), alongside collaboration discussions with various industry and institutional stakeholders.

MAY

May focused on capability-building, wellness, and partnership development. Humanology conducted Kursus Pengurusan Konflik Dalam TVET – Lanjutan, Wellness Program, and Kursus Pemikiran Kreatif dan Teknik Inovasi, supporting both professional growth and personal wellbeing. Engagements continued through meetings with UMPSA, MRANTI, JMM, DBKL, Malaysian Rubber Council, and Humanology's advisor, Tuan Zaily. Humanology also expanded its network through courtesy visits to NCIA, APM, DOA, Jabatan Perkhidmatan Pembentungan, Ministry of Digital, and Ministry of Education.

JUNE

June highlighted learning, transition planning, and institutional engagement. Humanology conducted Science for Body Language and Kursus Pra Persaraan, supporting communication skills and retirement readiness. The month also included meetings with Malaysian Rubber Council, Ling & Theng Book, Institut Sukan Negara, and a briefing session with IK. Courtesy visits to Jabatan Standard Malaysia, MiDAS, Kementerian Sumber Manusia, Jabatan Penjara Malaysia, and Jabatan Pembangunan Kemahiran further strengthened collaboration across public-sector and professional development networks.



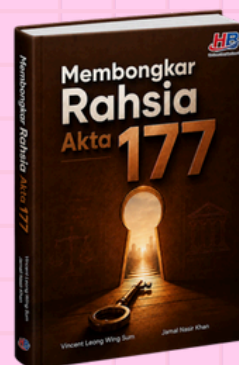
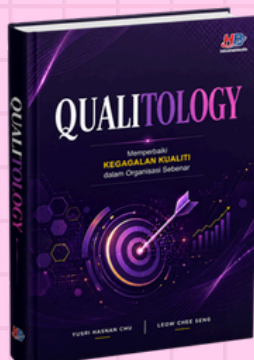
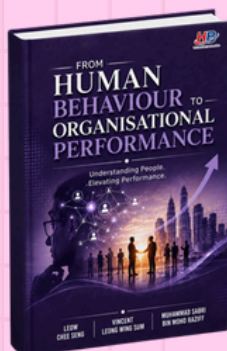
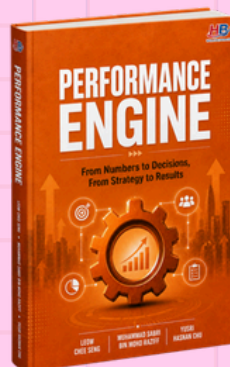
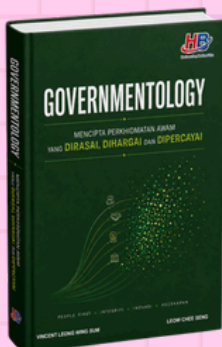
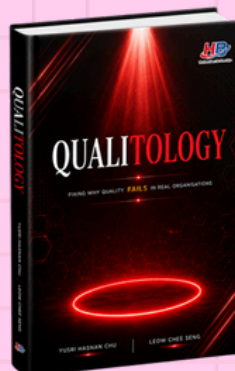
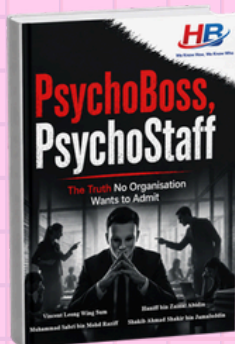
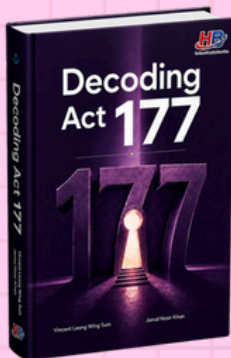
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NAVIGATING THE FUTURE: HOW MALAYSIA CAN STRENGTHEN NAVIGATIONAL SAFETY, ENHANCE MARITIME RESILIENCE AND UNLOCK THE FULL POTENTIAL OF THE WORLD'S MOST STRATEGIC WATERWAY

Datuk Dickson Dollah
Director General of Marine
Malaysia Marine Department

There are few places in the world where geography has exerted such a profound influence on history, commerce and national development as the Strait of Malacca.

For centuries, this narrow stretch of water between the Malay Peninsula and the island of Sumatra has served as one of humanity's most important maritime corridors. Long before the advent of containerisation, satellite

navigation and digital trade, ships carrying spices, silk, ceramics and precious metals traversed these waters, linking civilisations separated by thousands of kilometres. The Strait became a meeting point for cultures, religions, languages, and economic systems, helping shape the development of Southeast Asia and the wider world.

Today, despite unprecedented advances in transportation technology and the emergence

of alternative trade routes, the Strait of Malacca remains as relevant as ever. In many respects, its strategic significance has grown rather than diminished.

Every day, approximately 250 vessels transit the Strait, carrying energy supplies, manufactured goods, agricultural commodities and raw materials between the Indian Ocean and the Pacific Ocean. More than 90,000 ships navigate through the waterway annually, facilitating a substantial portion of global maritime trade. From an international shipping perspective, the Strait remains one of the most efficient and economically viable routes connecting Europe, the Middle East, South Asia, and East Asia.

Yet statistics alone cannot fully capture the significance of the Strait.

The true importance of the Strait of Malacca lies in its role in the global economic system. Every container unloaded at a European port, every shipment of crude oil delivered to an Asian refinery and every commodity transported between continents depends, directly or indirectly, upon the continued safety and efficiency of maritime transportation. The Strait forms an essential link within this network. Its uninterrupted operation supports supply chains that sustain industries, businesses and communities around the world.

For Malaysia, however, the Strait represents something even more significant.

It is not merely a shipping route.

It is one of the nation's greatest strategic assets.

Malaysia occupies a unique position along one of the world's most important maritime corridors. Few countries possess such a natural advantage. Fewer still enjoy the opportunity to influence global trade so directly. The Strait has contributed significantly to the growth of Malaysia's ports, maritime industries, logistics sector and wider economy. It has strengthened the country's maritime identity and enhanced its relevance within the international maritime community.

However, strategic advantages do not automatically translate into long-term success. History demonstrates that geography alone is never enough. Nations that prosper are those capable of transforming geographical advantages into sustainable economic, technological and institutional strengths. In an increasingly competitive and rapidly changing world, the challenge facing Malaysia is not whether the Strait of Malacca remains important. Its importance is beyond dispute.



The real challenge is how Malaysia can maximise the opportunities that the Strait

presents. This challenge is becoming increasingly relevant as the maritime sector undergoes one of the most significant periods of transformation in its history. Digitalisation is reshaping maritime operations. Artificial intelligence is influencing decision-making processes. Environmental sustainability is becoming a central priority. Alternative fuels are emerging. Supply chains are evolving. At the same time, geopolitical uncertainty, economic volatility and technological disruption continue to influence global trade patterns.

These developments raise important questions.

How can navigational safety be strengthened in an increasingly complex operating environment?

How can emerging technologies improve maritime traffic management?

How can Malaysia capture greater economic value from the maritime activities taking place within and around the Strait?

How can the Strait continue to support global trade while contributing more directly to national development?

And perhaps most importantly, what should the Strait of Malacca look like in the decades ahead?

The answers to these questions require a broader perspective than has traditionally been adopted.

For many years, discussions concerning the Strait have focused primarily on navigational safety, traffic management and operational efficiency. These issues remain critically important and will continue to demand attention. However, the future of the Strait cannot be defined solely by the number of vessels that pass through it or by the systems used to manage maritime traffic.

The Strait must increasingly be viewed as a strategic maritime platform.

A platform that supports trade.

A platform that enables innovation.

A platform that generates economic value.

A platform that strengthens international cooperation.

And a platform that contributes to Malaysia's long-term competitiveness as a maritime nation.

In many respects, the evolution of the Strait can be understood through three distinct phases.

The first phase was the Strait as a trading corridor. During this period, the waterway served as a conduit for commerce between East and West, contributing to the rise of maritime trading powers and shaping the region's economic landscape.

The second phase was the Strait as a global shipping corridor. The emergence of modern shipping, containerisation and global supply

chains transformed the Strait into one of the world's busiest maritime routes. During this period, efforts focused on ensuring navigational safety, enhancing routing arrangements and strengthening cooperation among the Littoral States.

Today, a third phase is beginning to emerge.

The Strait is evolving from a shipping corridor into a comprehensive maritime platform.

This transformation is being driven by technological innovation, sustainability objectives, changing economic priorities and the growing recognition that the value of the Strait extends far beyond transit alone.

As Director General of Marine at the Malaysia Marine Department, I believe this transformation presents one of the most important opportunities in our maritime history.

The future success of the Strait will not depend solely upon geography. Nor will it depend solely upon the volume of maritime traffic passing through it. Its future success will depend upon our ability to innovate, collaborate and adapt.

It will depend upon our willingness to embrace emerging technologies while preserving the highest standards of navigational safety.

It will depend upon our ability to capture greater economic value from maritime activities.

And it will depend upon our commitment to ensuring that the Strait remains one of the world's most trusted and resilient maritime corridors.

The challenge before us is therefore not simply to maintain the Strait. The challenge is to maximise its value for future generations. In doing so, Malaysia has an opportunity not only to strengthen its position within the global maritime community but also to help shape the future of international shipping itself.

For a nation whose history has been closely intertwined with the sea, few opportunities could be more significant.



Chapter 1: Why The Strait Matters More Than Ever

The strategic importance of the Strait of Malacca is often discussed in geographic terms. While geography undoubtedly explains much of its significance, it does not fully explain why the Strait continues to occupy such a central position within the global maritime system.

The answer lies in a combination of geography, economics and connectivity.

The Strait sits at the intersection of some of the world's most dynamic economic regions. It provides one of the shortest and most efficient maritime routes connecting Europe, the Middle East, Africa and South Asia with the manufacturing centres and consumer markets of East Asia. For shipping companies operating in an industry where efficiency directly affects competitiveness, the advantages offered by the Strait are substantial.

Every nautical mile saved translates into lower fuel consumption, reduced operating costs and shorter transit times. These efficiencies become particularly significant when multiplied across thousands of voyages each year. Consequently, the Strait continues to attract substantial maritime traffic despite the availability of alternative routes.

The growth of Asia's economy has further reinforced this importance. Over the past several decades, Asia has emerged as the centre of global manufacturing, trade and economic growth. Many of the world's busiest ports are now located within the region. Demand for energy, raw materials and consumer goods continues to increase. As a result, the maritime routes connecting Asia with the rest of the world have become increasingly important.

The Strait of Malacca sits at the heart of this network. For Malaysia, this creates both opportunities and responsibilities.

The opportunity lies in leveraging the country's strategic location to strengthen its maritime economy, attract investment and support innovation. The responsibility lies in ensuring that one of the world's most important waterways continues to operate safely, efficiently and sustainably.

As global trade continues to evolve, the Strait's relevance is unlikely to diminish. On the contrary, the forces driving maritime connectivity suggest that its importance may become even greater in the years ahead.

Chapter 2: Managing A Waterway Under Pressure

The continued success of the Strait of Malacca has brought with it a paradox that is familiar to many strategically important transport corridors around the world.

The more successful the Strait becomes, the more challenging it is to manage.

This reality is not unique to maritime transportation. Major airports, highways and logistics hubs often face similar pressures as demand increases. However, in the maritime environment, the consequences of congestion, navigational complexity, and operational inefficiency can be far more significant, given the scale of global trade that depends on uninterrupted shipping.

Today, the Strait of Malacca operates in an environment considerably more complex than it was only a few decades ago. The vessels transiting the waterway are larger, more technologically sophisticated and more

commercially demanding than ever before. Shipping schedules have become increasingly optimised. Supply chains have become more interconnected. Expectations concerning safety, environmental protection and operational efficiency have increased substantially.



These developments have transformed maritime traffic management from a largely operational function into a strategic discipline requiring continuous innovation and adaptation.

One of the most visible changes has been the growth in vessel size.

The container ships navigating the world's oceans today bear little resemblance to those operating during the early years of containerisation. Modern Ultra Large Container Vessels can carry more than 24,000 TEUs and exceed 400 metres in length.

Similarly, Very Large Crude Carriers and modern LNG carriers transport unprecedented cargo volumes while operating under increasingly demanding commercial conditions.

Such vessels generate significant economic efficiencies. However, they also require enhanced navigational precision, more sophisticated traffic management arrangements and higher levels of situational awareness.

Within the constrained geography of the Strait of Malacca, these considerations become particularly important.

Unlike open ocean routes, the Strait presents navigational challenges that require continuous attention. Vessel traffic is concentrated within defined routing arrangements. International shipping movements coexist alongside fishing activities, domestic traffic and port-related operations. Weather conditions, visibility restrictions and environmental sensitivities further contribute to operational complexity.

Managing this environment requires more than infrastructure alone. It requires a comprehensive governance system.

This system includes routing measures, navigational aids, hydrographic surveys, vessel reporting systems, communication networks and traffic management services. Together, these elements form an integrated safety framework designed to support the safe and efficient movement of vessels throughout the Strait.

Importantly, the effectiveness of this framework depends not only upon technology but also upon people. The maritime industry has embraced digitalisation at an extraordinary pace. Electronic navigation

systems, satellite communications, AIS technology, radar networks and advanced vessel monitoring systems have transformed the way ships operate. Yet despite these advances, human judgement remains central to navigational safety.

Around the world, investigations into maritime incidents continue to demonstrate the significance of human factors. Fatigue, communication failures, situational awareness limitations and decision-making under pressure remain recurring contributors to accidents and near misses.

This reality serves as an important reminder that technology should be viewed as an enabler rather than a replacement for professional expertise.

The future maritime workforce will require new skills and competencies. Mariners, Vessel Traffic Service operators, pilots and maritime administrators must increasingly understand not only traditional maritime operations but also digital technologies, data analytics and emerging maritime systems.

Investment in human capital, therefore, remains as important as investment in physical infrastructure.

I believe that one of our greatest responsibilities is to ensure that the maritime professionals of tomorrow possess the capabilities necessary to operate safely and effectively in an increasingly complex environment. The future will not simply require smarter systems. It will require smarter organisations and better-equipped

people. The challenge facing the Strait of Malacca is therefore not merely managing vessel movements. It is managing complexity itself. Success will depend upon our ability to anticipate future demands, embrace innovation and continuously strengthen the capabilities that underpin navigational safety.

In many respects, the pressures facing the Strait should not be viewed solely as challenges.

They should also be viewed as opportunities.

Opportunities to innovate. Opportunities to improve.

Opportunities to demonstrate leadership.

And opportunities to ensure that the Strait remains one of the safest and most efficient waterways in the world.

Chapter 3: Lessons From Hormuz: The Value Of Maritime Confidence

In recent years, developments affecting navigation through the Strait of Hormuz have highlighted an important but often overlooked aspect of maritime transportation.

The lesson is not necessarily geopolitical. Rather, it concerns the concept of maritime confidence.

Confidence is rarely discussed in technical publications relating to shipping. It does not appear on navigational charts. It cannot be measured using conventional performance indicators. Yet confidence remains one of the

most valuable assets within the maritime sector.

Every day, shipping companies make decisions based on confidence.

Insurers make decisions based on confidence.

Investors make decisions based on confidence.

Cargo owners make decisions based on confidence.

The ability of a maritime route to inspire confidence influences operational behaviour throughout the shipping industry.

When confidence exists, trade flows efficiently.

When confidence is weakened, uncertainty increases.

The implications of uncertainty are often immediate. Insurance premiums may rise. Voyage planning may become more complex. Additional precautions may be required. Operational costs may increase. Supply chains may experience disruption.

In this respect, confidence functions as invisible infrastructure.

Just as ports, navigational aids, and traffic management systems support maritime transportation, confidence underpins the commercial decisions that enable global shipping to function effectively.

The Strait of Hormuz provides a useful example of this phenomenon.

Regardless of the specific circumstances affecting navigation within the region, any perceived uncertainty within such an important maritime corridor attracts immediate attention from the international shipping community. The effects extend beyond the immediate area because maritime transportation operates within an interconnected global system.

What happens in one strategic chokepoint can influence perceptions and decision-making across the wider maritime industry.



For Malaysia, this lesson carries particular significance.

The Strait of Malacca occupies a position in global trade comparable, in many respects, to Hormuz's role in global energy transportation.

Both waterways are indispensable to international commerce.

Both support global supply chains. Both are relied upon by economies around the world.



However, the long-term success of any strategic waterway depends not solely upon geography. It depends upon trust.

Mariners must trust the navigational systems supporting their voyages.

Shipowners must trust the traffic management arrangements governing vessel movements.

Insurers must trust the effectiveness of safety measures and emergency response capabilities.

The international community must trust that the waterway remains safe, reliable and professionally managed.

This trust is neither automatic nor permanent.

It must be earned continuously.

Over many decades, the Strait of Malacca has developed a reputation as one of the world's most professionally managed maritime corridors. This reputation has been built through cooperation among the Littoral States, investment in navigational safety, continuous enhancement of maritime

infrastructure and the dedication of maritime professionals working throughout the region.

Every hydrographic survey contributes to confidence.

Every navigational aid contributes to confidence.

Every Vessel Traffic Service operator contributes to confidence.

Every successful transit contributes to confidence.

Collectively, these efforts reinforce the perception that the Strait remains a safe and dependable route for international shipping. In an increasingly uncertain world, such confidence becomes even more valuable.

Global supply chains are becoming more complex. Economic disruptions can emerge unexpectedly. Environmental and technological challenges continue to evolve. Against this backdrop, reliability itself becomes a competitive advantage.

This observation carries important implications for future maritime policy. Investments in navigational safety should not be viewed solely as operational expenditures. They should also be viewed as investments in confidence.

The same is true for investments in digitalisation, traffic management systems, maritime communications and emergency preparedness.

Each contributes to the Strait's reputation and resilience.

Each strengthens the confidence that global shipping places in Malaysia and its regional partners.

Ultimately, the lesson from Hormuz is straightforward.

Maritime users value predictability.

They value professionalism. They value trust.

By continuing to uphold these principles, Malaysia can ensure that the Strait of Malacca remains not only one of the world's most efficient shipping routes but also one of its most trusted.

And in the maritime sector, trust is often the foundation upon which everything else depends.

Chapter 4: Straitrep: The Invisible Safety Net Behind Every Transit

For most people, the movement of ships through the Strait of Malacca appears deceptively simple.

A vessel enters the Strait from one end and exits from the other. Cargo arrives at its destination. Global trade continues uninterrupted.

What is often unseen is the extensive network of systems, institutions and professionals working continuously behind the scenes to

ensure that each voyage can be conducted safely.

Much like air travellers rarely consider the complex infrastructure supporting air traffic control, many maritime users are unaware of the sophisticated arrangements underpinning navigational safety in the Strait.

Among the most important of these arrangements is the Mandatory Ship Reporting System known as STRAITREP.

Although it receives relatively little public attention, STRAITREP represents one of the most significant achievements in maritime traffic management within the Straits of Malacca and Singapore. It is also one of the clearest examples of how international cooperation, technological innovation and professional expertise can work together to enhance navigational safety.

The origins of STRAITREP can be traced to a period when maritime traffic within the Strait was increasing rapidly. As vessel numbers grew and ships became larger, maritime authorities recognised the need for enhanced situational awareness. Traditional navigational measures remained important, but additional mechanisms were required to monitor vessel movements and facilitate effective communication between ships and shore-based authorities.

The solution was a mandatory reporting system that would provide authorities with timely, accurate information on vessels operating in the Strait.

Implemented through close cooperation between Malaysia, Indonesia and Singapore, and subsequently adopted by the International Maritime Organization (IMO), STRAITREP entered into force on 1 December 1998. More than two decades later, it continues to serve as a cornerstone of navigational safety within one of the world's busiest maritime corridors.

At its core, STRAITREP is a relatively straightforward concept. Vessels meeting specified criteria are required to provide information relating to their identity, position, voyage details and operational status while navigating through the Strait. This information enables maritime authorities to maintain a comprehensive understanding of vessel movements and to identify situations that may require attention.

Yet the significance of STRAITREP extends far beyond information gathering.

The true value of the system lies in the situational awareness it creates.

Maritime safety is fundamentally dependent upon information. Effective decision-making requires an accurate understanding of the operating environment. Mariners must be aware of surrounding traffic. Vessel Traffic Service operators must understand developing traffic patterns. Maritime authorities must be able to identify potential risks before they escalate into incidents.

STRAITREP contributes directly to these objectives.

By providing a continuous flow of information, the system helps create a shared operating picture among relevant stakeholders. This enhanced awareness supports safer navigation, more effective traffic management and improved emergency response capabilities.

Importantly, STRAITREP embodies a proactive approach to maritime safety.

Historically, many safety systems were designed primarily to respond to incidents after they occurred. Modern maritime governance increasingly emphasises prevention rather than reaction. The objective is not merely to manage emergencies effectively but to reduce the likelihood of emergencies occurring in the first place.

STRAITREP aligns closely with this philosophy.

By enabling authorities to monitor vessel movements and identify emerging issues at an early stage, the system helps reduce risk before incidents materialise.

This capability becomes increasingly important as maritime traffic continues to evolve.

Future vessels will likely be larger, more technologically sophisticated and more interconnected than those operating today. Traffic patterns may become increasingly complex. Environmental expectations will continue to increase.

The need for effective information sharing and situational awareness will therefore become even more important.

Malaysia has already recognised this reality.

Ongoing efforts to modernise maritime reporting arrangements through greater integration with AIS technologies and digital systems reflect a commitment to ensuring that STRAITREP remains relevant within an increasingly digital maritime environment.

As the maritime sector moves towards greater automation and data-driven decision-making, STRAITREP's future evolution may serve as a model for other strategic waterways worldwide.



Its success demonstrates that effective maritime governance is not solely about infrastructure or technology.

It is about creating systems that enable people, organisations and technologies to work together effectively.

In many respects, STRAITREP is a reminder that some of the most important components of maritime safety are often the least visible.

Every successful transit through the Strait depends upon countless decisions, interactions and systems operating seamlessly in the background.

STRAITREP is one of those systems.

Quietly, consistently and effectively, it helps ensure that one of the world's most important waterways continues to function safely each day.

Chapter 5: From Vts To Smart Strait: Reimagining Maritime Traffic Management

Many factors will shape the future of maritime transportation.

Alternative fuels.

Digitalisation.

Artificial intelligence.

Automation.

Environmental sustainability.

Yet among these developments, one theme stands out above all others:

The growing importance of information.

Throughout maritime history, navigational safety has been closely linked to the availability and quality of information. Mariners once relied primarily upon visual observations, nautical charts and local knowledge. Later, radio communications,

radar systems and electronic navigation technologies transformed maritime operations.

Today, the maritime industry stands on the threshold of another transformation.

Information is no longer simply supporting navigation.

Increasingly, information is becoming the foundation for managing navigation itself.

This evolution is particularly relevant to the Strait of Malacca.

As one of the busiest waterways in the world, the Strait generates vast quantities of operational data every day. Vessel movements, weather conditions, traffic patterns, environmental information and communication records collectively create a rich and dynamic picture of maritime activity.

The challenge is no longer obtaining information.

The challenge is transforming information into intelligence.

This is where Vessel Traffic Services play a critical role.

For many years, Malaysia's Vessel Traffic Services have served as the operational backbone of maritime traffic management within the Strait. Facilities such as Klang VTS and Johor VTS provide continuous monitoring of vessel movements while

supporting a range of navigational and safety-related functions.

Their responsibilities extend well beyond simply observing traffic.

VTS operators provide navigational information, issue safety broadcasts, coordinate responses to developing situations and assist mariners in maintaining situational awareness. Their work directly reduces navigational risks and enhances the overall efficiency of maritime operations.

The value of these services is often most apparent during periods of increased complexity.

Heavy traffic conditions.

Restricted visibility.

Adverse weather.

Search and rescue operations.

Marine incidents.

In such circumstances, effective traffic management can significantly influence outcomes.

However, the future of maritime traffic management is likely to extend far beyond traditional monitoring and information services.

The next stage of evolution is already emerging.

Around the world, maritime authorities are exploring how advanced technologies can transform the way waterways are managed. Artificial intelligence, predictive analytics, machine learning, digital twins, and satellite-based surveillance systems are creating opportunities previously unimaginable.



These technologies have the potential to alter the relationship between information and decision-making fundamentally.

Rather than simply observing what is happening, future systems may increasingly predict what is likely to happen.

This distinction is profound.

Traditional traffic management is largely reactive.

A vessel changes course.

Traffic density increases.

A risk emerges.

Authorities respond accordingly.

Future systems may be able to identify trends before they become operational concerns.

Artificial intelligence could analyse traffic patterns and identify emerging congestion points.

Predictive models could highlight areas where close-quarter situations are likely to occur.

Digital twins could simulate vessel movements under different operating conditions and evaluate the effectiveness of proposed interventions.

Environmental monitoring systems could support more effective responses to pollution incidents.

Collectively, these capabilities would enable authorities to move from reactive management towards predictive management.

This concept lies at the heart of what may be described as a Smart Strait.

A Smart Strait is not simply a collection of technologies. It is a new operating philosophy.

An approach in which information is integrated, analysed and utilised to support better decision-making across all aspects of maritime operations.

Imagine a future where AIS data, radar systems, satellite imagery, hydrographic information, meteorological services and

environmental monitoring platforms are combined into a single operational picture.

Imagine a future where maritime authorities can visualise potential risks before they emerge.

Imagine a future where traffic management decisions are supported by real-time predictive analytics.



This future is nearer than many realise.

Indeed, many of the building blocks already exist.

The challenge now is integrating them into a coherent vision.

I believe that the development of a Smart Strait represents one of the most exciting opportunities facing our maritime sector.

The objective is not merely to introduce new technologies.

The objective is to create a safer, more resilient and more efficient maritime operating environment.

Technology must remain a means to an end rather than an end in itself.

Its purpose is to enhance navigational safety.

To improve decision-making.

To strengthen environmental protection.

And ultimately, to support the continued success of one of the world's most important waterways.

The Strait of Malacca has long served as a model for maritime cooperation and navigational safety.

There is every reason to believe that it can also become a model for maritime innovation.

The future of maritime traffic management will not be defined by who possesses the most data.

It will be defined by who can transform data into insight, insight into action and action into safer outcomes.

That future is already beginning to emerge.

And Malaysia has an opportunity to help lead it.

Chapter 6: Cooperative Mechanism: A Global Model For Shared Responsibility

The Strait of Malacca is frequently recognised as one of the world's most important maritime chokepoints. Less frequently acknowledged, however, is the fact

that it is also one of the world's most successful examples of practical maritime cooperation.

In an era of increasingly complex international challenges, managing the Strait offers an important lesson. Safe and efficient navigation within a strategic waterway cannot be achieved by any single nation acting alone.

It requires collaboration, mutual trust, and a shared understanding that shared responsibilities accompany the benefits of maritime connectivity.

This principle lies at the heart of the Cooperative Mechanism for the Straits of Malacca and Singapore.

Established under the auspices of the International Maritime Organization (IMO), the Cooperative Mechanism represents a pioneering approach to maritime governance. It provides a platform for the Littoral States, user States, industry stakeholders, and international organisations to work together to support navigational safety and environmental protection.

Its significance extends beyond operational effectiveness.

The Mechanism is widely regarded as one of the most practical examples of implementing Article 43 of the United Nations Convention on the Law of the Sea (UNCLOS), which encourages cooperation between States bordering straits used for international navigation and States benefiting from their use.

While the principle itself is straightforward, its successful implementation is far from simple.

The Strait of Malacca is utilised by ships from every corner of the world. The economic benefits generated by the waterway extend far beyond Southeast Asia. Yet the responsibility for maintaining navigational safety, conducting hydrographic surveys, operating traffic management systems and responding to maritime incidents rests primarily with the Littoral States.

This reality has long raised an important question:



If the world benefits from the Strait, should the responsibility for sustaining it also be shared?

The Cooperative Mechanism provides a practical answer.

Rather than approaching maritime governance through a purely national lens, the Mechanism encourages partnerships among all stakeholders with an interest in the Strait's continued success.

Through the Cooperation Forum, Project Coordination Committee, and Aids to

Navigation Fund, participants contribute expertise, resources, and financial support to projects that enhance navigational safety and environmental sustainability.

This approach has generated tangible results.

Over the years, numerous projects have been implemented to improve navigational aids, strengthen environmental protection measures, enhance emergency preparedness, and support capacity-building initiatives. More importantly, the Mechanism has fostered a culture of cooperation that extends beyond individual projects.

It has created a shared sense of ownership.

A shared commitment.

And a shared understanding that the long-term sustainability of the Strait depends upon collaboration.

This model is becoming increasingly relevant as the maritime sector confronts new challenges.

Digitalisation, decarbonisation, autonomous vessels, cybersecurity risks and environmental sustainability are issues that transcend national boundaries. No single country possesses all the answers. Solutions will require collective effort, shared learning and international cooperation.

In many respects, the Cooperative Mechanism provides a glimpse into the future of maritime governance.

A future in which cooperation becomes not merely desirable but essential.

A future in which stakeholders recognise that shared interests can often be advanced more effectively through partnership than through isolated action.



The Strait of Malacca experience demonstrates that such cooperation is not only possible but also highly effective.

For Malaysia, this remains an important source of pride.

The Strait is not simply a waterway connecting oceans.

It is also a platform that demonstrates how nations can work together to address common challenges and achieve shared goals.

Chapter 7: Malaysia As Custodian Of A Global Maritime Artery

The significance of the Strait of Malacca extends far beyond Malaysia's geographical boundaries.

Every day, vessels carrying goods, energy supplies and raw materials navigate through the Strait en route to destinations scattered across the globe.

The industries that depend upon these shipments may be located in Europe, East Asia, the Middle East or the Americas. Yet their continued operation often depends upon the safe and efficient functioning of a relatively narrow stretch of water separating the Malay Peninsula from Sumatra.

This reality highlights an important truth.

The Strait of Malacca is not merely a regional waterway.

It is a global maritime artery.

As with any artery, uninterrupted operation is essential to the health of the system it supports.



Disruptions within the Strait can reverberate throughout international supply chains. Delays can affect manufacturing schedules. Increased costs can influence trade flows. Incidents can create environmental, economic, and operational consequences that extend far beyond the immediate area.

For this reason, the responsibilities associated with managing the Strait are significant.

Malaysia's role as a Littoral State extends beyond the exercise of sovereign rights. It

also encompasses a broader stewardship responsibility towards the international maritime community.

This responsibility manifests itself in many ways.

It is reflected in the maintenance of navigational aids that guide vessels safely through the waterway.

It is reflected in the hydrographic surveys that ensure nautical charts remain accurate.

It is reflected in the operations of Vessel Traffic Services, which support situational awareness and navigational safety. This is reflected in investments to strengthen maritime infrastructure and operational capabilities.

Much of this work occurs quietly.

When maritime systems function effectively, they often attract little attention. Ships transit safely. Trade continues uninterrupted. Supply chains remain resilient.

Yet such outcomes do not occur by chance.

They are the product of continuous effort, professional expertise and long-term commitment.

As maritime traffic continues to evolve, the demands placed upon the Strait will inevitably increase. Future generations of vessels will require more sophisticated navigational support. Emerging technologies will create new opportunities but also new

challenges. Environmental considerations will become increasingly important. Expectations concerning efficiency and resilience will continue to grow.

Meeting these demands will require sustained investment.

It will require innovation.

And it will require cooperation.

The responsibility for safeguarding the Strait ultimately rests with the Littoral States. However, the benefits generated by the Strait are global. Consequently, there is a strong case for continued international support and partnership.

This is not a matter of burden sharing.

It is a matter of recognising shared interests.

The continued success of the Strait benefits all who depend upon international shipping.

I believe that stewardship of the Strait should be viewed not merely as a responsibility but also as an opportunity.

An opportunity to demonstrate leadership.

An opportunity to strengthen international partnerships.

And an opportunity to contribute meaningfully to the resilience of global trade.

Few nations are entrusted with responsibilities of such significance.

Malaysia must continue to embrace this role with confidence, professionalism and vision.



Chapter 8: From Littoral State To Global Maritime Leader

Malaysia's relationship with the sea has always been central to its national identity. For centuries, maritime trade contributed to the prosperity of kingdoms and settlements throughout the Malay Peninsula. Ports served as centres of commerce, diplomacy and cultural exchange. Maritime connectivity shaped the region's development long before the emergence of modern nation-states.

Today, Malaysia's maritime responsibilities extend far beyond its own waters.

As international shipping has become increasingly interconnected, so too has the country's role within the global maritime community.

Over the past several decades, Malaysia has evolved from a nation primarily concerned with domestic maritime administration into an active contributor to international maritime governance. This transformation has been driven by professional expertise, sustained

engagement and a growing recognition that global maritime challenges require collective solutions.

The International Maritime Organization has provided an important platform for this engagement.

Malaysia's contributions to IMO discussions have expanded significantly over the years. The country has actively participated in deliberations on maritime safety, environmental protection, navigation, communications, and regulatory development. Through these efforts, Malaysia has developed a reputation as a constructive and respected participant within the international maritime community.

One particularly significant example is Malaysia's leadership within the IMO Experts Group on Ships' Routeing.

This role reflects international confidence in Malaysia's technical capabilities and operational experience. Routeing measures, reporting systems, and traffic management arrangements play a critical role in ensuring navigational safety worldwide. By contributing to their development and refinement, Malaysia helps shape the future framework of international navigation.

This distinction is important.

There is a significant difference between implementing international standards and helping to create them.

Malaysia is increasingly doing both.

The country's experience managing one of the world's busiest waterways provides valuable insights for the wider maritime community. Lessons learned from the Strait of Malacca are relevant to many other regions facing similar challenges relating to traffic density, navigational complexity and maritime sustainability.

Equally important is Malaysia's contribution to capacity building and technical cooperation.

The sharing of expertise strengthens regional maritime capabilities and supports broader international efforts to improve maritime safety. Through collaboration, training, and knowledge exchange, Malaysia contributes to the development of safer, more resilient maritime systems beyond its borders.

Leadership within the maritime domain is not determined solely by economic size or fleet capacity.

It is determined by contribution.

By credibility.

And by a willingness to accept responsibility.

As the maritime sector enters an unprecedented period of transformation, leadership opportunities will continue to expand. Emerging issues such as autonomous shipping, digitalisation, decarbonisation and maritime cybersecurity will require informed and forward-looking contributions from Member States.

Malaysia is well positioned to play such a role.

The expertise developed over decades of managing the Strait of Malacca provides a strong foundation for future leadership. A single achievement does not define the journey from Littoral State to global maritime leader.

Rather, it is characterised by a continuous commitment to excellence, innovation and cooperation.

Malaysia has already travelled a considerable distance along this path.

The challenge now is to continue moving forward and to ensure that the country's contributions help shape a safer, smarter and more sustainable maritime future.

In doing so, Malaysia will not only strengthen its maritime standing but also contribute meaningfully to the future of international shipping.

Chapter 9: Beyond Transit: Capturing The Maritime Economy

For decades, discussions concerning the Strait of Malacca have largely focused on one metric: traffic.

How many vessels transit the Strait each year?

How much cargo passes through the waterway?

How important is the route to global trade?

These questions remain important, but they no longer tell the full story.

As Malaysia looks towards the future, a more important question is emerging.

How much value is Malaysia capturing from the maritime activity that takes place within and around the Strait?

This distinction is critical.

A shipping lane may facilitate trade, but a maritime ecosystem generates prosperity.

The future competitiveness of maritime nations will increasingly depend not merely on their ability to attract traffic but on their ability to capture value from the economic activities associated with that traffic.

The Strait of Malacca provides Malaysia with a unique opportunity in this regard.

Every vessel that transits the Strait requires support services. These include pilotage, towage, bunkering, ship repair, marine surveying, classification services, maritime legal advisory, insurance support, logistics management and technical consultancy. Collectively, these activities represent a substantial source of economic value that extends far beyond the movement of cargo itself.

Historically, many maritime nations have measured success based on throughput and cargo volumes. Increasingly, however, the

most successful maritime economies are those that have developed comprehensive maritime service ecosystems around strategic waterways.

Singapore is often cited as a leading example. While its geographical position has undoubtedly contributed to its success, its real achievement lies in its ability to build a sophisticated maritime services cluster that generates value across multiple sectors. Maritime finance, arbitration, insurance, technology and ship management services now contribute significantly to its maritime economy.

Malaysia possesses many of the same advantages.

The country is strategically located along one of the world's busiest shipping routes. It possesses established ports, experienced maritime institutions and a growing pool of maritime talent. It has strong industrial capabilities and an increasingly sophisticated logistics sector.

The challenge is therefore not one of potential.

The challenge is one of integration.

Malaysia must increasingly view the Strait not simply as a route for ships to pass, but as a platform for maritime industries to grow.

This opportunity becomes even more significant when viewed through the lens of digitalisation.

The maritime industry is rapidly becoming a data-driven sector. Modern vessels generate vast quantities of operational information on navigation, fuel consumption, weather conditions, maintenance requirements, and performance metrics. Ports, logistics providers and maritime service companies are similarly becoming increasingly dependent upon data analytics and digital technologies. This trend is creating entirely new sectors within the maritime economy.



Maritime cybersecurity.

Maritime artificial intelligence.

Digital navigation solutions.

Predictive maintenance platforms.

Maritime data analytics.

Remote vessel support services.

These industries represent opportunities that did not exist a generation ago.

The countries that position themselves at the forefront of these developments will enjoy significant competitive advantages.

Malaysia should aspire to be among them.

The future maritime economy will not be defined solely by physical infrastructure. It will increasingly be defined by knowledge, innovation and technology.

This reality reinforces the importance of investing in maritime education, research and talent development. The maritime professionals of tomorrow will require expertise extending far beyond traditional navigation and engineering disciplines. Skills in artificial intelligence, environmental management, digital systems, and advanced analytics will become increasingly valuable.

The objective should therefore be clear.

Malaysia should not aspire merely to host maritime traffic.

Malaysia should aspire to become indispensable to maritime commerce.

The difference between these two ambitions is profound.

One generates activity. The other generates value.

Chapter 10: Green Shipping, Decarbonisation And Future Competitiveness

The maritime sector is entering one of the most transformative periods in its history.

For more than a century, international shipping has relied predominantly on

conventional fossil fuels. While this model enabled the growth of global trade, it also contributed to environmental challenges that are now reshaping the industry's future direction.

Today, decarbonisation is no longer a distant aspiration. It is becoming an operational reality.

The International Maritime Organization's greenhouse gas reduction strategy has accelerated efforts to develop cleaner fuels, more efficient vessels and sustainable shipping practices. Across the industry, shipowners, ports, energy providers and maritime administrations are preparing for a future in which environmental performance will become an increasingly important determinant of competitiveness.

For the Strait of Malacca, these developments carry significant implications.

As one of the world's most heavily utilised shipping corridors, the Strait will inevitably play a central role in supporting the maritime energy transition. Future generations of vessels may increasingly rely on alternative fuels such as green methanol, ammonia, hydrogen and biofuels. These fuels will require new infrastructure, new operational procedures and new safety frameworks.

Such changes present challenges. However, they also create opportunities.

The countries that prepare early will be better positioned to benefit from emerging markets associated with the green shipping transition.

Malaysia is particularly well placed to participate in this transformation.

Its strategic location, established port infrastructure and maritime expertise provide a strong foundation for future investment. Opportunities exist in alternative-fuel bunkering, green shipping corridors, environmental monitoring services, carbon management solutions, and maritime research and development.

Importantly, sustainability should not be viewed solely as a regulatory requirement.

It should also be viewed as an economic opportunity.

Throughout history, periods of technological transition have often generated new industries and new sources of growth. The maritime energy transition is likely to follow a similar trajectory.

The challenge for Malaysia, therefore, is not whether change will occur.

The challenge is whether Malaysia will position itself as a leader or a follower in this transformation.

Environmental stewardship also remains an important consideration.

The Strait of Malacca supports diverse marine ecosystems and coastal communities whose livelihoods depend upon a healthy marine environment. Protecting these resources is not merely an environmental obligation; it is also

essential for ensuring the long-term sustainability of maritime activities.

Future competitiveness will therefore depend upon achieving an appropriate balance.

Economic growth must continue. Innovation must be encouraged. Environmental protection must be strengthened.

And navigational safety must remain paramount.

These objectives are increasingly interconnected.

The future maritime economy will reward those capable of integrating sustainability into broader strategies for growth and development.

Malaysia has an opportunity to position itself among those leaders.

Chapter 11: Vision 2035: The World's Safest And Smartest Strait

Every generation inherits opportunities that can shape its future.



For Malaysia's maritime sector, one such opportunity lies before us today.

The Strait of Malacca will remain strategically important regardless of the choices we make. Geography alone ensures that.

The more important question is what kind of Strait Malaysia wishes to create for future generations.

Will it remain primarily a transit corridor?

Or will it evolve into a globally recognised platform for maritime excellence, innovation and value creation?

I believe the answer should be clear. My personal hope is that, by 2035, Malaysia should aspire to position the Strait of Malacca as the world's safest, smartest and most trusted maritime corridor.

Achieving this vision will require sustained commitment across several strategic priorities.

The first priority is navigational excellence.

Safety must remain the foundation upon which all future initiatives are built. Investments in hydrography, routing measures, Vessel Traffic Services, navigational aids and professional competency development must continue. The Strait's reputation as a safe and reliable shipping route should remain one of Malaysia's most valuable maritime assets.

The second priority is digital transformation.

Emerging technologies are creating opportunities to rethink maritime traffic management fundamentally. Artificial intelligence, predictive analytics, digital twins and integrated maritime domain awareness systems have the potential to transform how risks are identified and managed.

The future of maritime traffic management will not be defined by who collects the most information.

It will be defined by who uses information most effectively.

The third priority is sustainability.

The future of shipping will increasingly be shaped by environmental performance. The Strait must be prepared to support alternative fuels, green shipping initiatives and sustainable maritime operations while maintaining the highest standards of safety.

The fourth priority is economic value creation.

The Strait should generate benefits extending beyond transit. Maritime services, digital innovation, research and development, maritime technology and green industries should become increasingly important contributors to Malaysia's economic growth.

The fifth priority is leadership.

Malaysia's growing role in international maritime governance offers opportunities to influence the industry's future direction. Through active engagement within the IMO and other international forums, Malaysia can contribute to the development of policies and standards that shape global shipping for decades to come.

Together, these priorities provide a roadmap for the future.

A roadmap that transforms geography into strategic advantage.

And strategic advantage into national prosperity.

Vision 2035 is ultimately about more than infrastructure or technology.

It is about ensuring that the Strait remains relevant, resilient and competitive in a rapidly changing world.

Most importantly, it is about ensuring that future generations inherit a maritime asset that is stronger than the one we inherited.

Conclusion: More Than A Waterway

For centuries, the Strait of Malacca has shaped the course of human history. Long before the emergence of modern nation-states, it served as a vital maritime bridge connecting civilizations across Asia, the Middle East, and Europe. Through its waters flowed not only goods and commodities, but also ideas, cultures, technologies, and traditions that helped define the development

of entire regions. The rise of powerful trading kingdoms, the growth of regional economies, and the establishment of global maritime networks were all influenced, in one way or another, by the strategic importance of this narrow yet immensely significant waterway.

Today, the Strait of Malacca continues to play a critical role in the global maritime system. As one of the busiest and most strategically important shipping lanes in the world, it facilitates the movement of a substantial portion of international trade, connecting major manufacturing centres in East Asia with markets across Europe, Africa, the Middle East, and beyond. Millions of barrels of energy products, vast quantities of raw materials, and countless consumer goods transit through the Strait each year, making it an indispensable artery of global commerce and economic prosperity.



However, the true significance of the Strait cannot be measured solely by the volume of cargo transported or the number of vessels navigating its waters. Its greatest value lies in the opportunities it creates, the confidence it inspires among maritime stakeholders, the industries it supports, and the future it helps to shape. The Strait has evolved far beyond its

traditional role as a transit route. It is increasingly becoming a strategic maritime platform that enables innovation, connectivity, sustainability, and economic transformation.

Throughout this article, a recurring theme has emerged: the Strait of Malacca is no longer merely a shipping corridor. It is a platform for navigational excellence, where advanced vessel traffic management systems, maritime safety initiatives, and international cooperation contribute to the safe and efficient movement of ships.

It is a platform for innovation, where digitalisation, smart shipping technologies, artificial intelligence, and green maritime solutions can be tested and implemented to enhance operational efficiency and environmental performance. It is also a platform for collaboration, bringing together littoral States, user States, international organisations, industry stakeholders, and the wider maritime community to pursue common objectives.

Equally important, the Strait is becoming a platform for sustainability. As global shipping moves towards decarbonisation and greater environmental responsibility, the Strait presents significant opportunities for developing green shipping corridors, alternative marine fuels, maritime energy infrastructure, and environmentally responsible port services. These developments have the potential not only to support international climate goals but also to create new economic opportunities for Malaysia and the wider region.

For Malaysia, the Strait of Malacca represents a strategic national asset of unparalleled importance. Its geographic location provides the country with a natural advantage that few nations possess. Yet geography alone does not guarantee success. History has shown that strategic advantages can only be fully realised through effective leadership, sound governance, long-term planning, and a willingness to adapt to changing global circumstances. The future success of the Strait will therefore depend not merely on its location, but on our collective ability to innovate, collaborate, and respond proactively to emerging challenges and opportunities.



The challenge before us is not simply to maintain the Strait as a safe and efficient shipping route. Rather, it is to maximise its value for future generations by strengthening maritime governance, enhancing navigational safety, promoting sustainable development, encouraging technological innovation, and positioning Malaysia as a leading maritime nation. Achieving these objectives will require continued investment, strategic vision, and strong partnerships across both the public and private sectors.

If we succeed, the benefits will extend far beyond the maritime industry itself. We will strengthen Malaysia's economic competitiveness, enhance national resilience, create new employment opportunities, support sustainable growth, and contribute meaningfully to the stability and efficiency of global trade. More importantly, we will reinforce Malaysia's standing as a responsible and respected maritime nation that plays a significant role in shaping the future of international shipping and maritime governance.

The Strait of Malacca has connected the world for centuries. The opportunity before us

is to ensure that it also helps define Malaysia's future. Ultimately, the Strait is far more than a waterway. It is one of the greatest strategic assets our nation possesses—a gateway to opportunity, a catalyst for growth, and a symbol of Malaysia's enduring maritime identity.

As global trade continues to evolve and new challenges emerge, the next chapter in the Strait's remarkable story is only just beginning, and Malaysia has every opportunity to play a leading role in shaping its future.



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ANDA KATA ITU MAKLUMAT PERIBADI, TAPI LHDN KATA ITU BUKTI! SIAPA SEBENARNYA YANG MENENTUKAN?

Tahukah anda? Bila LHDN meminta senarai pelanggan anda, bolehkah anda menolaknya? Jika alasan anda ialah “mematuhi Akta Perlindungan Data Peribadi”, adakah ia cukup kuat untuk menolak kewajiban mendedahkan maklumat di bawah Akta Cukai Pendapatan? Lebih mengejutkan, walaupun anda memohon semakan kehakiman (Judicial Review), jika anda terlepas tarikh akhir, anda mungkin langsung tidak berpeluang untuk didengari!

Ini bukan situasi rekaan, tetapi satu pertarungan undang-undang sebenar oleh sebuah syarikat korporat besar — sebuah pertembungan secara langsung antara hak perlindungan data peribadi dan kuasa penguatkuasaan cukai, yang akhirnya dibicarakan di Mahkamah Persekutuan dan berakhir dengan kekalahan syarikat tersebut serta perintah membayar RM30,000 kepada LHDN. Kes ini wajar dijadikan perhatian utama oleh mana-mana pemilik perniagaan yang

menyimpan data pelanggan, mengurus sistem keahlian atau melaksanakan program kesetiaan pelanggan.



Adakah LHDN Berhak Meminta Maklumat Pelanggan Anda? Dua Undang-undang Bertembung Secara Terus

Isu pokok dalam pertikaian ini adalah konflik antara dua undang-undang:

Di satu pihak, Akta Perlindungan Data Peribadi 2010 (PDPA) melalui Seksyen 5, 6 dan 39 menetapkan bahawa sesuatu maklumat peribadi tidak boleh didedahkan kepada pihak ketiga tanpa persetujuan subjek data, kecuali jika terdapat pengecualian undang-undang.

Di pihak lain, Seksyen 81 Akta Cukai Pendapatan 1967 (ITA) memberi kuasa kepada Ketua Pengarah LHDN untuk mengarahkan mana-mana individu atau organisasi supaya menyerahkan sebarang maklumat berkaitan percukaian.

Secara spesifik, Seksyen 39(b)(ii) PDPA membenarkan pendedahan tanpa persetujuan apabila diwajibkan oleh undang-undang — dan Seksyen 81 ITA menjadi asas kuasa LHDN.

Soalnya: Apabila LHDN mengarahkan anda menyerahkan maklumat pelanggan di bawah Seksyen 81 ITA dan anda menolak dengan alasan PDPA — undang-undang mana yang terpakai?



Antara Syarikat vs LHDN: Satu E-mel 'Forward' Menjadi Punca Litigasi

Pada tahun 2018, LHDN menghantar permintaan rasmi kepada sebuah syarikat agar menyerahkan senarai ahli program kesetiaan

pelanggan mereka. Syarikat itu menolak atas alasan melanggar PDPA kerana melibatkan data peribadi berjuta-juta pelanggan.

LHDN kemudian merujuk perkara ini kepada Pesuruhjaya Perlindungan Data Peribadi. Pada 8 November 2019, pejabat Pesuruhjaya membalas menyatakan bahawa berdasarkan Seksyen 39(b)(ii) PDPA, permintaan LHDN adalah sah di sisi undang-undang dan tidak melanggar PDPA.

Pada 12 November, surat tersebut dihantar semula (forward) oleh LHDN kepada syarikat. Empat hari kemudian, syarikat memfailkan permohonan semakan kehakiman di Mahkamah Tinggi, dengan hujah bahawa e-mel bertarikh 12 November adalah satu keputusan pentadbiran rasmi, yang wajar disemak oleh mahkamah.

Pada tahun 2020, Mahkamah Tinggi menerima permohonan itu. Syarikat berpendapat bahawa surat-surat LHDN sebelum ini hanyalah "permintaan" dan bukan "keputusan rasmi", manakala e-mel 12 November adalah tindakan pentadbiran yang sah.

Namun, apabila kes ini dibawa ke Mahkamah Rayuan, pandangan berubah. Mahkamah menyatakan bahawa tindakan pentadbiran sebenar yang sah telah berlaku lebih awal — iaitu menerusi surat-surat LHDN sejak November 2018 dan April-Mei 2019. Justeru, permohonan semakan kehakiman syarikat adalah lewat.

Akhirnya, pada 11 Mac 2025, Mahkamah Persekutuan menolak permohonan kebenaran untuk merayu, atas alasan bahawa permohonan

itu telah melepasi masa, dan prinsip undang-undang yang dibangkitkan sudah pun mantap dan tidak perlu ditentukan semula. Syarikat diarahkan membayar RM30,000 kepada LHDN sebagai kos.

Lima Pengajaran Penting Buat Pemilik Perniagaan

Kuasa percukaian dan hak perlindungan data ada ruang pertembungan — PDPA tidak boleh digunakan secara mutlak untuk menolak permintaan di bawah ITA.

Takrif “keputusan pentadbiran” bukan bergantung kepada tafsiran syarikat, tetapi kepada bila tindakan itu pertama kali memberi kesan undang-undang.

PDPA bukan perisai mutlak — terdapat pengecualian yang sah, dan audit cukai merupakan salah satu daripadanya.

Kesilapan prosedur lebih bahaya daripada pertikaian kandungan — jika terlepas tempoh, walau anda di pihak yang benar sekalipun, mahkamah tidak akan menilai merit.

Tanggungjawab melindungi data dan mematuhi undang-undang cukai mesti seimbang — bina sistem pematuhan berganda (dual compliance mechanism).



Apa yang Boleh Dilakukan oleh Syarikat untuk Mencegah Risiko Sebegini?

- Rangka dasar dalaman yang secara jelas menyatakan bagaimana menangani arahan di bawah Seksyen 81 ITA;
- Libatkan peguam cukai dan penasihat PDPA secara bersama, untuk dapatkan pendapat bertulis sebelum sebarang pendedahan;
- Wujudkan sistem pemantauan pematuhan berasaskan masa, agar segala arahan kerajaan dijawab dalam tempoh sah;
- Sekiranya wujud kekeliruan atau risiko litigasi, pertimbangkan mohon Private Ruling atau panduan kehakiman awal;
- Latih staf utama dalam unit cukai, undang-undang dan IT untuk memahami hubungan PDPA–ITA.

Membantu Anda Menyeimbangkan Perlindungan Data dan Tanggungjawab Cukai

Dalam era digital di mana operasi bergantung sepenuhnya kepada data pelanggan, isu “privasi vs percukaian” tidak boleh diambil ringan. Salah langkah sedikit boleh menjerumuskan syarikat ke dalam pertikaian undang-undang yang panjang dan mahal.

Seperti yang dibuktikan dalam kes ini, jika data pelanggan diminta oleh LHDN berdasarkan ITA dan anda menolak atas alasan PDPA, dan anda pula gagal bertindak dalam tempoh masa yang

ditetapkan — kerugian bukan hanya dari segi perundangan, tetapi juga reputasi.

PANEL PAKAR CUKAI LHDN & KASTAM

Khidmat nasihat strategik oleh mantan pengarah dan pegawai kanan daripada sistem percukaian langsung dan tidak langsung Malaysia.



En. Azmi Mohamed



En. Zaily Ayub



Dr. Nik Abdullah



Puan Nik Marzan



Dr. Zainal Abidin



Dr. Norlia



En. Wan Mohd Zain

Bahagian Cukai Humanology terdiri daripada gabungan pakar bekas pegawai LHDN, pakar pematuhan data, peguam percukaian dan penasihat syarikat yang berpengalaman dalam pengurusan risiko lintas-undang-undang. Kami mampu:

- Menilai sama ada permintaan LHDN adalah sah di bawah ITA;
- Semak semula dasar dalaman data anda untuk sejajarkan dengan prinsip pematuhan dwifungsi;
- Sediakan pendapat undang-undang bertulis untuk mengesahkan asas tindakan anda;
- Berunding dengan LHDN atau Pesuruhjaya PDPA bagi pihak anda untuk pelarasan alternatif atau penyelesaian luar mahkamah;
- Bantu sediakan permohonan semakan kehakiman dengan lengkap, termasuk strategi bukti dan garis masa tindakan;

- Melatih pasukan dalaman anda agar dapat bertindak cepat dan patuh jika berlaku pertindanan undang-undang.

Kami percaya pematuhan tidak semestinya bermaksud kompromi. Melalui rekaan sistematik dan strategi awal, data anda boleh dilindungi dan kewajipan cukai anda boleh dipenuhi secara serentak.

Kami bukan penasihat krisis — kami adalah rakan strategi sebelum krisis bermula.

Anda fikir anda sedang melindungi privasi pelanggan, tetapi bagi LHDN, anda menghalang siasatan.

Undang-undang bukan soal siapa lebih besar — tetapi siapa yang bertindak tepat, cukup masa, dan mengikut prosedur. Jangan biarkan satu e-mel yang anda pandang remeh menjadi punca mahkamah mengisytiharkan anda lewat.

Patuh undang-undang itu asas; patuh prosedur itu strategi



Scope of Consultancy Services for Section 15A Stamp Duty Relief Application



All reviews, schedules, explanations and application materials are prepared based on documents, information and confirmation provided by the Company. The Company is responsible for providing complete, accurate and timely supporting documents.

1 Application Readiness & Eligibility Review

- Review whether the proposed transfer falls within Section 15A
- Review associated-company status and 90% beneficial ownership requirement
- Review pre-transfer and post-transfer shareholding structure
- Identify transfer instruments suitable for Section 15A relief



2 Transaction Structure & Instrument Review

- Review transfer instruments, SPA and transaction documents
- Review sequence and timing of execution
- Review whether the transfer involves shares, property or undertaking
- Identify arrangements that may affect the relief application



3 Consideration & Payment Review

- Review amount, form and settlement of consideration
- Review proof of payment or settlement
- Review whether consideration is paid by the transferee company



4 Operational Efficiency Justification

- Prepare business rationale for the transfer
- Prepare explanation on operational efficiency improvement
- Review 3-year operational plan



5 Statutory Declaration Support

- Prepare factual information for the statutory declaration
- Prepare ownership explanation for the 90% relationship



6 Supporting Document Compilation

- Prepare the document checklist
- Review key supporting documents provided by the Company
- Review approvals, CKHT 2A and foreign company documents where applicable
- Compile supporting documents for submission



7 Application Pack Support

- Prepare Section 15A application strategy
- Prepare LHDN explanation letter and management paper
- Prepare a submission-ready application pack



8 STAMPS Submission & Coordination Support

- Support preparation for STAMPS submission
- Review submission documents before filing
- Support tracking of submission status and document requests



9 LHDN Query & Clarification Support

- Review LHDN queries or clarification requests
- Prepare written responses based on Company information
- Attend discussions with LHDN if required and agreed



10 Withdrawal Risk & Post-Approval Compliance

- Review possible withdrawal risks under Section 15A
- Review risks relating to third-party consideration, disposal or loss of association within 3 years
- Prepare a 3-year post-approval compliance checklist





默认选项：填充最小阻力路径

默认选项的选择可能会引起争议。以下是两个例子。面临预算紧缩和因最近的经济衰退可能关闭一些州立公园的情况，华盛顿州立法者改变了驾驶员在续费车牌时支付的州立公园费用的默认规定。在经济衰退之前，支付5美元的费用对驾驶员来说是一个选择。州政府从选择加入（opt-in）改为选择退出（opt-out）的安排，也就是说，除非驾驶员主动要求不支付该费用，否则他们会被收费。为了透明度，州政府向每位驾驶员提供了解释这一变化背后原因的信息。到目前为止，这一举措取得了成效，尽管批评者认为这并不是该州财政问题的长期解决方案。

这个例子突显了默认选项的重要性和敏感性。默认选项可以显著影响人们的行为和决策，因此其选择需要谨慎考虑。在这种情况下，州政府通过从选择加入改为选择退出的方式，有效地增加了州立公园费用的征收率。然而，这种改变也引发了争

议，因为有人认为这并不是解决财政问题的长期策略。



因此，在选择默认选项时，必须考虑到各种因素，包括透明度、公平性和长期影响。默认选项可以用来实现多种目标，但必须谨慎平衡各种利益和考虑到不同群体的需求，以确保最终的选择是公平和可持续的。

我们已经强调了默认规则是不可避免的，即私人机构和法律体系无法避免选择它

们。然而，在某些情况下，虽然不是全部情况，对这一说法有一个重要的限制条件。选择建构者可以强制决策者自行作出选择。我们将这种方法称为“必选选择”或“强制选择”。在软件的例子中，必选选择将通过将所有的选项框保持未选中状态，并要求在每一个机会下，人们必须选择一个选项框才能继续进行来实施。在提供联系信息给军事招募人员的情况下，可以想象一个制度，要求所有学生（或他们的父母）填写一张表格，指明他们是否愿意提供自己的联系信息。对于像这样情感充沛的问题，这样的政策具有相当的吸引力，因为人们可能不想被默认选择一个他们可能讨厌的选项（但因为惯性、真实或表面上的社会压力而未能拒绝）。



为了说明“默认”的使用，我将分享马来西亚国内税务局如何运用默认来帮助纳税人。在您进入MyTAX系统时，所有基本信息都已经为您填写好了，就好像有一位贴心的助手一样，这大大方便了纳税人，不必从头开始输入各种繁琐的数据。此外，国内税务局还巧妙地将个人所得税(PCB)的应缴金额纳入了系统中，使得纳税过程更加流畅。而这一切背后，运用的

原则正是EAST。那么，什么是EAST呢？E代表“简单”（Easy），A代表“吸引人”（Attractive），S代表“社交”（Social），T代表“及时”（Timely）。这个原则是为了确保税收体验变得更加令人愉悦。当您的信息已经填写完毕时，您不再需要费心重新输入信息，这让整个纳税过程变得如丝般顺滑。而在吸引力方面，MyTAX系统提供了丰富的信息图表，例如您可以随时查看以前已经支付的总税额，这不仅使您更了解自己的贡献，还增加了税收流程的吸引力。

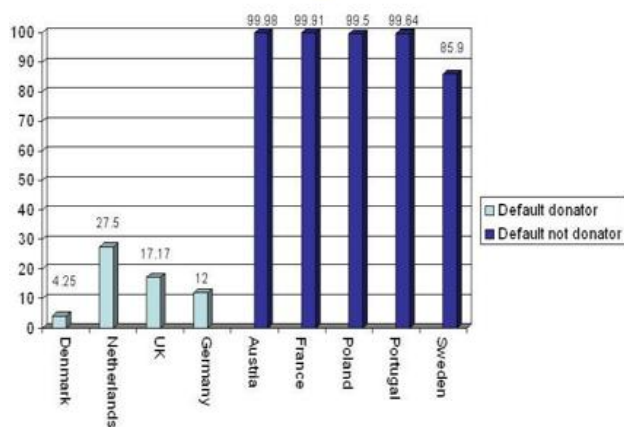


马来西亚国家银行（Bank Negara）引入了“Duit Now”计划，是另一个默认设置的应用例子。最初，该计划并没有受到人们的热烈欢迎。这是因为电子货币之前并没有受到广泛宣传。此外，许多人倾向于保持默认状态和现状，不愿意做出改变。因此，国家银行采取了另一种默认设置，以鼓励人们加入该计划。他们是如何做到的呢？首先，在我们登录在线银行时，会出现一个弹出消息。在这个弹出消息中，微不足道的小字提到，如果您有兴趣加入“Duit Now”计划，请点击链接填写表格。实际上，很多人根本不会阅读弹出消息，他们倾向于直接关闭窗口。因此，人们会

自动同意并加入该计划。另一个鼓励措施是，当您点击链接填写表格时，故意将表格制作得又长又难填写，以便让您在填写表格的过程中中途放弃。

这种方式的背后是一种策略，旨在推动人们参与“Duit Now”计划，尽管最初可能会遇到一些障碍。通过这些默认设置，国家银行成功地促使更多人参与了这个计划，为电子货币的普及做出了贡献。

Defaults and Organ Donation

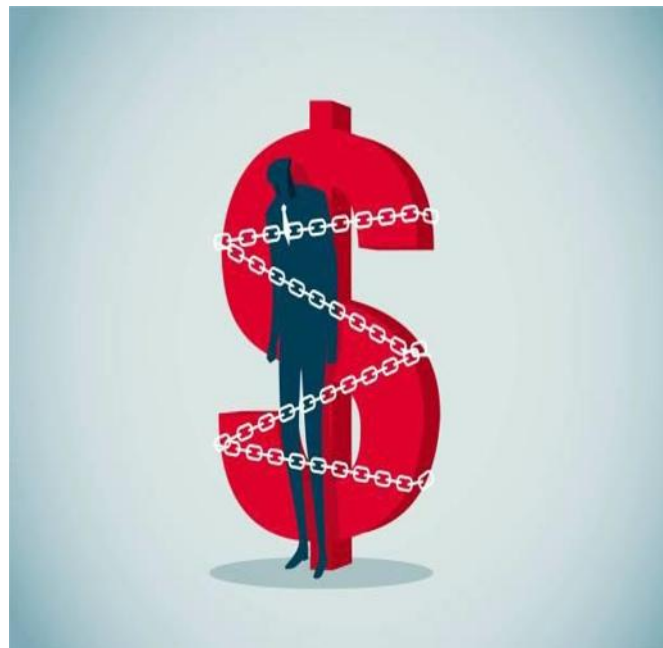


Percentage of organ donors for selection of countries.

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强制选择 (mandated choice) 具有相当吸引力的一个良好示例是器官捐赠。正如 Johnson 和 Goldstein (2003) 所讨论的，一些国家采取了器官捐赠的选择性退出方法，被称为“假定同意” (presumed consent)。这种方法明显最大化了那些 (暗示性地) 同意捐献器官的人数。然而，一些人强烈反对这一政策，认为政府不应该假定任何关于他们器官的事情。一种有效的妥协方案是强制选择。例如，在伊利诺伊州，当司机前去续驾照并拍摄新照片时，他们必须在获得驾照之前回答这

个问题：“您是否愿意成为器官捐赠者？”。这一政策使捐赠登记率达到了 60%，而全国平均水平为 38%。此外，由于成为捐赠者的选择是明确的，而不是隐含的，亡者的家庭成员更不太可能反对。我们认为，被许多喜欢自由的人支持的“必选选择”有时是最佳选择。但是，请考虑这种方法的两个要点。首先，人们通常会认为“必选选择”是一种麻烦，甚至更糟糕，他们更愿意有一个良好的默认选项。在软件示例中，了解推荐的设置是有帮助的。大多数用户不想不得不阅读难以理解的手册，以确定应该选择哪个复杂的设置。当选择复杂而困难时，人们可能会非常感激一个明智的默认设置。很难确定他们是否应该被迫做出选择。



其次，必选选择通常更适用于简单的是或否决策，而不适用于更复杂的选择。在餐厅里，默认选项是按照厨师通常准备的方式来享用菜肴，然后可以选择替换或去掉某些成分。在极端情况下，必选选择可能

意味着就餐者必须为她点的每道菜提供厨师的烹饪食谱！当选择非常复杂时，强制选择可能不是一个好主意；甚至可能不可行。

总的来说，必选选择可以是一个有用的工具，但在实际应用中需要谨慎考虑，因为人们通常更喜欢有合理的默认设置，并且不应该被强制做出选择，尤其是在复杂的决策情境中。

在一些情况下，强制选择可以用来确保个体能够更主动地参与决策，特别是对于那些涉及敏感问题或可能引发争议的情况。这种方法有助于避免人们被默认选择某个选项，而导致他们后悔或不满。然而，实施强制选择也需要谨慎，因为它可能会引发其他种类的争议，例如个人自由权和选择权的问题。因此，在采取这种方法时，需要综合考虑各种因素，以平衡各种权衡和利益。

在计算机科学中，软件下载通常提供“推荐”下载和“自定义”下载之间的选择。设计推荐下载，以便对大多数非专业下载者来说成为一个绝佳选择，是一个极好的想法，以帮助那些不熟悉的用户。这个推荐选项应该预先被选中，而不仅仅是提供。然而，对于那些有足够自信使用自定义选项的人，自定义选项也应该可用。



我们愿意坚守为我们选择的默认选项可能会被迫使我们做选择的组织所滥用。如果您不小心，您可能会最终“选择”一个默认选项，从而允许某家公司发送给您不需要的邮件。



PKPS DUTI SETEM 2026 DILANJUTKAN!

Peluang tambahan hingga 31 Disember 2026



3

TEMPOH PKPS
DUTI SETEM 2026

DARI
1 JULAI 2026

HINGGA
31 DISEMBER 2026

Jangan
tunggu saat
akhir!

RINGKASAN:

- 1 PKPS Duti Setem 2026 dilanjutkan dari 1 Julai 2026 hingga 31 Disember 2026.
- 2 Melibatkan surat cara yang disempurnakan dari 1 Januari 2023 hingga 31 Disember 2025.
- 3 Penalti dikecualikan secara automatik apabila duti setem dibayar.
- 4 Tiada rayuan penalti perlu dikemukakan.
- 5 Tidak terpakai bagi kes berunsurkan fraud.
- 6 Digalakkan buat penyeteman dan bayaran lebih awal.



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THE ROLE OF SPIRITUAL AND SOCIAL CONNECTIONS IN CREATING A MOTIVATING WORK ENVIRONMENT

In most cases, the management of an organisation is the one that is accountable for addressing the problem of demotivated employees and the one that is required to take the initiative to solve the problem. In Islam, a successful leader must have the ability to motivate the people who follow him. Nevertheless, there is still one point that needs to be answered: what happens if management itself has problems with motivation?



Since management needs to be motivated before they can effectively motivate their

staff, this should not take place. Consequently, one of the things that management may do for themselves with Allah SWT (Habluminallah motivation is to develop his or her relationship) and with other people (written with two purposes in mind) is to improve their relationship with both of these groups of people. The most important objective Habluminannas).



This article's objective is to determine the driving forces behind the concepts of

Habluminallah and Habluminannas, which form the basis of the study.

The second objective is to investigate the ways in which these ideas can be used to the motivation of management. The qualitative approach to document analysis will be utilised in the process of analysing this report.

An investigation concludes that management needs to pay more attention to the concepts of Habluminallah and Habluminannas in order to boost the amount of motivation that workers have for their jobs.

This will thereafter have a good effect on the motivation of employees, as well as the performance of the institutions in which they are employed.

Surah Ali 'Imran [3]: 112

ضُرِبَتْ عَلَيْهِمُ الذَّلِيلَةُ أَيْنَ مَا تُفْقَرُوا إِلَّا بِحَبْلِ مِنَ اللَّهِ وَحَبْلِ مِنَ
النَّاسِ وَبَاءُوا بِغَضَبٍ مِنَ اللَّهِ وَضُرِبَتْ عَلَيْهِمُ الْمَسْكَنَةُ
ذَلِكَ بِأَنَّهُمْ كَانُوا يَكْفُرُونَ بِآيَاتِ اللَّهِ وَيَقْتُلُونَ الْأَنْبِيَاءَ
بِغَيْرِ حَقٍّ ذَلِكَ بِمَا عَصَوْا وَكَانُوا يَعْتَدُونَ

They have been put under humiliation [by Allah] wherever they are overtaken, except for a rope [i.e., covenant] from Allah and a rope [i.e., treaty] from the people [i.e., the Muslims]. And they have drawn upon themselves anger from Allah and have been put under destitution. That is because they disbelieved in [i.e., rejected] the verses of Allah and killed the prophets without right. That is because they disobeyed and [habitually] transgressed. (Ali 'Imran [3]: 112)

The surah focuses on two important concepts where we must take good care of two relationships.

First, the relationship between humans and Allah (Habluminallah) and second, the relationship between humans (Habluminannas).

In other words, Habluminallah and Habluminannas mean a good relationship with Allah SWT and with fellow human beings.

Islam teaches that a good relationship with God alone is not enough. Diligent worship, such as prayer, zakat, and fasting, is not enough but must also be balanced with good relationships with fellow human beings. As a result, both vertical (Habluminallah) and horizontal (Habluminannas) relationships must be in balance to maintain harmony in the society and community.

Meaning of Habluminallah and Habluminannas

In the language, hablun means rope or connection. Habluminallah means the relationship between man and God, the vertical relationship between man and God. Habluminallah, according to the language, means a relationship with God. The best relationship with Allah SWT is faith and piety -- carrying out all His commands and avoiding all His prohibitions.

In the language, Habluminannas means human relations, a horizontal relationship between people and people. Habluminannas

is a good relationship with fellow human beings. Social harmony with neighbours, coworkers, environment, etc.

The guidance of Habluminannas, among others, is in the following hadith of the Prophet

عَنْ أَبِي ذَرٍّ جُنْدُبِ بْنِ جُنَادَةَ وَأَبِي عَبْدِ الرَّحْمَنِ مُعَاذِ بْنِ جَبَلٍ رَضِيَ اللَّهُ عَنْهُمَا عَنْ رَسُولِ اللَّهِ صَلَّى اللَّهُ عَلَيْهِ وَسَلَّمَ ” قَالَ : وَخَالِقِ النَّاسِ بِخُلُقِ حَسَنٍ

"From Abu Dzar Jundub bin Junadah and Abu Abdirrahman Muadz bin Jabal radhiyallahu 'anhuma, from the Messenger of Allah, may God bless him and grant him peace, he said, "And get along with people with noble morals." (HR. At-Tirmidhi, and he said: Hadith Hasan Sahih).



Key to Habluminannas

Good relationships with fellow human beings begin with getting to know each other (ta'aruf) to create mutual understanding.

يَا أَيُّهَا النَّاسُ إِنَّا خَلَقْنَاكُمْ مِنْ ذَكَرٍ وَأُنْثَىٰ وَجَعَلْنَاكُمْ شُعُوبًا وَقَبَائِلَ لِتَعَارَفُوا ۗ إِنَّ أَكْرَمَكُمْ عِنْدَ اللَّهِ أَتْقَاكُمْ ۗ إِنَّ اللَّهَ عَلِيمٌ خَبِيرٌ

"O mankind, indeed, we created you from a male and a female and made you into nations and tribes so that you may know each other. Indeed, the noblest among you in the sight of Allah is the most pious among you. Indeed, Allah is All-Knowing and All-Knowing." (QS Al Hujurat: 13).

The key to relationships with fellow human beings is good morals.

أَكْمَلُ الْمُؤْمِنِينَ إِيمَانًا أَحْسَنُهُمْ خُلُقًا

"The believer whose faith is most perfect is the one whose morals are the best." (HR. At-Tirmidhi No. 2612, he said: Sahih Hadith).

Even in another hadith, it is mentioned on the Day of Judgment, the person closest to the Messenger of Allah is the one with the best character.

Organisational Behaviour in Relation to Habluminallah

Most of the time, motivated employees are a wonderful asset to the organisation for which they work. The leadership is required to have a constant awareness of his position as a servant of Allah SWT. He was made by Him to surrender and submit to Him in obedience and reverence and to refrain from committing the things that He forbids.

The managers will be pushed and encouraged to work as a result of their knowledge of this status, as working is regarded as a form of worship to Allah SWT.

By worshipping Allah SWT, the manager can simultaneously develop his relationship with Allah SWT and increase his own level of motivation.

Therefore, the management could use the verse of al-Furqan as a reference to build a relationship with Allah SWT and raise the degree of motivation to attain their goals. This stanza addresses four characteristics that all individuals share.

They pray at night because they have a healthy regard for the Quran, a healthy fear of Allah's punishments, and a healthy respect for Allah as the centre of their lives. To increase levels of self-motivation, all Muslims, including managers, are required to pray according to these four tenets and styles.



Worshipping Allah SWT does not merely refer to the necessary acts of worship; rather, it embraces any good deeds, honest endeavours, and vocations that are undertaken with the purpose of gaining Allah SWT's blessings.

Any act of worship must adhere to three tenets to be considered real.

Seeking out His compassion ought to be the primary emphasis of this endeavour.

Second, one must be truthful in carrying out Allah's instructions and give up anything that Allah has forbidden.

Thirdly, putting into practice what Rasulullah observed had been accomplished in the past.

These three fundamental characteristics can be used by the management team to raise their own motivation, which can then be used to increase the motivation of the employees under their supervision.

Inevitably, a manager's iman (faith) and taqwa will be affected when he submits to Allah SWT through his profession or career. In Islam, both religion and reverence are seen as significant motivators. Those who adhere to these principles will have an innate motivation to work because they will view their occupation as an act of worship to Allah SWT.

The managers will consistently believe that they are caliphs and servants of Allah the Highest. A manager with a strong faith will always feel accountable and driven to fulfil his management duties.



This is because a manager with strong faith will always believe in the existence of Allah SWT, which will indirectly encourage him because Allah SWT will evaluate all he does.

Therefore, in order for Allah SWT to recognise his efforts, he must fulfil his responsibilities on earth in accordance with Allah SWT's commandments. The award that has been decided by Allah SWT ought to also serve as an incentive for managers to do their jobs with more devotion and reliability.

Those in management who can maintain such a high level of motivation also have a deep faith in Allah SWT.

Every act of worship undertaken by the management, such as employee motivation, must have a connection to Allah SWT. The work accomplished when connecting with Allah SWT will enable management to always feel Allah's presence, thereby increasing their work motivation.



In order to increase employee motivation, management might establish the suggested conditions of worship. The five components are the following; the fundamental acts of worship are not overlooked.

The first requirement is supported by Mustaffa's opinion, and the conclusion is that in order to increase work motivation, management must sincerely believe that labour is a form of devotion conducted to win Allah SWT's blessings and not just for monetary benefit. Allah SWT would grant mercy and benefits to those in management who sincerely intend to see their work as an act of worship.



For the second term, which is that the substance does not violate Islamic shari'a, management must ensure that, in order to increase motivation, the task performed must be predicated on submission to Allah SWT.

Tawheed should be the content, essence, and foundation of one's morality in every aspect of management.

With Tawheed, the management will have greater faith in Allah SWT's might and will refrain from indulging in any of Allah SWT's forbidden actions. A high degree of Tawheed will foster management that is always committed to maintaining justice, devoted to carrying out their duties, and obedient to Allah SWT's injunctions. The level of Tawheed of the administration will determine their level of taqwa in governing the

institution. Shariah compliant execution is the third criterion.

In this context, the management must ensure that whatever he does to improve his job motivation avoids mazmumah values but that he practises mahmudah values and does not engage in anything deviant since it could prevent one from gaining Allah SWT's compassion.



In every act of worship, humanity must avoid engaging in or even approaching mazmumah characteristics, such as dishonesty and arrogance, lest Allah SWT rejects the worship. As he adheres to mahmudah ideals and the shari'a, this should motivate the management to work harder.

In addition to encouraging them to follow moral standards, the management's relationship with Allah SWT enables them to view their position as an opportunity to manage themselves and their employees better.

Those in management who observe mahmudah at work would be more motivated and devoted to their duties since they would consider it as a directive from Allah SWT to

attain His rewards. Fourthly, the result must not be in violation of sharia law.

When management succeeds in motivating itself and achieving success and the institution's objectives, they cannot be arrogant and egotistical; rather, they must work harder and pray that Allah SWT will reward their success.

When he succeeds in self-motivation and submission to Allah SWT, as a symbol of His love for His obedient servant, Allah SWT will bless him with His mercy.

The third criterion is avoiding disregarding fundamental acts of worship. In addition to prayers, fasting, and zakat, they include various acts of worship.

In this perspective, a person who performs the essential acts of worship will strengthen his relationship with Allah S.W.T., which will increase his motivation to submit to Allah SWT in his endeavours and professions.



Conclusion

A bankrupt person is a person who, when the Day of Judgment comes, brings the reward of prayer, zakat, and other obligatory acts of worship, but while living in the world, this

person says ugly words, slanders, and criticises his neighbours, so that the reward of this person decreases little by little because protest from other oppressed human beings.

The reward is taken and added to the sin of the oppressed human. This shows that this human being does not maintain a balance between the relationship with God and with other humans. Hurting neighbours, persecuting other people, or other oppressors causes his worship to be wasted and thrown into hell.



We can learn the lesson of being merciful to creatures no matter how small, which, if we do, by God's grace, can lead us to His heaven. Especially if we have compassion for people in need, especially when conditions are like this pandemic, then it would be good if we empathise and sympathise to help and lift our brothers in need who are affected by the current conditions.





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THE UNSPOKEN DILEMMA : LEADING THROUGH SILENCE, BLAME, AND PRESSURE

It was supposed to be a fresh start. As Officer Nizam stepped out of the elevator on the 15th floor of the government office building, he took a deep breath. He was about to begin his first day in a completely new department. After years of hard work, he had finally been promoted to Gred 48. But this new role? It was uncharted territory.

The air in the department felt thick with tension as he walked down the dimly lit corridor. The sound of muffled voices from behind closed doors made him uneasy. Something was wrong, but he couldn't quite put his finger on it. As he opened the door to his new office, he noticed a few documents scattered on the desk, along with a post-it note: Good luck. You'll need it.

His heart sank. The words felt more like a warning than a welcome.

Nizam had heard rumors about this department—the whispers of endless problems, backstabbing, and a toxic culture—but he had dismissed them. "Surely, things can't be that bad," he thought to himself. Yet as the day unfolded, he began to realize how deep the dysfunction ran.

The First Encounter

"Good morning, sir," a soft voice interrupted Nizam's thoughts. It was Sarah, his new assistant. She looked nervous, her eyes avoiding his gaze.



"Morning, Sarah. Could you brief me on what's happening around here?" Nizam asked, trying to sound upbeat.

She hesitated, then replied, "Well, sir... I'm not sure where to start. You'll see. It's... different here."

Before Nizam could ask what she meant, the door burst open. "Nizam!" It was the head of the department, Mr. Ahmad. His face was stern, his tone sharp. "Glad you're here. But there's no time to settle in. We're way behind on several projects, and I need results, fast."

"But, sir—" Nizam started, but Ahmad cut him off.

"I don't want to hear excuses. You're Gred 48 now. Figure it out. Meeting in 10 minutes." Ahmad turned on his heel and stormed out. Nizam glanced at Sarah, who was staring at her feet. "Welcome to the department," she whispered.

The First Meeting

The meeting room was filled with silence. As Nizam entered, the tension in the room hit him like a wall. The team was seated around the table, eyes cast down, hands fidgeting. Ahmad stood at the front, clearly frustrated.

"So," Ahmad began, "What's the update on the report? We're weeks behind, and I'm not hearing any solutions!"

The room remained silent. Nizam could feel the discomfort in the air. Finally, he decided to speak. "If I may, perhaps we could identify

the main bottlenecks and assign specific tasks to address them?"

But no one responded. The other officers remained silent, avoiding eye contact. After a painful pause, Ahmad's eyes locked onto Nizam.

"Looks like you're volunteering, Nizam," Ahmad said, his voice dripping with sarcasm. "You can take charge of this. I expect results by the end of the week."

Nizam swallowed hard. "Of course, sir."

As the meeting ended, the officers filed out without saying a word. Nizam caught sight of one of his subordinates, Hafiz, shaking his head as he left. It was clear this was not going to be easy.

Climbing the Mountain

That evening, Nizam stayed late, poring over files, trying to make sense of the mess that had been dumped on him. He felt the weight of the task crushing his spirit. He glanced at the clock—it was already 9 PM. The office was eerily quiet now, save for the hum of the air conditioning.



Suddenly, there was a knock at the door. Sarah stood there, her face anxious. "Sir, do you need help?"

Nizam sighed. "I don't even know where to start, Sarah. It's like no one here wants to do their job."

Sarah shifted uneasily. "It's not that they don't want to, sir. It's just... they've been beaten down. This department... it's different. People don't talk because they know nothing changes. And if they suggest something, they'll be left to handle it all by themselves. Everyone's scared of getting blamed."

Her words stung. Was this really the culture here? How could he lead a team like this?

Nizam leaned back in his chair, closing his eyes. "But why? Why does it have to be this way?"

Sarah looked at him with sad eyes. "Because, sir, it's easier to survive by doing nothing than by trying and failing. That's what people have learned here."

The Breaking Point

Days turned into weeks, and Nizam's optimism began to wear thin. Every meeting was the same—silent, unproductive. The work kept piling up, and his team grew more distant. The pressure from Ahmad was relentless. "I need that report now, Nizam. What's taking so long?"

But no matter how hard Nizam tried, his team was disengaged, indifferent. Hafiz, his most

senior officer, was especially difficult. He rarely showed up on time, and when he did, his attitude was dismissive.

One afternoon, after yet another frustrating meeting, Nizam confronted Hafiz. "What's going on, Hafiz? You've barely contributed, and the department is falling apart. I need your help."

Hafiz looked at him with weary eyes. "Help, sir? What's the point? The moment I say something, I'll get all the work dumped on me. And when things go wrong—because they will—I'll be the one who gets blamed. That's how it works here."

Nizam felt a lump in his throat. He wanted to argue, to say things could be different. But could they? The system was broken, and he was beginning to feel like he was breaking along with it.

A Glimmer of Hope

One evening, as Nizam was about to leave, he heard a knock on his door. It was Sarah again. "Sir, there's something you should see," she said, holding up a folder.

Nizam opened the folder, flipping through the pages. It was a draft of the missing report they had been struggling to complete.

"Who worked on this?" Nizam asked, surprised.

"Hafiz, sir. He stayed late last night to finish it."

Nizam was stunned. After weeks of apathy, Hafiz had taken it upon himself to complete the report. "Why didn't he say anything?"

Sarah smiled softly. "He didn't want the attention. He just wanted to help, quietly."



The Dilemma

Nizam sat alone in his office late that night, staring at the report on his desk. Hafiz had stepped up, but he did it in secret, away from the blame and the backstabbing that plagued the department. Nizam felt a swell of hope, but it was quickly followed by uncertainty.

The department was still broken. The silos, the lack of communication, the endless finger-pointing—it was all still there. One report couldn't change that. Nizam knew that for things to truly improve, he had to take action. But what action?

Should he confront Ahmad and demand structural changes to the department? That

could be risky. Ahmad was not a man who liked to be challenged, and Nizam wasn't sure how much support he would get from his team. Speaking out could backfire, leaving him isolated.

Or should he try to lead quietly, like Hafiz? Slowly building trust with his team, encouraging them to take ownership without drawing too much attention. It would take time, and the pressure from Ahmad wouldn't ease. But maybe, just maybe, it could spark a slow transformation.

Nizam leaned back in his chair, closing his eyes. He was standing at a crossroads. One path was bold but dangerous; the other was slow and uncertain. As the clock ticked on, he knew he had to decide.

But what would you do?



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GALLERY

APRIL



6 Apr | Online meeting with International Networking Unit OUM



7 Apr | BMCC Raya Open House

APRIL



7 Apr | OUM Raya Open House

APRIL



7-8 Apr | Science for Body Language

APRIL



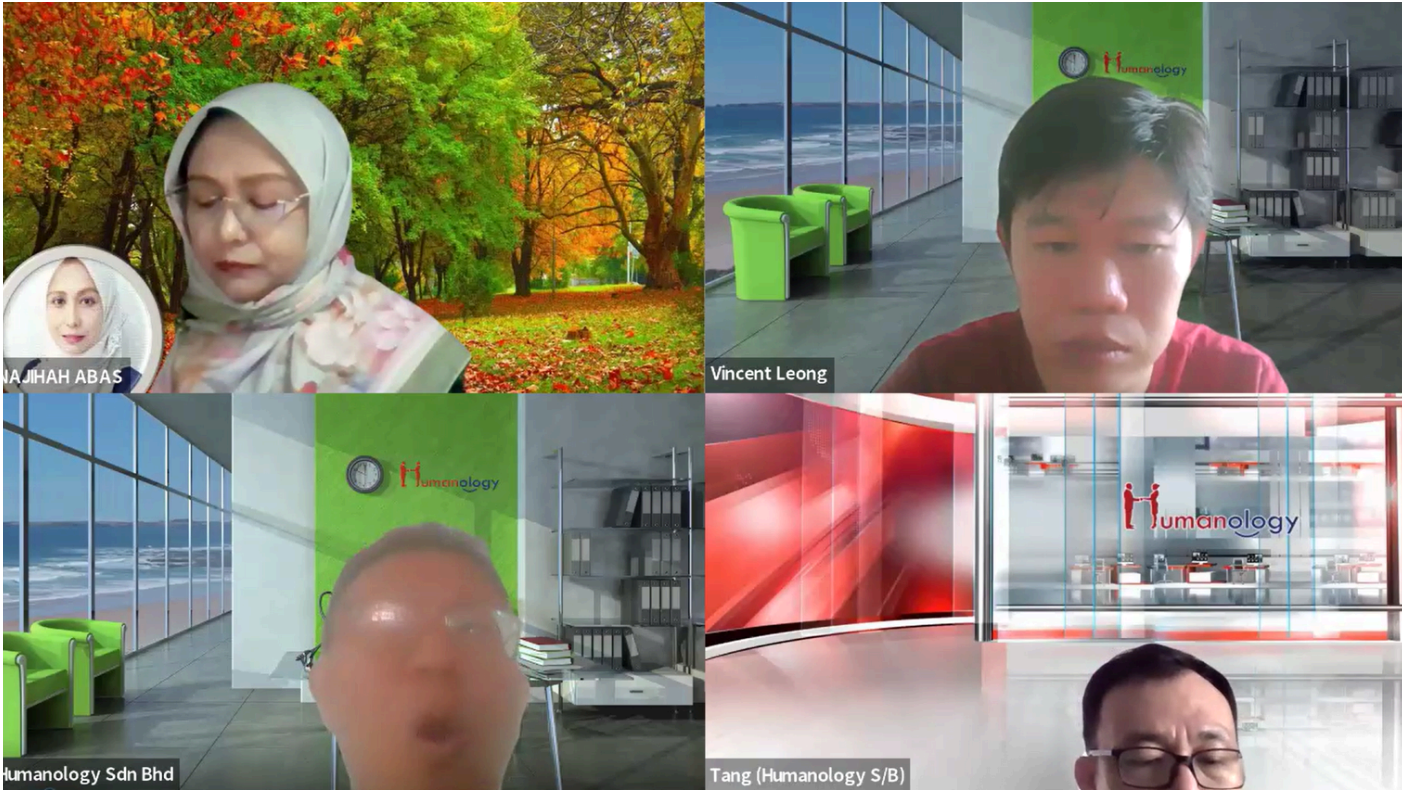
7-8 Apr | Science for Body Language

APRIL



8 Apr | Courtesy Visit to TKSU KPDM

APRIL



8 Apr | Humanology's Strategic Planning Meeting



10 Apr | Metrod (Malaysia) Sdn Bhd

APRIL



11 Apr | Celebration of Tan Sri Ambrin Buang and Wife's 50th Wedding Anniversary

APRIL



13 Apr | Courtesy Visit to Institut Penyelidikan Sains & Teknologi Pertahanan (STRIDE)

APRIL



14-15 Apr | Menangani Gangguan Seksual

APRIL



15 Apr | Darul Ehsan Facility Management Sdn Bhd (DEFM)

APRIL



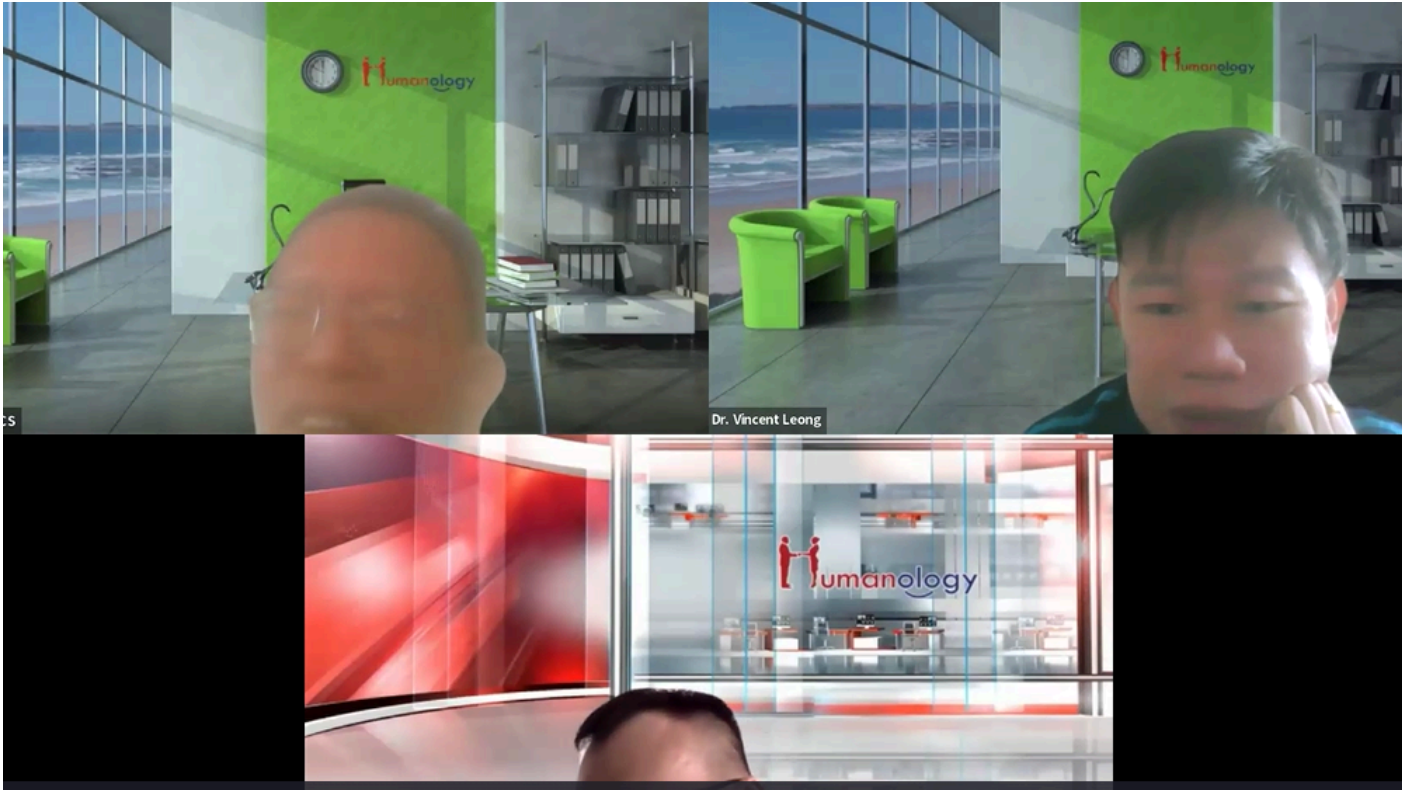
16 Apr | Agensi Pengangkutan Awam Darat (APAD)

APRIL

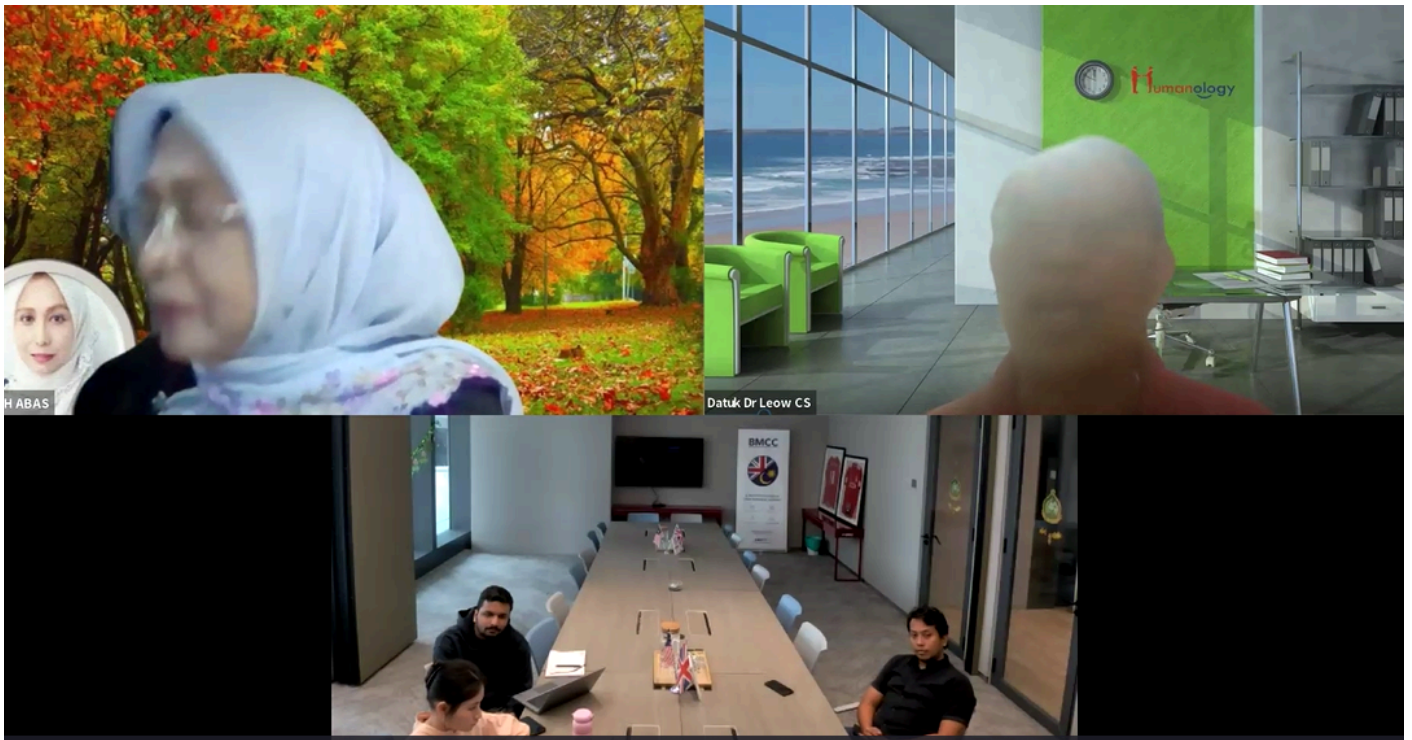


16 Apr | Meeting with Singapore Polytechnic

APRIL



17 Apr | Online Meeting With ATM

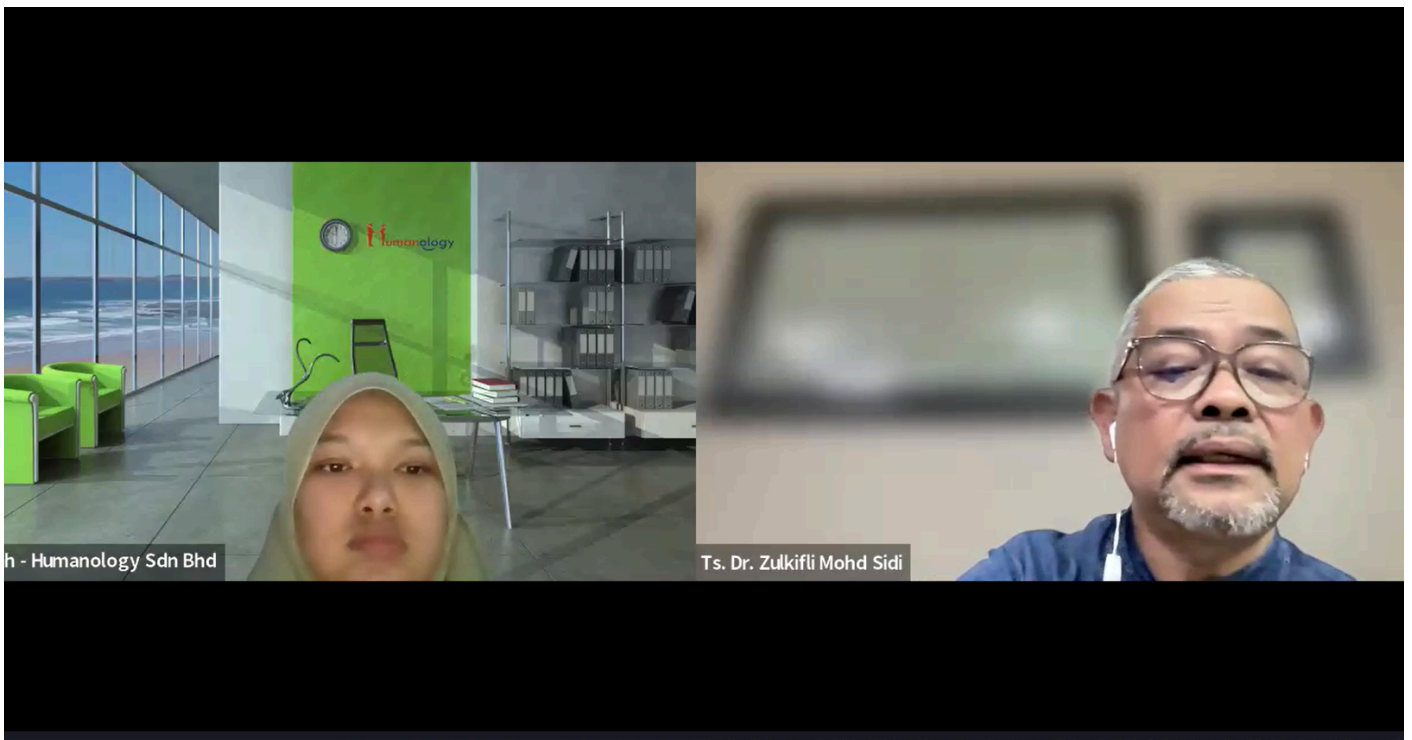


20 Apr | Online Meeting with BMCC

APRIL



23 Apr- Online Meeting with MARA

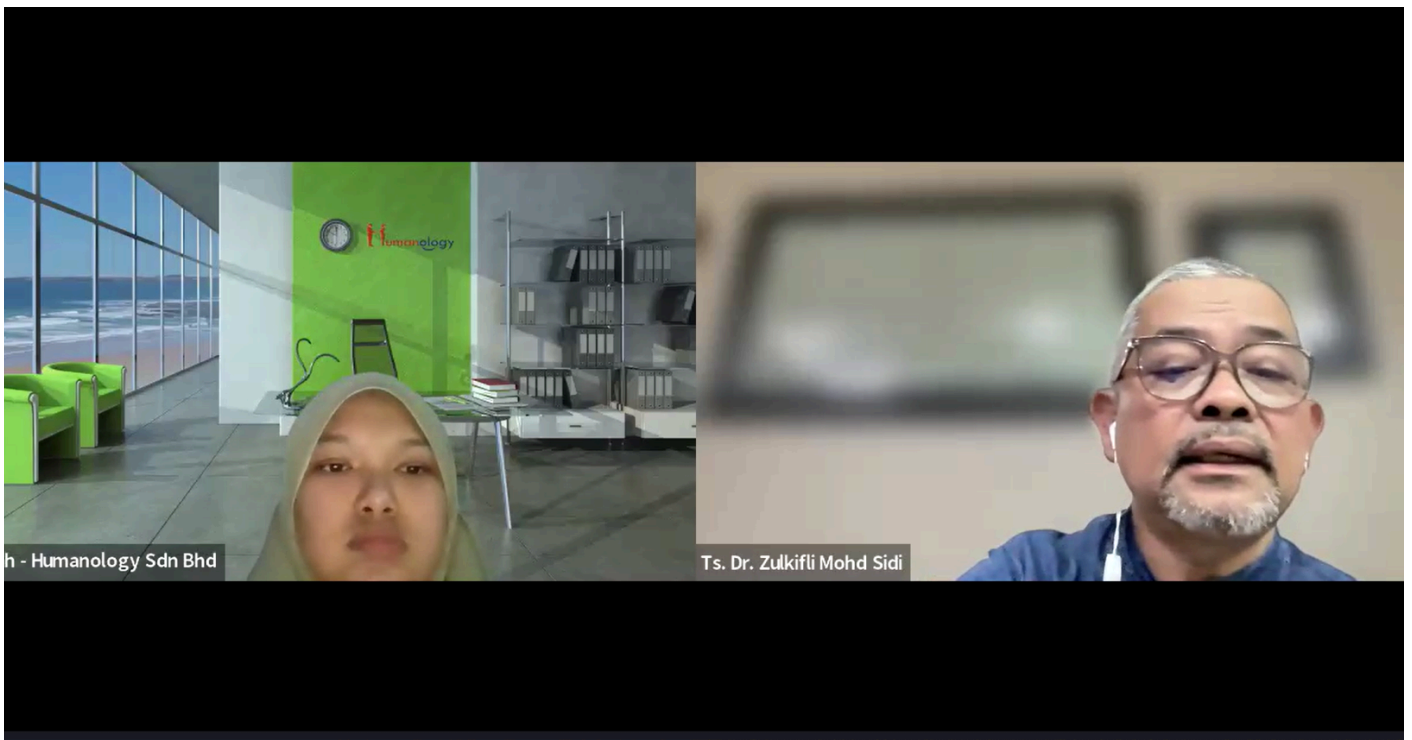


23 Apr | Meeting with Dr Zulkifli

APRIL



23 Apr | Online Meeting with MARA



23 Apr | Meeting with Dr Zulkifli

APRIL



27 Apr | Potential Collaboration between Humanology & CanCham



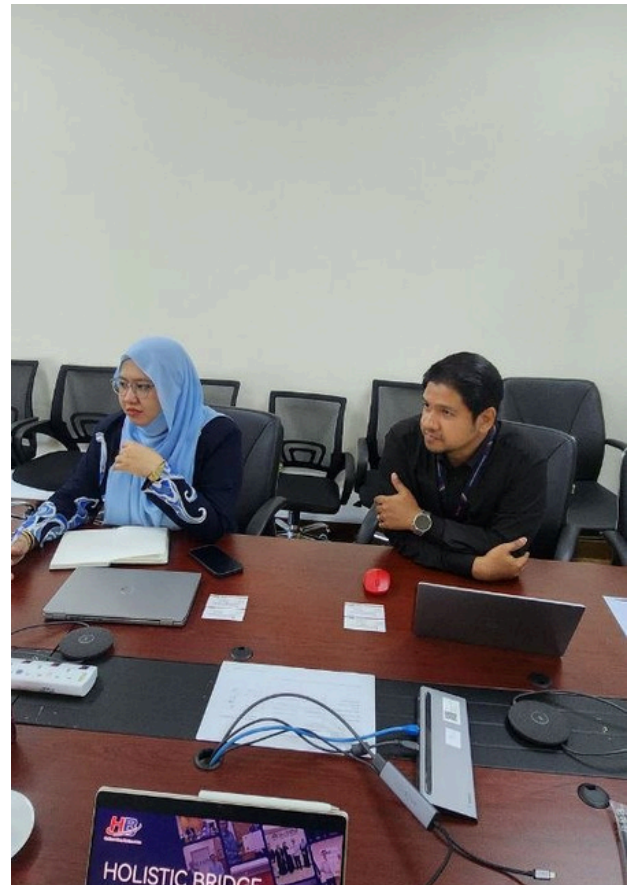
27 Apr | Courtesy Visit to Jabatan Bomba dan Penyelamat Malaysia (JBPM)

APRIL



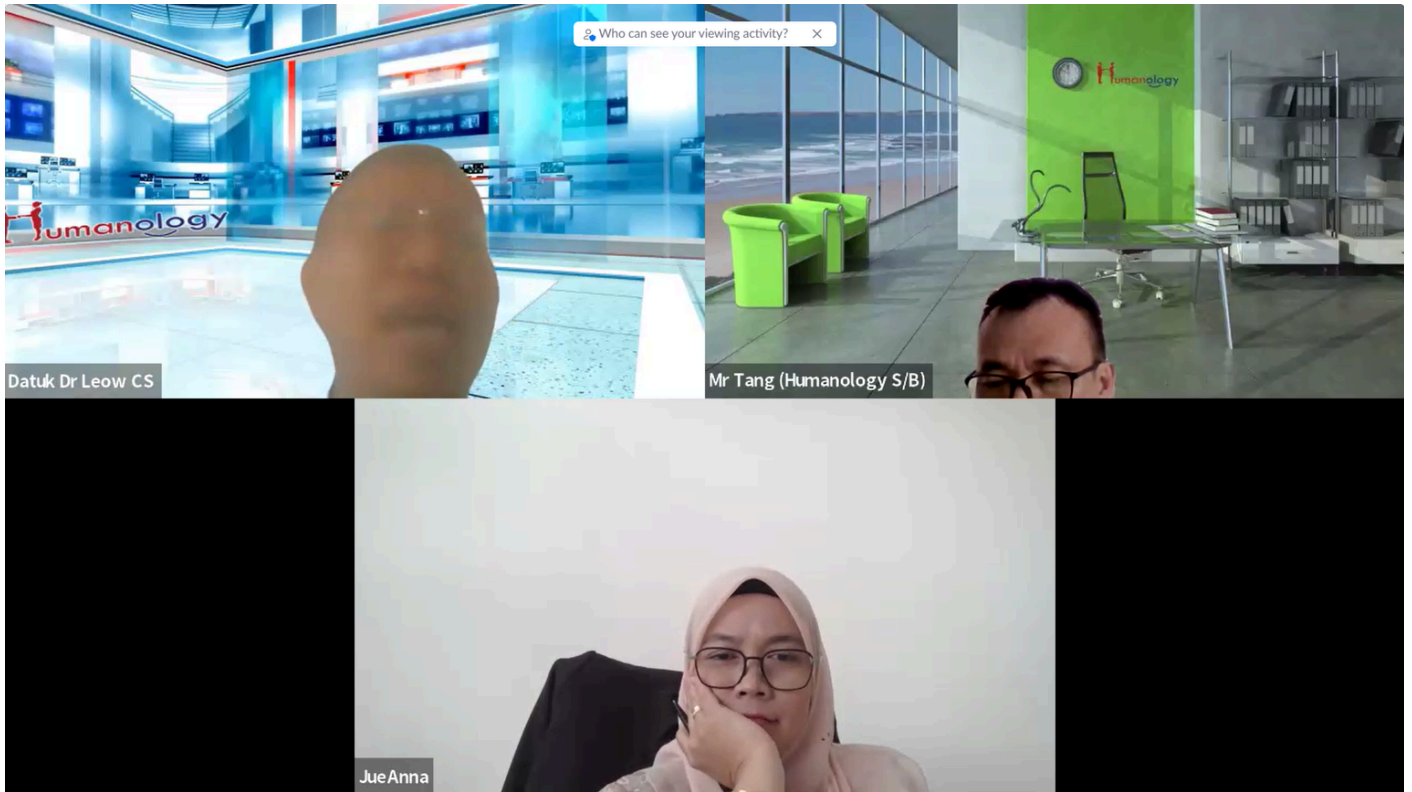
27 Apr | Courtesy Visit to Jabatan Bomba dan Penyelamat Malaysia (JBPM)

MAY



4 May | Courtesy Visit to The Northern Corridor Implementation Authority

MAY



5 May | Online meeting with UMPSA



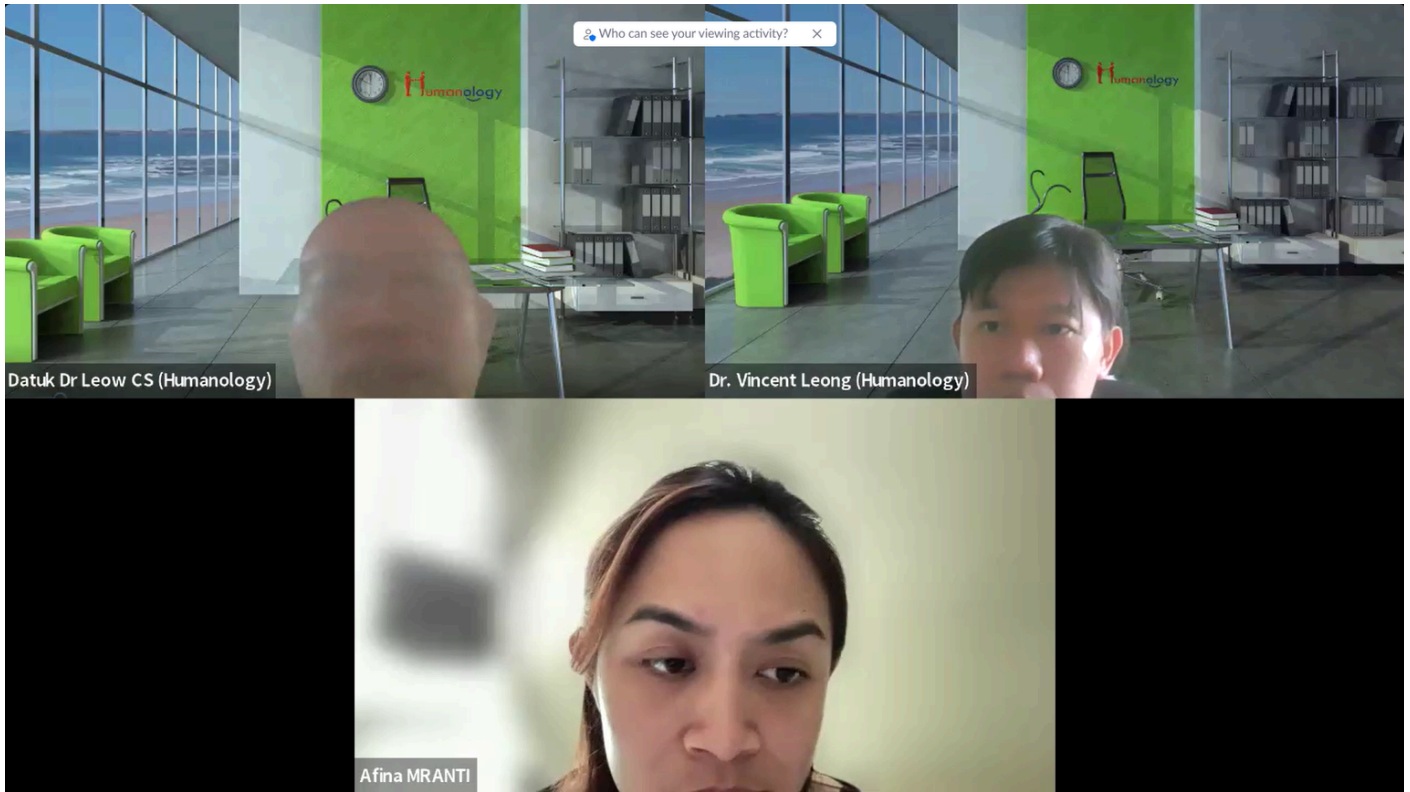
7 May | Courtesy Visit to Angkatan Pertahanan Awam Malaysia (APM)

MAY



8 May | Courtesy Visit to Department of Agriculture

MAY



11 May | Pre-meeting with Malaysian Research Accelerator for Technology and Innovation (MRANTI)



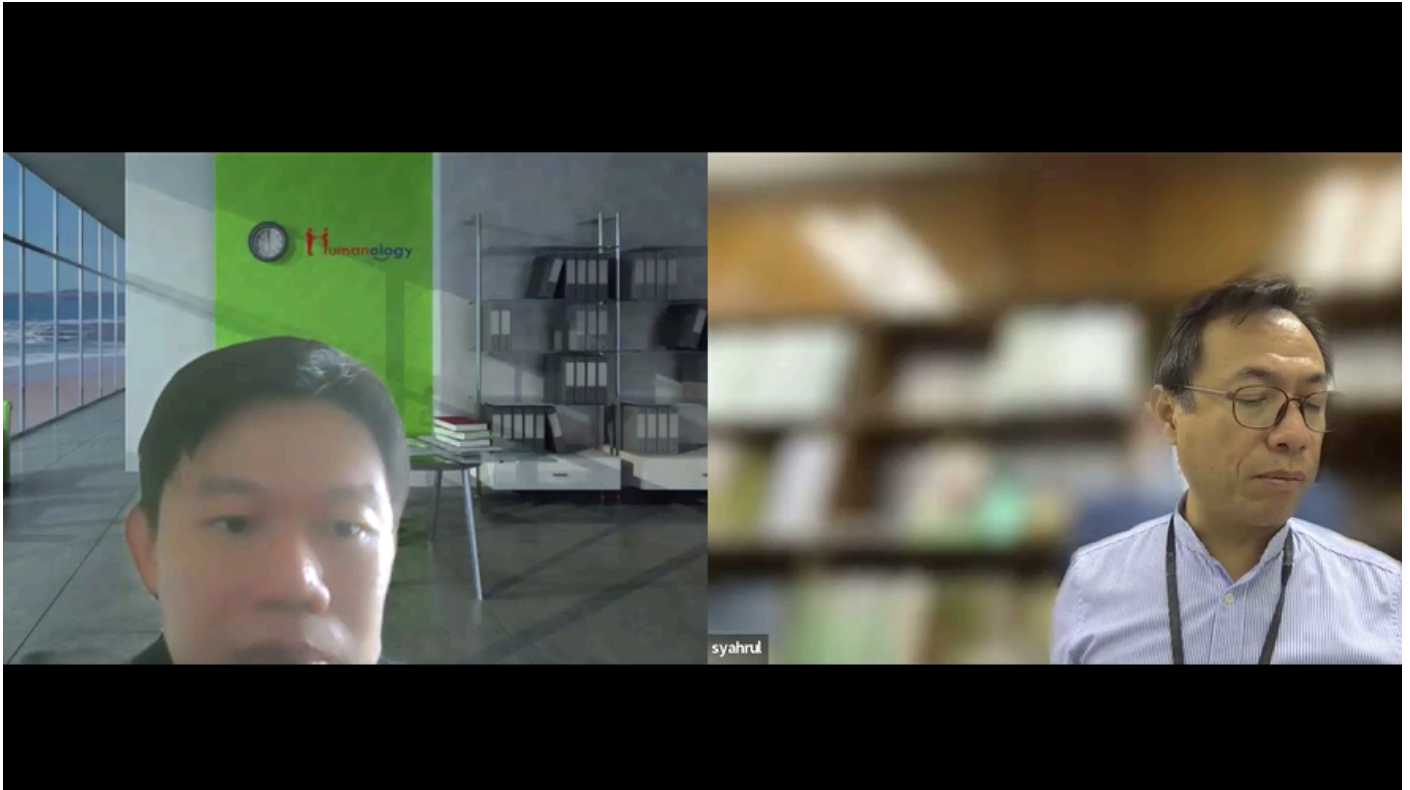
11 May | Courtesy Visit to Jabatan Perkhidmatan Pembentungan

MAY



12-14 May | Kursus Pengurusan Konflik Dalam TVET

MAY



13 May | Online meeting with JMM



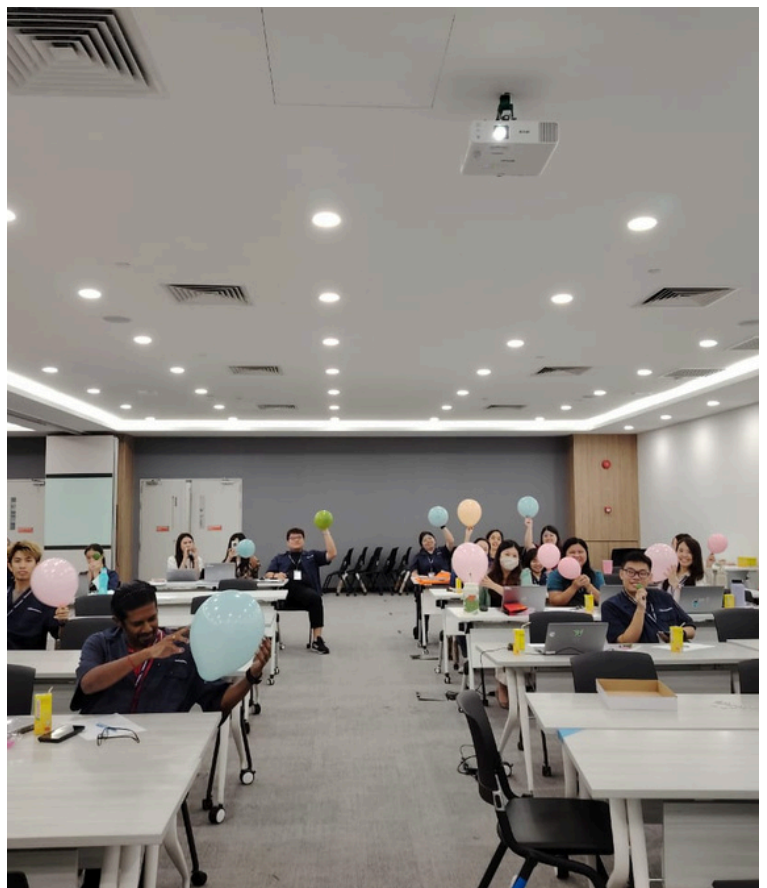
13 May | Meeting with Humanology's Advisor - Tuan Zaily

MAY



13-14 May | Wellness Program

MAY



13-14 May | Wellness Program

MAY

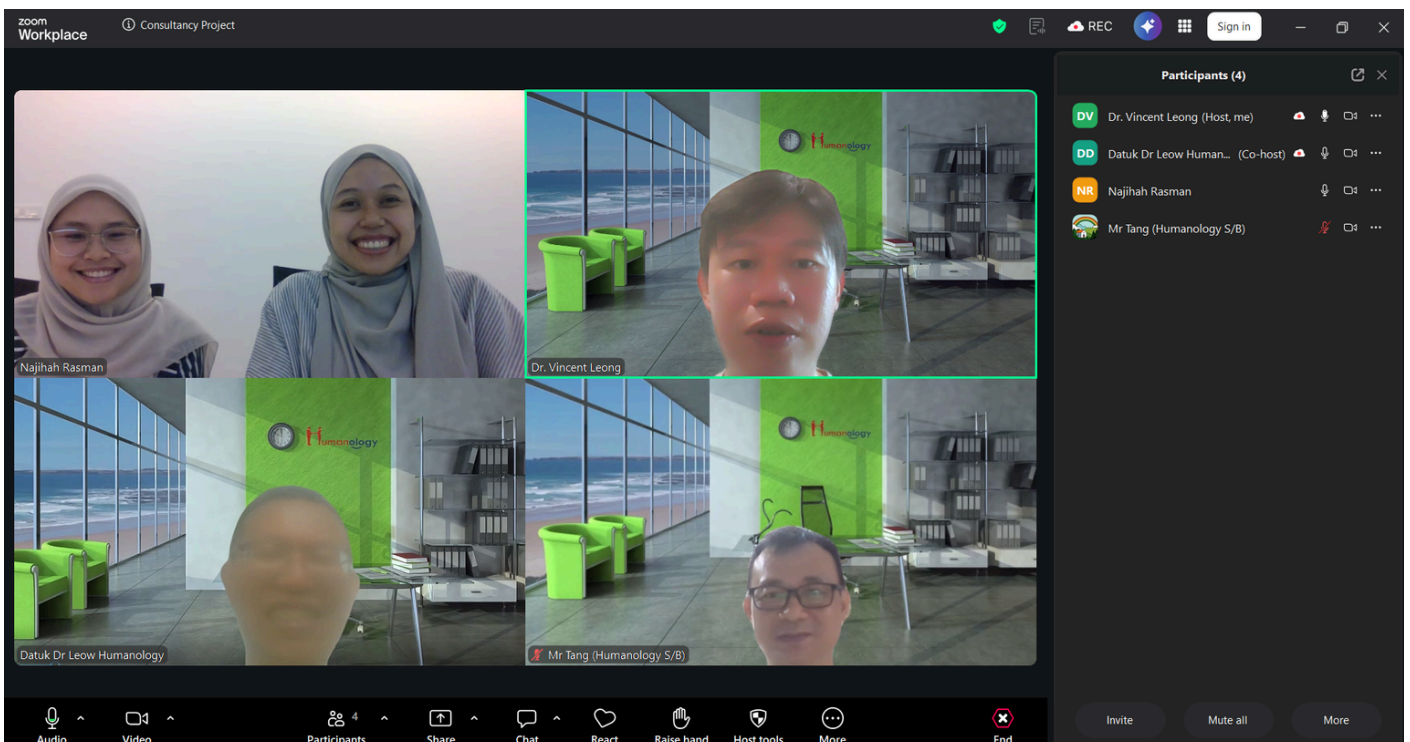


14 May | Meeting with Dewan Bandaraya Kuala Lumpur

MAY



14 May | Courtesy Visit to Ministry of Digital



15 May | Online meeting with Malaysian Rubber Council

MAY



15 May | Sponsoring Intercity Evergreen Veteran Basketball 2026

MAY



19-20 May | Kursus Pemikiran Kreatif dan Teknik Inovasi

MAY



19-20 May | Kursus Pemikiran Kreatif dan Teknik Inovasi

MAY



22 May | Courtesy Visit to Ministry of Education

JUNE



4 June | Meeting With Malaysian Rubber Council

JUNE



9-10 May | Science for Body Language

JUNE



JUNE

KURSUS TRANSISI DUNIA BAHARU PEKERJA MADANI JABATAN MUZIUM MALAYSIA

VIEW MEETING ROOM 3, LEVEL 6
10-12 JUNE 2026
3.00PM-11.00PM / 8.00AM-11.00PM
8.00AM-12.00PM



10-12 May | Kursus Pra Persaraan

JUNE



15 June | Courtesy Visit to Jabatan Standard Malaysia (JSM)

JUNE



16 June | Meeting with Ling & Theng Book

JUNE



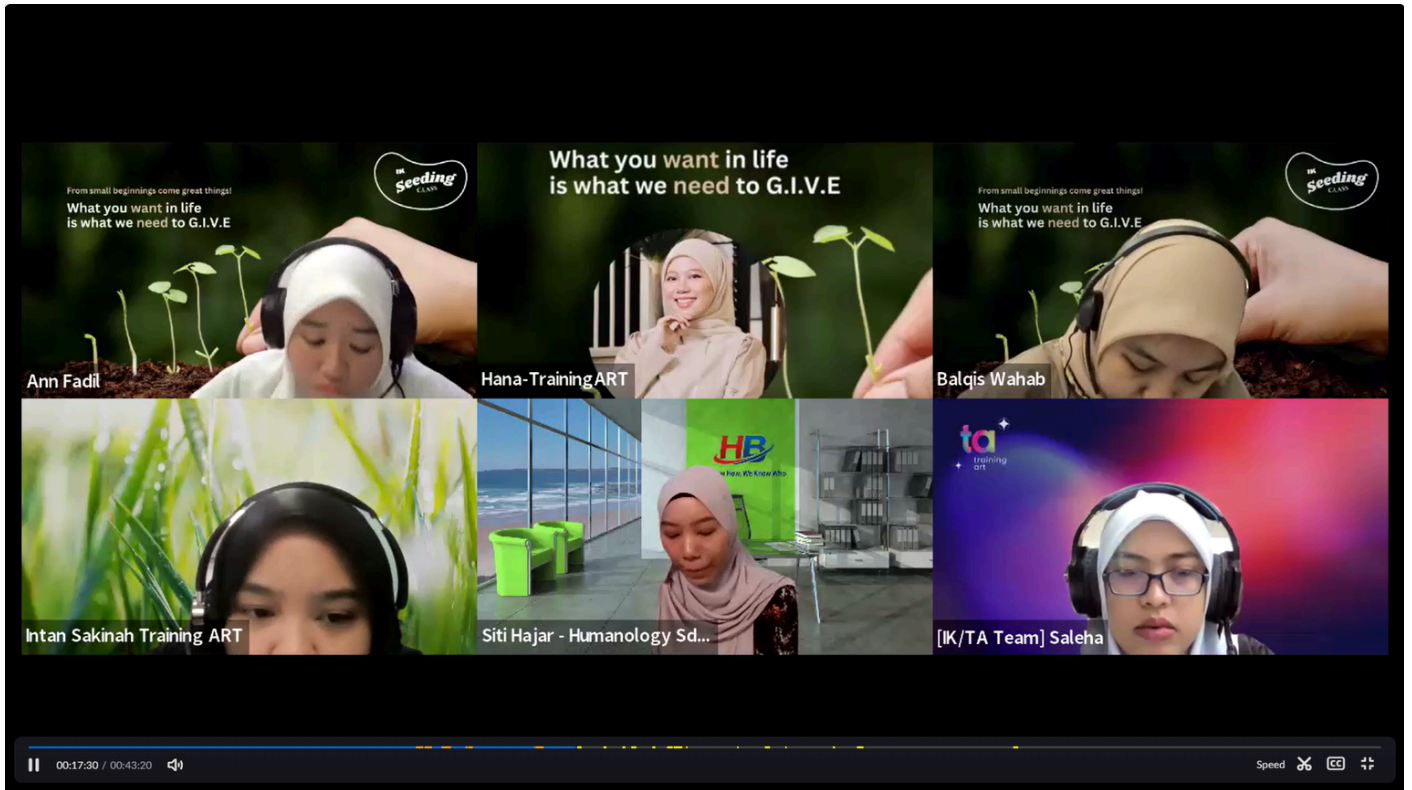
18 June | Courtesy Visit to Malaysian Institute of Defence and Security (MiDAS)

JUNE



18 June | Courtesy Visit to Ministry of Human Resources of Malaysia

JUNE



22 June | Briefing Session with IK



25 June | Meeting with Institut Sukan Negara

JUNE



26 June | Courtesy Visit to Jabatan Penjara Malaysia

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