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CASE STUDIES IN ORGANIZATIONAL BEHAVIOUR

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Editor's Biography



Prof. Dr. Zulkiflee Mohamed has served in the higher education sector for the last 25 years and during this period, he has been actively involved in teaching, research, and administration. He has gathered vast experience from the lowest position in Universiti Teknologi Malaysia (UTM) as a part time assistant lecturer (tutor) up to the present position as a full Professor at Bank Rakyat School of Business & Entrepreneurship (BRSBE), Universiti Tun Abdul Razak (UNIRAZAK). Prof. Dr. Zulkiflee primary research areas of interest include corporate governance, auditing, financial accounting and reporting, corporate social responsibility (CSR), accounting information systems (AIS), banking, finance, business, management, entrepreneurship, and education. He actively presents papers and publishes numerous articles in the national, regional, and international journals and conferences.

Prof. Dr. Zulkiflee is the author of several books including Internal Audit Practices in Malaysia and Cost Accounting for Services Industries. Together with his BRSBE team, Prof. Dr. Zulkiflee has successfully made UNIRAZAK as the first private university in Malaysia that won the Ministry of Higher Education (MOHE) National Institutional Award for “Entrepreneurial Private University of the Year 2015”. In addition, Prof. Dr. Zulkiflee is a Fellow and Divisional Council member of CPA Australia as Certified Practicing Accountant, Fellow member of Institute of Public Accountants (FIPA-Australia), Fellow member of Institute Financial Accountant (UK), Member of The Chartered Institute of Public Finance & Accounting (UK) as Chartered Public Finance Accountants (CPFA), Special Interests Group member (audit & assurance) of Accounting and Finance Association of Australia and New Zealand (AFAANZ), member of Malaysian Institute of Accountants (MIA) as Chartered Accountant and member of Public Sector Accounting Committee (PSAC), member of The Malaysian Institute of Certificate Public Accountants (MICPA) as Certified Financial Accountant (CFiA) and member of Institute of Internal Auditors Malaysia (IIAM) as Chartered & Professional Internal Auditors. Prof. Dr. Zulkiflee also a panel member for two accreditation bodies known as Finance Accreditation Agency (FAA) Malaysia and Malaysian Qualification Agency (MQA). Latest recognition, Prof. Dr. Zulkiflee has been appointed as SMEs Facilitation Panel at Malaysian Industrial Development Finance Berhad (MIDF) and as Academic Advisory Board Member at Putra Business School (PBS), University Putra Malaysia (UPM) and Open University Malaysia (OUM).

Co-Editor's Biography



*D*r. Hemaloshinee Vasudevan had received her PhD in Generic and major in Organizational Behaviour from University of Technology Malaysia (UTM). She is currently a faculty member at UNIRAZAK. She had published a various journal in the business and management field. However, she also has experienced in reviewing journal and become an associate editor at international journal more than 5 years. She has published many articles, including research papers, review papers, and narrative case studies on platforms like International, National journals, Scopus, and Web of Science.

She is therefore interested in performing research in various areas, as evidenced by her total citations in Google Scholar, Research Gate, and Semantic Scholar. Her areas of interest include marketing, artificial intelligence, training, organizational behaviour, sociology, criminology, and business management.

Prefix



This book covers most of the organizational behaviour topics that were guided and written by our students. This book has covered some issues with organizational psychology, leadership, technological.

There are a total of 22 case studies in this book and I enjoy reading this book as each case study will only be written an in few pages. One of the good things about this book is it comes together with discussion questions and its solution for discussion questions. The discussion helps me a lot in recalling what I have learned from each case study.

I do recommend this book to all graduate students that wish to learn more about case studies. It is a good guidebook to start your case study writing journey. I do hopes that students will develop good writing skills through reading this book.

A handwritten signature in black ink, appearing to read 'Benjamin Chan Yin Fah'. The signature is stylized and cursive, with a large initial 'B'.

Prof. Dr. Benjamin Chan Yin Fah
Dean of Graduate School of Business
UNIVERSITI TUN ABDUL RAZAK (UNIRAZAK)

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Synopsis of Case Study

Case studies force students to make critical judgments based on the data presented and provides them with problems and challenges based on actual life scenarios. They intend to prompt inquiries and information to pique learners' interests and encourage independent review. The case study is to consolidate users' understanding of the guidelines governing image presentation. The case study's goal is to provide users with an opportunity to see how the image guidelines apply in the context of the actual lab and how they intersect with issues of mentoring, authorship, and technical training. The case study enables the exploration of a core issue within a given setting by utilizing various sources. Case studies often involve a specified problem that makes up of actual circumstances and uses correct data as a methodological tool. The reader, academician, and scholar are allowed to highlight the issues that can be resolved by responding to the discussion questions by publishing this book. The case studies from many fields from the human resource management, law, social science and management perspective explore the academics' experience.

All academicians would benefit from the release of books since it will help them to instruct students in case study narrative writing. Therefore, everyone will benefit from reading and using this book as a learning experience in the classroom. A good narrative case study and research case study can be published in a particular journal, such as the IIUM International Journal of Case Study in Management, Indian Journal of Case Report, Journal of Case Studies, and International Journal of AYUSH Case Reports.

Case Study 1: Managing Difficult Project Team: How to improve and retain talents in a project

Author(s): Andylla Arbi Mohamad Bolhassan

INTRODUCTION

Managing a team that is initially "unmanageable"—reluctant to adopt new working practices or share information—is one of the biggest challenges a project manager or PMO may encounter. Anarchy will reign in a business where operations are unclear, diverse departmental interpretations are used, and management is not presented. The business won't run if no one is in charge. Poor management causes confusion and disarray, which leads to failure and complete disaster. Controlling everything that happens "below" and conveniently notifying everyone "above" is one of a PMO's duties as a middle manager. This case study attempt to define what makes a PMO "unmanageable."

Software developers are in high demand, but Malaysian employers don't offer enough to beat other countries. While close countries may be more attractive in terms of pay, they cannot compete with the talented pool we have right here. It's essential to nurture these skills now to take advantage of the opportunity before it is gone. (Hays Worldwide Recruitment Firm, 2019). Why it is unique to manage software developers individually and collectively, as you consider the characteristics of software engineers, it becomes clear why you can't just pick up any management book and begin managing them (Mantle and Lichty, 2019). First, it is crucial to understand that every software developer is unique and different. So different that managers can't find a single trait or characteristic or anything else to say about all software developers. Managers can identify specific qualities, but every software developer is a unique blend of various attributes (Linders et al., 2020). Second, software development culture is highly volatile and often shifts quickly between new and old standards of practices for the industry. It follows that it is improbable that a particular software developer would still meet the criterion even if you understood what qualities built them up. Each software developer is unique in their own right. Hence it is impossible to compare them based on a single characteristic (Ghunt, 2015).

The most effective way to manage software developers is by giving them what they need and making them feel appreciated. They will be much more motivated to do their job. This complex construct seems to be affected by diverse environmental conditions and can affect multiple dimensions of work effectiveness (work satisfaction, work engagement, and productivity). Software developers can anticipate that there will be an increased demand for them to adopt a variety of work styles and methodologies as educational transitions from the primarily instructive to more of a collaborative pedagogy (Oliver, 2001). It's critical to have a solid grasp of a new manager's personality and expectations for the team (Investopedia, 2022). Group members will find it simpler to change and conform the outcome to their expectations. Managers can begin to develop a relationship with employees and establish expectations for both the managers' and employees' time by learning what they want and need.

Managers and consultants are increasingly using organizational behavior as a tool to evaluate workplace challenges. Surveys and interviews are used to discover how employees feel about the daily grind, problems to rectify, etc. It could be that they're due to a lack of any set direction or vision for the company, difficulty getting employees on board with that vision, pacifying workplace conflict or creating a more amenable work environment, issues with training employees, or poor communication.

CASE SCENERIO

Roy has been with Company XYZ, a renowned Fintech based in Malaysia, for about nine (9) months and has faced challenges related to the project team, especially software developers. Roy is the leader of a new group. To form a bond with the rest of the team, he had to earn their trust and make them feel comfortable around him. It wasn't always easy for Roy at first because members of this team also had an affinity towards their former boss. While he was aware that he was striving to unite the group, the team proved to be challenging to manage. The laid-back working atmosphere is impeding their capacity to perform their duties; it's tough to get them to finish a task, communicate with other team members, or meet deadlines. When he came to the project's monthly review, he was bombarded by stakeholders for being six (6) months behind schedule. The feedback from the project stakeholders also revealed that there are too many unresolved defects and older bugs that haven't been taken care of. He reacted to the meeting feedback with an immediate team meeting and asked if the team could follow his new restructuring plan to catch up. Nobody responded to his worries or straightforwardly accepted his suggestion. Roy felt emotionally exhausted and stressed by the scenario, his disappointment, and his wrath at the team's responses. There was no consensus that the group was falling behind in bug tracking because they were not adhering to his plan. He started to lose motivation and feel powerless, as though his efforts were in vain. Roy launched a new project, which ultimately caused him to start making plans to quit the organization. The Project Director, Roy's employer, became aware of Roy's unhappiness and was forced to feel bad for not backing Roy's strategy for overcoming the project's difficulties. When Roy's employer approached him, Roy accepted his offer of support for his approaches and proposition. They attempted to analyze the project schedule and backlogs, and identify team dynamics (NeuroSYS, 2022). The Project Director then realizes that the team's (1) lack of communication skills, (2) work in silos, (3) no pro-activeness in asking questions for better understanding, (4) poor time management and laid back (5) skepticism and long-reserved frustration (6) being difficult and throws tantrums (7) toxic environment from other departments (8) burnout from long working hours and no holiday leave in 9 months since the project started; given all of them are highly skilled and intelligent.

Upon reflection, the project director brought in a Scrum Master to help Roy resolve his team's problems and to provide long-term improvements for the project (Simplilearn, 2022). Reaching out to the team member, the scrum master begins casual chats, frequently involving Roy. That was awkward at first, but Roy's credibility and trustworthiness grew. The Scrum Master has implemented processes to help the team measure their difficulties, improve their communication, conveying their challenges and solutions to be taken (Grey, 2022). The team will be able to identify and discuss roadblocks that can obstruct their progress at the Daily Standup Meeting. Discussions about private matters, how to resolve disputes, or other topics unrelated to the project are not appropriate topics for this meeting. Stakeholders are aware of the team's opinions during the daily standup meeting. The scrum master will ask the team members about their skills, limitations, and thoughts on how well their teammates are doing. The team uses this information to guide their work and pinpoint areas for growth. The Daily Standup Meeting led by the Scrum Master and includes the entire Development Team. The goal of this meeting is to allow each team member to have a chance to share information regarding impending tasks and potential roadblocks, offer suggestions on how tasks should be prioritized throughout an iteration, and talk about roadblocks the team has already faced.

With that implemented, the team has more time and can complete their tasks promptly. The relationship between Roy and the team improved significantly. The group's methods started to become more open and proactive. They increased their output and efficiency dramatically.

CONCLUSION

The project director agrees that managing software developers can be difficult for project managers because of the problems they confront and the high turnover rate of software engineers. Nonetheless, managers can establish good work ethics and culture in managing team members with unique behavior if the proper strategy has used. Research on organizational behavior can aid an executive, manager, or HR professional in how a company's culture affects productivity and retention. It can use to assess a potential job candidate's cultural fit. While choosing between job candidates, it's essential to understand each one's personality. You can determine if someone will fit well with your company culture using personality testing and interviews. We examine the origins and foundations of leadership in organizational behavior, two strongly debated subjects. There are various ways to make decisions, and a leader may favor one over another. While assembling a team, people, structure, technology, and the surrounding environment are the four fundamental components of human behavior to take into account. Understanding how these elements interact with one another can help this process.

Case Study 2: Managing Resistance of Change in Organization

Author(s): Azrul Anuar Bin Abdullah

INTRODUCTION

One of the main issues in the sector is how challenging it is to deploy new systems and cultures. It is difficult to change something that has been ingrained and adapted. So hard as it is to alter societal traditions, beliefs, and weird practices in workplace culture. Changes must make to fulfil global needs, adapt to changing market needs, and ensure organizational sustainability. Continuous involvement and dedication are needed to transition the corporate culture from the previous to the new one and to match the new goals with each layer of employees.

Employees' lack of desire and fear of the unknown is to blame for their resistance to change. In some situations, it may make sense and be justified to resist change. Workers oppose the change agent or method of implementation rather than resisting change itself. Passive acceptance, shoddy work, covert sabotage, forceful refusal, violent behaviour, total breakdown of work, and other tactics are examples of resistance. If not handled correctly, it could have a negative long-term impact on the business.

CASE SCENERIO

URC snack Food (Malaysia) Sdn Bhd is a multinational company and subsidiary of JG Summit Holding, incorporated in Malaysia as Pacific World Sdn Bhd on 10th November 1982 and commenced operation in 1984. On 1st March 2001, Pacific World changed its name to URC Snack Foods (Malaysia) Sdn Bhd.

Meanwhile, in 1991, Munchy was the Malaysian no one (1) biscuit brand that flourished into a recognized and successful brand across the region acquired by JG Summit Holding. Both companies are not sharing the same value and work culture. The local company structure and URC structure of the working system are clashing. Since a merger involves not only a company's equity, but also a human resource, the leadership style, conventional management, and systematic approach are at odds. Departmental review and departmental closures, relocation of workers, and layoffs are being done, causing fear about employees' job security. Some of them start feeling 1) a Lack of motivation, 2) a Loss of confidence, 3) Stress, 4) Miss understanding, and 5) Negativity. Management acted by implementing a program called Integrated Supply Chain Excellence and overhauling the entire manufacturing system and workplace culture. Overall, the **PURPOSE of the ISCE Program** is to engage the hearts and minds of all people to eliminate loss and cycle of continuous improvement and transform into High-Performance Organization. These are key to fully realizing the benefits of ISCE implementation and delivering **Superior Business Results**.

Meanwhile management initiative was to start creating a friendly working environment by doing a continuous team-building program at the top management level. ISCE operates at the same time as the program. However, the ISCE initiative failed low employee support and a high turnover rate (due to job uncertainty). It is an outcome of the program's application and improper handling of knowledge information. Due to miscommunication and unfulfilled layoff rumours, key employees, executives, and supervisors depart the organization. The individuals who are being replaced don't live up to expectations for the job and quit after a week.

Accordance to the high turnover of newly appointed workers, Human Resources develop criteria and work description requirement for new candidates. At the same time, the selection of candidates internally through attitude and work understanding, leadership capability, and personality.

Management has realized negativity towards the merger producing uneasiness of job security, lack of motivation, and frustration in jobs, therefore developing training programs to enhance skill, revise the job description, and team building for overall employees in the subdivision. Adjustments are implemented gradually, given a set schedule, and the efficacy program is reviewed via a feedback survey. It enables management to examine the program itself, as well as the impact—both positive and negative—on the workforce.

CONCLUSION

Managing resistance to change in an organization is a continuous process. The stage of development needs to implement to avoid resistance. The fears and a lack of knowledge might cause a negative reaction which leads to resistance. Each department must be committed to accepting change. The organizational objective can succeed if the corporate culture is also changed. Managers and leaders should take responsibility for change agents. The importance of a personality fit organization is essential for the new culture. Nevertheless, it is essential to understand the behaviour of employees toward changes and determine whether we can achieve our organizational objective within a specific time frame. Output and results are the key outcomes in today's world. Achieving organizational objectives need stages of development.

Case Study 3: Organization behavior in Manufacturing company: Employee retention and employee commitment towards an organization.

Author(s): Baheeratiy a/p Baskaran

INTRODUCTION

Organizational behavior is an essential component in a business setting that has an impact on how the business operates as a whole, either positively or negatively. The organizational environment is the main viewpoint that has started many initiatives for increased productivity toward the client. Employee retention is an essential aspect of the business proceedings that has made a provision for sustainable business execution potentially. The level of employee devotion to the company has improved, which has made for better business operations. Here a case study analysis has been done on the service provider of the manufacturing company during the current situation. The manufacturing company's efforts and necessary steps have been reflected in the case report. In this case report, the employee retention policy of the manufacturing company has focused on what has helped to handle the crisis in the current scenario.

CASE SCENERIO

UMS is an MNC company, one of the manufacturing companies in Malaysia. UMS employees feel dissatisfaction with UMS Groups. The employees of the UMS Group do not prefer the job to others because the work culture of the UMS is not so good, and the scope of learning activities is less. In contrast, the UMS group's income is considerably less than its rivals. The management departments of the largest manufacturing corporations, like UMS, are subpar, and this causes the staff to be dissatisfied. The other manufacturing companies of Malaysia, such as Wrigley company employees' are also dissatisfied with the company due to bad material quality. But some manufacturing companies' employees are happy with their work culture, such as Aluminium Company of Malaysia Bhd, due to maintaining work scenarios. But Malaysian manufacturing companies are facing a lack of one million employees because the employees from abroad are not returning them.

The manufacturing company has been focused on analysing the employee retention policy towards the employee by progressively conducting motivational activities. There are different types of professionals, and health risk has occurred due to psychological stress for the employees. The government of the country and the manufacturing company administration has taken different types of motivational actions that have disseminated positive vibes toward the employees. Vasudevan *et al.* (2021) stated that this is the most crucial aspect that potential inspiration from the workplace has motivated the employee to have positive vibration on the work procedure. The administration and management of the company have put a lot of emphasis on the emotional health of the employees, which has been severely impacted by the mental stress of managing the risk and the crisis where the employees' health is not as secure due to the high likelihood of Covid-19 virus contamination.

This problem has been categorized into six kinds of aspects which are very important to reduce dissatisfied employees by conveniently implementing the potential strategies. The organization has observed that frequent conflict situation has been aroused among the employees, which have hampered the overall work execution scenario. The authority has taken some necessary actions to solve this problem. Aranibar *et al.* (2022) stated that they started a fostering system for the employees that have restricted the work pressure. It is one of the alarming perspectives of the organization that it has created a provision for employee feedback by listing all the pros and cons faced by the employees while working in the manufacturing company. According to the mode of grievances, the authority has taken the necessary steps fruitfully. The organization's most successful strategy for effectively resolving the issue is the conflict-affected areas.

The organization has developed some effective plans for each conflict. It is the most crucial perspective that has relieved the problematic situation progressively. The lack of motivation among the organizational employees has seen that have hampered the work execution procedure in a depriving way O'Donnell *et al.* (2022) stated that UMS formed a constructive motivation policy that has focused on the agreed priorities, principles, rules, measures, and the objective of the work procedure. It has contributed to rectifying or improving the motivational atmosphere within the company by strengthening the motivation of the individual employees, the group, and the overall organization. It is the most crucial context in that the organization has taken some necessary actions by conducting training and practical workshop programs that have indicated fruitful business proceedings. Employee sickness has been a common occurrence during the epidemic, which has slowed down organizational performance. The profitability rate in the organization has been hampered, which is the most crucial scene in the comparative business proceedings. The organization has constructed some essential policies for the pandemic crisis that still existed in the post-pandemic era. According to Benham *et al.* (2022), it is crucial that the company put in place some procedures so that the employee can get assistance with medical difficulties. It is the most satisfying aspect for the employees that have satisfactorily increased employee motivation.



Figure 1: The employee retention strategies of the business organization
(Source: questionpro.com, 2022)

The enhancing work pressure in the manufacturing organization has created lots of frustration in the production procedure. Organization's most successful strategy for giving staff wellness advice is a stress-management webinar. It has worked as inspiration to get rid of the frustrating job execution in the business organization. It is the most crucial perspective that has helped to maintain the developmental progress in the business organization. It has held a reputation in the competitive market and availed the competitive opportunities from the market. The employees' frustration can handle by progressively taking some initiation. The amusement activity in the organization during the break time has increased the motivation and inspiration of the employees. Chetty *et al.* (2022) stated that employee motivation is an essential aspect that has tended the organization to improve employee activity potentially. It has made affluence in the business proceedings through effective business activity in the business organization. The most important priority of the organization is to create a positive environment in the business proceedings that has sustainably enhanced the work proceedings. It has created a comfort zone for the employee to execute all kinds of business programs in a justified way. Sarcasm to an employee for an unnecessary reason has deprived the employee of motivation. It is a very much ill practice that often happening in business proceedings.

Norizan *et al.* (2022) stated that this kind of ill activity demotivated the employee, which has instability in the employee retention policy of the business organization. It is the most crucial component of the organization's operations, so the authority should pay close attention to how the business has to carry out to prevent the hierarchy and other employees from engaging in this sort of wrongdoing. It has created a substantial amount of stability in the developmental activity of the business organization. The negativity in the business execution is the most crucial barrier that has sustainably impacted the productivity proceedings. It is one of the main aspects of the business organization that has a negative impact which has been arrested most of the creative business proceedings in an effective way that has created a suppressive action in the organization's productivity. Workplace negativity is one of the main issues in the business organization that has caused severe financial consequences. Chiedu *et al.* (2022) stated that employee morale in disruptive way decreased. The employees' energy supply has been depleted by the negativity in the workplace. The organization must deal with demotivated and disgruntled workers that create a chaotic environment for corporate operations as these effects. The stress factors of the employees have very much increased.

The effective results of the stratified planning

Effective strategies of the business organization have created self-motivation in the employees that have increased productivity in the business organization. It has ensured the employee's attainability in the business organization, which has helped for the sustainable growth in the business proceedings in an effective way. The potential for positive peer learning and peer teaching has increased the employees' collaborative approach. This successful method in business transactions has obtained several opportunities for the diffusion of innovation. The employee commitment towards the business organization has been maintained, which has been beneficial to increase the quantity and the quality of the work proceedings sustainably. It has improved the morale of the employees in a progressive way. Every employee in an organization has expressed an interest in connecting with coworkers to execute a sensible production in the workshop proceedings. Ghani *et al.* (2022) stated this has seen that experience retention is one of the beneficial aspects of business proceedings. Especially in the production and manufacturing company, employee experience has helped to solve various crises. It has been able to access competitive opportunities in business proceedings. This kind of positivism is the finest solution to reduce the sudden instability in business proceedings.

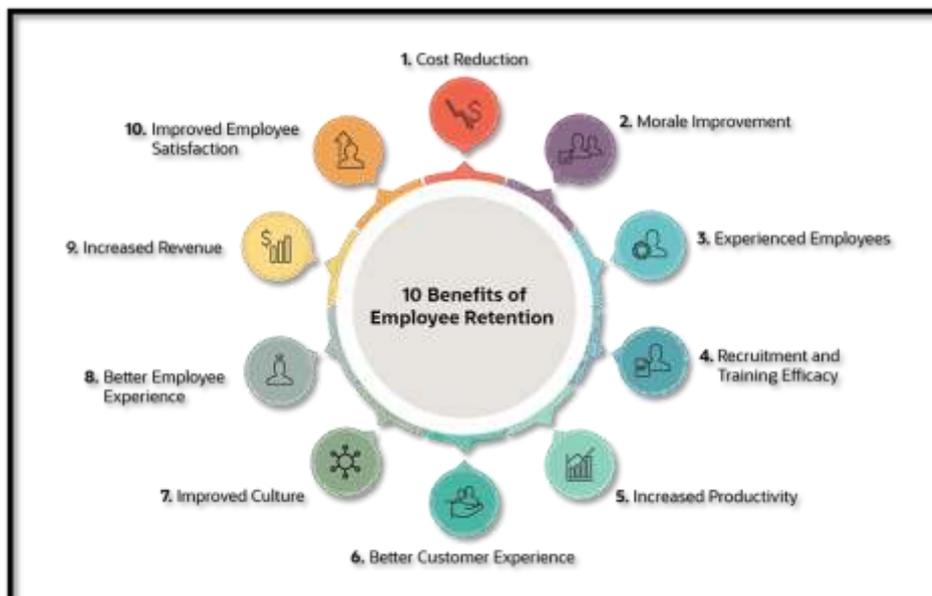


Figure 2: The benefits of employee retention in the business organization
(Source: netsuite.com, 2022)

Efficiency in hiring and training has been developed over time, which has been crucial for better business operations. The most assertive viewpoint has created numerous opportunities in company activities to gain significant competitive advantages. A better customer experience is the most effective context of the business procedure that has sustainably ensured profitability. Better customer experience is a beneficial aspect that has been progressively implemented in the business organization. Creativity can develop in the business organization that has initiated a high level of productivity in the business proceedings. Hegarty *et al.* (2022) stated a fruitful organizational culture has developed, which is the most important thing for the business profession. The firm can advance justifiably by maintaining commitment within the corporate organization. Better employee experience is one of the crucial aspects that has made a positive sense in the business proceedings. A confident concept has emerged that has improved the company processes to a significant degree. Peer learning and teaching are crucial expectations that have expanded the possibilities for the diffusion of innovation in manufacturing facilities. The organization's goals and objectives have been successfully upheld progressively. The company organization's personnel have maintained an excellent crisis management strategy through their cooperative ways. Increment of the revenue earning possibilities has been developed, which is the most important aspect for better proceedings. It has progressively evolved employee motivation strategies.

Conclusion

The manufacturing company management played a significant role in handling the issue as needed, and they deserve a lot of praise. The employees of the manufacturing companies are very much loyal to the service toward effective service towards needy patients during the pandemic. The effective employee retention policy of the manufacturing company is very much justified and effective that has ensured the optimum service quality towards society in the pandemic in the Covid-19 pandemic situation. The most crucial view of the nation is that it has very successful government support toward several decisions it made on how to handle the pandemic issue. The fact that plans have solely concentrated on customer service and not organization revenue is the most emphatic thing. Company employees have received a significant amount of training, which has inspired them to carry out their assigned tasks accordingly.

Case Study 4: Covid-19 Pandemic in Malaysian Private Hospital: The rising cost of patient care

Author(s): Christina Edward Endot

INTRODUCTION

For the past two years, the Covid-19 pandemic has spread around the world, including in Malaysia. The 32 million-person nation's economy and healthcare system were harmed by the outbreak. In December 2020, the World Bank reported that Malaysia's economy is expected to decrease by 5.8% due to a slowdown in economic activity. The daily reported Covid-19 cases skyrocketed from less than 100 cases in September 2020 to more than 5000 cases in January 2021, with a fatality rate of 0.34%. It has caused stress on the public healthcare facilities in Malaysia. Malaysia's healthcare system consists of the public and the private sector. The public healthcare system is the healthcare provider in the country, and the Ministry of Health (MOH) is the national regulatory and policy-maker. While the government supports the public healthcare system, the private healthcare industry is financed by patient pocket money, private and non-profit organizations, and private healthcare insurance funds. On January 12, 2021, the Malaysian government proclaimed a state of emergency. Stricter regulations and practices, such as the Movement Control Order (MCO), were placed to deal with the national catastrophe. Public hospitals were overcrowded due to an unexpected increase in Covid-19 cases and the number of ICU beds in the large hospitals.

CASE SCENERIO

The public and private sectors had to work together to manage the epidemic due to the significant rise in Covid-19 cases. Through the Prevention and Control of Infectious Diseases Act 1988, MOH Malaysia has declared an Emergency Ordinance (EO) to instruct private hospitals to receive Covid-19 patients. To lessen the burden on public institutions, the Malaysian government has allotted USD24.7 million to private hospitals for the treatment of Covid-19 and non-Covid-19 patients, the EO. At present, there are 210 private hospitals in Malaysia. MOH has identified 130 private hospitals equipped with internal medicine specialties, and 95 hospitals are collaborating with MOH to receive Covid-19 patients. KPJ Healthcare Bhd, one of the largest private hospital groups in Malaysia, immediately got into action and began receiving both Covid-19 and non-Covid-19 patients from public facilities in January 2021.

The cost of Covid-19 treatment is to be borne by the patient. The fees at public hospitals are currently affordable compared to private hospitals, which could cost ten times more. New Sunday Times (NST) reported that most patients had no option but to opt for public hospitals as charges in private facilities were very costly. A hospital in Shah Alam, Selangor, charged a couple who had Category 3 Covid-19 RM8, 000 to RM10, 000 for a week's stay. The NST also learned that a private hospital in the Klang Valley quoted the family of a severely ill covid-19 patient with kidney trouble RM20, 000 to RM30, 000. The sum included ICU charges. The patient had no choice but to go to a public hospital instead of severely crowded and limited patient care, where he died several days later.

One of the issues in the collaboration for the treatment of Covid-19 patients between public and private hospitals is the difference in the treatment fees. Public hospitals have affordable prices since the government heavily subsidizes them, but private hospitals demand high fees, which may be astronomically high. The Association of Private Hospitals of Malaysia (APHM) has urged insurance companies to revise their insurance policy to extend the coverage of Covid-19 patients at private hospitals.

In January 2021, the insurance industry with MOH and Bank Negara Malaysia agreed to amend the policy to ease some of the expenses of patients whose conditions require them to treat in private hospitals. Since then, more insurance companies began incorporating Covid-19 coverage. The government could play a role in further reducing the operational cost of private hospitals by offering aid or rebate on expenses related to the management of Covid-19, such as testing, personal protective equipment, and treatment, which have become the cost of Covid-19 care in private hospitals.

The willingness of private medical consultants to assist in managing Covid-19 patients, if the patients are from public hospitals, is another significant challenge in the relationship. As these patients can become terminally ill quickly, the patient care cost will escalate. Medical consultants in private hospitals are not hospital employees but are termed as “private contractors” who provide patient care services. Their willingness to absorb some of the cost is detrimental to the collaboration. Therefore, early engagement with the medical consultants is essential to increase their willingness to participate. Safety measures must be in place for assurance. Equipment and drug supply must be adequate, especially when the number of cases becomes overwhelming. It can be a key assurance for healthcare professionals to work smoothly.

CONCLUSION

The covid-19 pandemic has revealed the state of the existing and diverse nature and weaknesses of health systems across the world. It is like a wake-up call to all nations. Malaysia, like many other ASEAN countries, needs to take immediate action to strengthen its healthcare system, particularly to mitigate Covid-19 cases or any other potential disaster happening in the country. The public and private sectors find effective ways to collaborate further to combat the pandemic. MOH, private healthcare sectors, and insurance providers have synergistic Covid-19 treatment plans to ensure the public has equal opportunities for Covid-19 screening tests, vaccinations, and treatment without causing a financial burden to them. Such plans would ensure smooth and efficient management of patients in both public and private hospitals. More importantly, the country will benefit from the plan as it would be more prepared to face any potential future disaster or pandemic.

Case Study 5: A case study on Older Age Subordinate as a Challenge for Younger Manager in Organization

Author(s): Hanisah binti Tarsik

INTRODUCTION

Malaysia is a multiracial, multicultural, and multi-religious people who live together as one nation. This diversity is also a presence in a small community which makes most organizations consist of different races and religions with all levels of ages. It would not be a problem when everyone respects each other's beliefs and culture. However, age may be an issue in an organization where the leader is younger than the subordinate. These younger leaders typically hold their positions to their best educational backgrounds and credentials. In a pharmacy context, a case study was conducted on the difficulty the younger manager had managing the elder subordinate. From this case study, we would like to find out how the older age of subordinates may affect organizational behavior at the workplace and what managers could do to deal with such followers.

CASE SCENERIO

Each healthcare facility in Malaysia will usually have a few different departments. Pharmacy is one of the departments present in a healthcare facility. The Pharmaceutical department will divide into smaller sections handling various job scopes in a large healthcare facility. Nonetheless, each pharmacy employee receives training in every subunit throughout their horsemanship or internship, as they are interchangeable between the subunits. The pharmacy department differs from other departments in its management system in that the unit manager will often be a pharmacist with a higher grade. The person holding the role may change because they will rotate throughout the department.

Jenah is a pharmacist assistant who has been working as a subordinate of Ms. Dee for eight (8) years in the inpatient unit. Jenah is twenty years older than Ms. Dee and is retiring soon. They develop a good relationship as a colleague. Jenah respects Ms. Dee as her superior, while Ms. Dee respects Mrs. Jenah as her staff and the elder. However, age is significantly causing an issue for Ms. Dee as it is hard to negotiate certain things with Jenah. They argue about various subjects, but Ms. Dee ultimately decides to back down and keep her opinions to herself. Perhaps someone occurred years ago when the senior management requested that they alter how the ward received its medication. As a result, the unit must prepare medication in "unit doses," which necessitates individually repackaging and labelling each pill. Jenah complied with orders, although she constantly criticized the new approach. She always views innovation or new things as unneeded because she is accustomed to the more traditional manner of doing things. The top management recognized that starting and moving forward was necessary for the new method's deployment to succeed, whether it took a day or a month. Ms. Dee must submit a report on the percentage of the 'Unit Dose System' implemented in the Pharmacy Department of their facility. Thus, Ms. Dee has no choice but to talk to Jenah to do as required. Following the complaints raised by Jenah, the head of the department has sent an application for part-time staff to do the packing jobs. It was a good thing that happened as they received additional hands, but Jenah addressed her dissatisfaction is like instructing the leaders.

The pharmacy department of facility X recently welcomed two new pharmacists, Ms. Amy and Naila, who were transferred from another facility due to the recent rise in patients and workload. The inpatient unit has been assigned to both. The head of the department, Ms. Anne, allocated Ms. Amy an inpatient as the person in charge (PIC) or manager. The former manager, Ms. Dee, is still in the same unit, but Ms. Amy has more experience and higher grades, so she becomes the manager's unit, and Ms. Dee becomes the second person. There is no change in salary of both as their salary is time basis. The difference is that managers will engage more in an office job and less in dealing with patients.

Ms. Amy is stricter and more aggressive in implementing and utilizing each system available. She instructed all her subordinates to start using the computer system and increase the usage up to 100%. It is to ensure physical stocks of the medicine always tally with documented quantity. It eases the process of checking, reporting, and auditing. Since every transaction is saved automatically in the system, it will be easier to trace information needed in the future. However, Jenah was not very happy to fully utilize the system as she was already used to the manual for many years. She requested to wait until she retires to use it. She was unable to tolerate the fact that Ms. Amy would constantly call her to repair errors that had happened in the majority system of transactions she had completed.

Naila is the youngest staff in the unit, but she is superior to Jenah in terms of position and grade. In the beginning, Naila and Jenah had a good relationship as colleagues. The working environment in the unit was very positive, and all were happy to come to work despite the increasing number of jobs due to more patients admitted into the facility. Sometimes, when Naila did her job, she did help Jenah to do hers. But somehow, Naila feels uncomfortable when Jenah instructs her bossily to do Jenah's job, likely repacking whenever she finds that Naila did her work. Naila disagreed with Jenah as she didn't want to give the wrong impression. She fears that all of these will lower her spirits at work. Naila sees the opportunity to learn new skills and procedures that not be taught at her former workplace because she is younger and new to show her way to improve her performance.

When Ms. Amy and Ms. Dee are not in the office, Ms. Amy will instruct Naila to take over. Thus, while they are away, decision-making will fall on Naila, and Jenah must refer and report to her. One day, Jenah suddenly became silent and refused to speak with Naila. When asked by Ms. Amy, she claimed that Naila scolded her and did not respect her. Naila never raise her voice toward Ms. Jenah and had no idea why Jenah developed such behavioral change. Then, Ms. Dee knew Jenah very well and asked Naila to apologize first to her to solve the issue. Naila did apologize to her and ask about the wrongdoing over WhatsApp, but Jenah responded with sarcasm and never disclosed the issues. According to Kunze and Menges (2016), employees will experience unpleasant feelings more frequently when their bosses are older than them. Hence the significant age gap between them may be the cause of this.

Jenah declined to do a task if it required her to speak with Naila personally. It makes certain things delayed. It also affects the job performance in the unit as the work cannot complete if there is no middle person to mediate the communication between them. It is inconvenient for others as they need to leave their work to be Jenah's mediator. Naila did not keep any revenge on Jenah and her. She already did what she supposedly did by apologizing first. However, Jenah would randomly talk in a sarcastic voice behind Naila but loud enough for her to hear. Naila could not stand it and felt stressed that she requires to meet Jenah's daily work. Thus, she let Jenah keep her distance which was better to have a gap between them, so she would not be distracted at the workplace.

However, Jenah's nature of work needs her to engage a lot with Naila. She needed Naila's signature and approval on her works or productions. There was a time for Ms. Dee found a batch of 'unit dose' was wrongly labelled. She looked at the worksheet and saw Naila's name as the approver. Naila was surprised because she isn't signed the form. So it discovers that Jenah had copied Naila's signature. She signed herself using Naila's name to avoid Naila, but it was clear that the signature did not belong to Naila. In any facility, the pharmacy should provide medicine to patients with proper labelling because any mistake could endanger the patient's life. Naila was furious because she had been accused of things she had never done. Jenah was out of her hands. Naila was looking forward to her retirement day.

Conflicts between Jenah and Naila have been spread throughout the department. They were not surprised. It's because Ms. Sha, the logistics unit's manager, was in a similar situation. Her method to show her dissatisfaction is consistent whenever she conflicts with any staff. She would stop communicating and avoid seeing them. It is difficult for any staff to avoid seeing each other even though they are not in the same unit, even if there is the possibility of working together during the on-call slot (after office hours). Jenah, on the other hand, will do everything she can to avoid working with the people on her banned list. Thus, this childish behavior of her troubles others as she keeps requesting to swap slots or change the name in the schedule. Tired of entertaining her request, the one who makes the on-call schedule identified all the people that Jenah does not work with and no longer put their names together in the same slot.

As Ms. Sha and Naila are not the direct supervisors or leaders of Jenah, thus she was freely showing her irrelevant dissatisfaction to them. Older subordinates may be reluctant to receive orders or comments from younger leaders, especially the indirect leader. Jenah, on the other hand, will respond nicely in front of Ms. Amy and Ms. Anne as they provide her appraisal marks, but she will also complain about them whenever she cannot accept any mistakes that point out to her. Jenah became more emotional and was rude to Ms. Dee and Ms. Amy. Jenah is the type of person that reluctant to admit a mistake, and it becomes obvious. Jenah's behavior has become a question to everyone in the department, and some relate her age to the emotional imbalance and reduction of her ability to receive and process information. Kunze and Menges (2016) suggested that age-related negativity will not spread across the organization if the older subordinates can hinder their negative emotions.

Her negative attitude has become more significant since Ms. Amy asks her to use the system for all documentation. Older subordinates may have lots of experience, but the emergence of new technology requires everyone to adapt and forget the old approach, as some of it is inefficient and irrelevant to use today. As a result, dealing with older subordinates presents a challenge for these younger leaders. Although the learning process may be tricky for them, applying the current system will help the organization improve in many ways. So, the least a leader could do is to ensure these older subordinates can control their emotions and act professionally in the working place. Perhaps could be done by sending them to emotions management by objective. According to Perry, Kulik, and Zhou (1999), diversity training may alert subordinates and supervisors to the benefits and drawbacks of age differences. The practices of the new system are the root cause of Jenah's behavioral change in this scenario. Jenah's conflicts with more than one pharmacist were negative emotions she developed as the stress of using the system. Affective factors such as specific emotional demands and display rules make an organization more appealing to younger employees than older employees (Scheibe, Walter, and Zhan, 2021). In this case, the emotional demands seem to be related to the use of the new system, and hence organization may need more youth generation in line with the high technology that emerged.

CONCLUSION

The decision-making process will be challenging while dealing with senior subordinates in Malaysia because we raise to respect the elderly. Even though using good manners is a great concept, acting professionally at work is necessary. Age is not an excuse for an employee to follow the order given. Jenah has almost reached her retirement age, and providing her training would not be helpful anymore. In the future, if there is any staff behaving like Jenah and using age as the point for a younger leader to listen to her, strict action should be taken, such as a reduction of salary or perhaps termination in the worst case.

Case Study 6: Diversity in Multinational Corporation (MNC) Organizations: How to deal with stereotyped workers in the workplace?

Author(s): Hazlane Joos

INTRODUCTION

The concept of stereotype defines as a fixed image or generalization of a person or group of people. It refers to confrontational and inaccurate portrayals of marginalized groups in society. Stereotyping of female managers in the workplace is a common occurrence that leads to discrimination, hinders growth, and can also apply to positive contributions. However, some believe that stereotypes are not a problem when they are based on truth. Others believe stereotypes can help employers choose new employees. Regardless of this belief, stereotypes must be combated; so people to not limit by their gender. One of the issues with stereotypes is how they can lead to discrimination. Many people use stereotypes to justify treating certain groups poorly. It causes people to lose opportunities because of how they are treated based on a false image. For example, the belief that women are less skilled than men causes some businesses to discriminate against hiring female managers. Meanwhile, the participation of women in the world of a career in the industry in Malaysia demonstrates that women's employment in the service sector is likely to meet the country's government, political, economic, and social needs (Nor Aini Haji Idris, 1996).

Stereotypes also have the potential to damage growth by limiting people's opportunities. When people see limited roles for women, they may choose not to pursue careers in leadership positions. It also restricts other women from getting opportunities to lead because they won't see themselves represented in those positions.

To balance and avoid the notion of stigma related to women in the workplace, Company A is a Company that practices an open system to all employees, regardless of religious and ethnic background. If they are qualified for a specific position, the Human Resources Department does not hesitate to appoint the employee to take the vacant place. In Company A, as many as 36% of Women are on Board, and 31% of Women are in Management.

The question is, Company A avoid issues such as stereotypes and Discrimination against Female Managers at work using an open system? It is what the Technical Unit in the RR Region is facing, and it will take a long time to resolve. In this case study, the author shares how the new management overcomes stereotype issues in the workplace based on the author's observation.

CASE SCENERIO

Company A is a leading broadband service company in Malaysia. Previously it was a government body, but the Company was incorporated and privatized in 1984. Company A is a leading national connectivity and digital infrastructure provider offering telecommunications and internet services in Malaysia. It is an integrated telecommunications company that emphasizes creating value for its stakeholders and providing continuous development in customer service through innovation. Company A strives to provide Digital Malaysia by providing various services and communication solutions, including broadband, telephone, Wi-Fi, cloud, data center, cyber security, IoT, and Smart services. It is motivated by the desire to increase productivity in a competitive environment with providing a better customer experience through continuous improvement in customer service quality. In the RR Region in 2010, the TZ Division accepted a new manager because the previous Management was transferred. Jade is a new manager assigned to a unit that is 95%, male workers. The previous manager, Jack, respected and kind to workers. He is skilled at delegating tasks, and his subordinates follow all of his orders. Jack is a person who enjoys lending a helping hand to any unit that requires assistance from the teams.

Workers find it difficult to follow directives with this new management, and misunderstandings are common. They are used to the old, and each has been assigned a task. Workers often make comparisons between previous and current managers. This situation continues, so that performance at work decreases. Several causes make the employee-manager relationship in the situation, not the best. The first is there is no actual delegation of tasks from the old manager to the new manager, indeed from an educational perspective, Jade is a person who can consider worthy because she has a bachelor's degree in engineering, but Jade has no experience in the work environment in the TZ Division. Second, workers struggle to provide adequate cooperation and support because managers are female and non-citizens and constantly compare new and old managers. The third reason is Jade, but he is not open to accepting the views of subordinates, even though they are often voiced in meetings. Jade wants his instructions to follow, but he has not responded to other units when contacted via email. The email was left unanswered for several days.

A change had made at the Headquarters level in 2017, and all units rushed to comply. It brought positive changes in the RR Region and TZ Division indirectly. This change requires each unit head (Manager) to collaborate with unit heads throughout the region to form a team known as the Zone Business Centre (ZBC), which has one goal: Customer Satisfaction. Each unit must be more efficient and proactive to meet the objectives. The ZBC Meeting is held to monitor the progress of each action plan that is created. In this case, the continuous involvement of Jade as a team expert is necessary. Gradually, the communication between Jade and her fellow Managers was getting better. In this way, the way of working has changed, and Jade has begun to receive input from subordinate staff. Jade also shows his firmness to members who do not want to cooperate.

Jade also shows the initiative to bring up management-employee relations by holding engagements such as a simple birthday party greeting at the office to his subordinates. Jade also promotes a work-life balance where members do not need to take on more hours if the situation is not urgent. For workers who have a history of health, Jade places workers in the office to help those who work in the field/outside the office. The change actions carried out by Jade were finally successful, and the management-employee relationship has improved. The workers are allowed to accept it as they should as Managers. Although in terms of achievement, it is not as excellent as the other units, now their achievements are showing positive and stimulating improvements.

CONCLUSION

The difference is not a negative thing, but it becomes more meaningful when viewed as uniqueness in diversity. Every difference is accepted as a unique attribute in a people. It is not to be raised or focused on being made fun of. Likewise, if people are allocated to a social group, such as at work, we must respond to everything transparently. Avoid making assumptions, not to mention being prejudiced against someone. Mutual respect should be fostered and practiced regularly because it reflects our true identity and creates a harmonious workplace atmosphere, free from prejudice and discrimination. Cultivating high ethical values should be a principle for everyone. Doing this, to some extent, raises work motivation for employees. When employees are motivated, work performance improves, and productivity increases. Increased productivity can result in increased profits and employee satisfaction at work.

Case Study 7: Stress Has a Cost

Author (s): Jachinta Rani a/p Subramamiam

INTRODUCTION

Stress at work is a global problem that affects employees' health, well-being, and organizational productivity. When a person's ability and capability to handle demands of various sorts and combinations exceed those obligations, stress at work results. What one individual might find stressful, another could find challenging. Work-related stress might be experienced or not depending on the job, the individual, and other elements (such as personal life and general health).

CASE SCENERIO

Jordan Emmanuel enjoyed his time in high school a lot. He put in more effort than most of his friends, was a decent student, especially in math, and somehow managed to start a relationship with Clara, the class valedictorian. He was hired as a summer intern by local surveyor Jerald Williams, and once he graduated, Mr. Jerald extended him an opportunity to work as the third man on one of his survey crews. Although the salary wasn't good, Jordan was already skilled in his career and thought all he needed was stable employment to give him the courage to propose to Clara. As soon as he did, everything moved quickly. He began working in June, Wed Clara in October, recruited her as a secretary at a nearby business form manufacturer, and a year later, the couple welcomed their first child.

Jordan was quite taken aback by the newborn. He had grown to appreciate the freedom his weekly income provided. Even though food and rent consumed his income, he continues to enjoy spending Sunday afternoons playing softball and a few nights a week playing hoops with his high school friends. But when the infant arrived, Jordan's brow wrinkled a little. Even at the age of 20, he wasn't earning much money. He requested and received his first increase from Mr.Jerald.

Two months later, just as Mr.Jerald's crews were overwhelmed with work, one of the crew chiefs resigned. Mr. Jerald hated to turn away work, so he appointed Jordan Emmanuel as crew leader, provided his team with some outdated tools that weren't up to the task of performing the specific job of the best crews, and gave them the simple title surveys available in the community. Jordan was forced to accept the crew of leader position due to the pay increase. But it frightened him. He had paid little attention to his old crew chief's training because he had never been ambitious or inquisitive. Although he was at least somewhat adept at using the instruments, he awoke every morning dreading the duty that would be given to him.

In his first few months as a crew chief, Jordan started acting in ways his wife believed were inappropriate for him. He regularly speaks quickly that he would trip over his words, stammer, flush, and have to begin again. He also started smoking, which he hadn't done since they started dating. He explained to his two crewmates that smoking kept his hands from shaking while working on an instrument. They didn't smoke, so when Jordan started smoking in the truck as they waited for the rain to stop, they got angry and complained that he didn't have the right to harm their lungs as well.

Being the "boss" was something that Jordan struggled with, especially because one of his crew members was attending night school to earn an engineering degree, and they were both his age. Peter John, the scholar, would quickly succeed him. He was confident. Every time they worked closely together, he started snapping because he felt Peter John was watching him.

At home, things were also becoming tense. Because she had to quit her day job to care for the baby, Clara had to start working nights. She seemed to talk only of moving to California or Alaska, where she had heard surveyors paid five times what Jordan did, and they hardly ever saw each other. Jordan was aware that his wife felt her intelligence was being wasted and was unsatisfied with her employment, but he was unsure of what he could do to change it. He was surprised to discover drinking and worrying about the next day's work while spending the evenings at home with the infant had become a habit.

Conclusion

Jordan should have to cope with the tension in this situation daily as he tries to balance his personal and professional lives. Employees who work primarily to support themselves and their families are already under strain. It is feasible to handle stress before it overwhelms workers and becomes hard for them to manage themselves. The question is whether an employee can rely on programs and qualified counselors to ensure that whatever information they give them about their worries will remain private and secret. Employees who learn to cope with stress coolly will perform better on a personal and professional level and maintain a better work-life balance. Employees who face less workplace stress seem to be good in their physical, mental, and emotional health.

Case Study 8: Change Management in the post-COVID Working Environment in Malaysia within FMCG Industry

Author(s): Jeremiah Anthony

INTRODUCTION

COVID-19 has been a time of turbulence and unexpected outcomes, changing the entirety of the landscape of the industry. Amidst the rise of prices of goods, oil, and logistics coupled with the chaotic and unprecedented political environment within the country, many small companies and industries had to shut their doors. FMCG industries find ways to minimize the impact of these changes on their businesses. Such ways include retrenchment, firing due to recession & organizational slimming, funding-the-growth project priorities to cut cost, automation to minimize labor & back to office changes post working from home environment. The case study would delve deeper into the FMCG industry and how company JJ manages these changes in their business.

CASE SCENERIO

Company JJ is a world-renowned category leader within the FMCG industry, with over 30 production factories worldwide and sales covering up to 150 countries. All employees are encouraged to work in an office when working from home (WFH) was not a norm before COVID. Amidst the pandemic challenges, employees were forced to WFH, political situations in the country became unstable, and petrol prices shot up, indirectly increasing logistics expenditures. In July 2020, just a few months after the COVID-19 outbreak started to get out of hand, Shell CEO Ben van Beurden suggested that the global oil demand may have peaked (Gaffen, 2022). With the rising cost of business, FMCG industries had to take measures to mitigate the high-cost impact. A global structural change was implemented to replace high-wage managers and employees. Secondly, many lost their jobs in the attempts of companies to focus on streamlining organizations due to the recession. The international economy has been harmed by the coronavirus's swift and severe effects and the restrictions to prevent it. According to World Bank predictions, the global economy would shrink by 5.2% this year. ¹ That would be the biggest economic downturn since the Second World War (COVID-19 to Plunge Global Economy into Worst Recession since World War II, n.d.). Lastly, organizations have been looking into funding growth projects or cost-cutting measures with top to bottom high-priority urgency. One of the measures also includes automation and how to reduce manual labor. Employees are also being called back to the office during a hybrid work environment, with some offices shifting back to the office post-COVID.

As a result of sudden changes in the work environment, group dynamics, and changes in personnel and manager replacements, employees' dissatisfaction increased in the workplace. In general, the cause of job dissatisfaction is the disconnection between the actions and results desired by the employee and the expected job. This disconnect can drive by external circumstances or internal emotions (Hess, n.d.). It has also brought a negative mood among co-workers post-COVID. As a result, it is expected for an organization to meet resistance to changes among employees. Organizational resistance causes businesses to stiffen and become unable to adapt to external or internal challenges. Resistance is present when there are power struggles inside the company, slow decision-making, and bureaucratic organizational systems, to name a few signs (*Resistance to Change: 5 Causes & Best Practices for Your Organization*, 2019).

Resistance demonstrates passion, which, when channelled properly, can be used more effectively to implement changes. Employees' opposition to new technology development may change if they are informed about the causes and encouraged to learn and master it at work (Ford et al., 2008). Resistance to change demands managers to plan change management, design a strategy to implement it, interact with the staff, and keep their ears to the ground to ease anxieties and provide support. Organizations will incur significant losses as manager's start making changes without consulting anyone if there is no fear of resistance (Mohamed, 2021).

In the case of JJ, a group's manager and lead director are both facing layoffs and being replaced by new managers. As new managers are eager to perform, they bring changes required by top management without understanding the current work culture and historical reasons for processes. One such example is to halt the flexibility of hybrid work and favour office culture in totality. Not only do the employees face the challenges of losing their managers, but they are also stripped from current benefits. Workloads tend to be heavier in the face of limited resources, with shorter deadlines to meet high expectations. Despite all the above, FMCG industries are keen to push their objectives and changes as fast as possible to safeguard the business in the times to come as a precautionary measure.

CONCLUSION:

Change management post-COVID has impacted not just Malaysia but the entirety of the working world. The lack of proper change management will result in employee dissatisfaction, poor job performance, and high turnover rates. Companies should exercise extreme caution when implementing changes, prioritizing employee well-being over work changes. The changes timeline should be dictated by workforce supportability and resources capacity and not bring changes hastily to meet company objectives under the post-COVID business pressures.

Case Study 9: Emotion and Stress Effecting Mental Health Workers in Construction Industry

Author(s): John Stephen Dionysius

INTRODUCTION

The issue in the construction industry is the workers' level of stress and emotion, which affects their mental health. It should be addressed as a priority by employers to address a concern about their workers' welfare. Stressors are risk factors that could endanger employees' psychological or physical health, such as bad organizational management, poor job design, and a lack of social support (Cox and Griffiths, 2005). For a good reason, construction workers are more likely to experience burnout than workers in any other industry. Working irregular hours in dangerous conditions and the additional stress of job instability are the main stressors. Long-term job stress may result in job burnout, which results in accidents that have a detrimental effect on the organization in the form of missed workdays and increased project costs, according to Poon et al. (2013). Workers already feeling the pinch of losing their jobs due to exposure to the virus during the COVID-19 epidemic now face a grim future and a loss of income.

The AIA Vitality Malaysia's Healthiest Workplace survey on 230 organizations and 17,595 employees discovered that employees are overworked and sleep deprived. According to the survey, 51% of respondents have experienced work-related stress. 53% of people reported sleeping for less than seven hours per night. 53% of people reported sleeping for less than seven hours per night.

The workers of company ABC never express their feelings or seek help that there experiencing struggling mental health for fear of humiliation, the idea that their employer wouldn't be able to assist, and concern for how it would affect their career. The management anticipated the problem and established a comprehensive plan and strategy for dealing with and addressing the deteriorating mental health due to stress and emotion. If the situation prolongs, that could affect the entire organization.

CASE SCENARIO

Company ABC is a leading contractor in Sabah, and its primary activity is to install, joint, and test communication cables and associated civil works such as fibre optics. The goal is to provide all clients with high-quality, low-cost expertise and ensure that the client gets the most out of the services offered. It also ensures that the client can rely on the company to deliver all the required expertise to service and execute the project to its ultimate success. The company needs to maintain its status quo as a leading contractor to its competitor.

Workers must work longer hours to remain competitive. Long workdays can result in depression, anxiety, stress, and emotion, which puts workers in danger when operating heavy machinery, working with electricity, or working at heights on construction sites. Fatigue and mental absenteeism have increased unavoidable accidents. Accidents occur due to human error, such as worker injuries, and the company was warned by local authorities about safety and health concerns. Over time, the company investigated and realized that the occupational stress faced by the workers became more dreadful and stressful with the urgency to remedy the cause and effect in mitigating the mental health issue in the company.

Management discovered that the primary sources of stress are (i) personal characteristics, (ii) relationship-related factors, (iii) work nature and time, (iv) organizational policy and position, and (v) situational or environmental factors, among others. Based on the five company working characteristics observation, the disagreeable and employees' lack of involvement in decision-making decreased their sense of self-worth, and their lack of control over their work caused stress at work that was linked to anxiety, depression, apathy, and exhaustion, which ultimately led to health problems.

Furthermore, due to the company's poor interpersonal relationships, workers/employees do not offer support when they are stressed at work. As a result, the stress level among the organization's employees has increased. Management must take action to foster a supportive work environment to reduce the stigma associated with mental health. Management can provide a safe environment for employees by normalizing through dialogue and providing the necessary tools and resources.

Role ambiguity among its manager has insufficient information about their role. Sometimes conflicting roles occur in performing their duties. The managers found it difficult to keep up with the demands of their newly altered positions. Due to their perception that they were unable to manage the issue effectively to accommodate the diverse needs of their colleague, they felt worried and frustrated. To avoid potential conflicting roles, management must be explicit about the managers' and employees' tasks and duties. The management realized that some of the recruited workers were dependent on the senior workers on the job. As a result, management decided to send every new employee for training. The manager or supervisor was tasked with a briefing and preparing requirements before they began work on site.

Company ABC's management failed to ensure adequate preparation and training in dealing with exceedingly challenging aspects of the job, in addition to a lack of resources, a high employee turnover rate, and a poor working environment. Recognizing these flaws, the company should hire a consultant to develop a training program to ensure that construction workers are well-versed in the "Do and Don'ts" of the job. Besides, uncertainty, stagnation, low pay, and employment position have impacted stress and emotional effects.

With the outcome of the investigation, Company ABC decided to increase the motivation level among the workers by holistically understanding and approaching the workers' ordeal through consultation sessions privately. Trust develops between the company's management and employees because management pays attention to their complaints. Company ABC then reviews the medical data demonstrating the connection between the workers' performance and mental health to determine the root cause of poor work quality or low productivity.

One way to resolve the current issue faced by the company's management is by providing the workers with a scheme of Employee Assistance Programs (EAPs) to address mental health problems via a company's health insurance broker and emphasizing that all calls and treatment remain confidential. Additionally, the company's management and the workers will get good advice from the health insurance providers. Often, managers and supervisors are the ones who first notice something unusual among their company employees. Because of this, businesses need to educate employees on how to recognize mental health issues and guide them to the right services. The management could publicize data on the frequency of mental health issues in the company newsletter and during safety meetings. Workers/employees on construction sites can adopt the practice of being mindfully focused on the task at hand rather than other stressors, which can increase worker safety and mental health. Being empathetic is one way to understand the workers' challenges and find the best way to support them.

According to DR. Chua Sook Ning, a clinical psychologist and Relate founder, employers should pay attention to the actual costs of leaving mental health conditions untreated (cited by New Straight Times dated Feb 17, 2020). The management implies that with the necessary intervention, the necessity and financial advantages of implementing policies and programs for mental health, by doing so, would change the stigma towards mental health conditions in the workplace and even in society, stressing that mental health conditions were very treatable.

The staggering cost of employee mental health issues could reach RM14.46 billion, or more than 1% of Malaysia's total GDP (GDP). Despite the high costs, the national budget only allocates RM344.82 million (less than 1% of total spending) for mental health issues. The WHO estimates that treatment will result in 10% more productive workdays for RM4 per person per year. According to Relate Malaysia, the average annual cost per worker for Malaysian businesses was RM946 (or 31 percent of the monthly salary).

CONCLUSION

Company ABC management feels that the education program, awareness, and campaign should continue for the workers. The seriousness of the mental health issue caused by stress and emotions should be addressed collaboratively in the challenging work ahead, as work can become dynamic with the country's current global economic downturn expected in 2023. There is a necessity for a new strategy to deal with the situation. The company management has adopted the World Health Organization (WHO) tagline "Mental health care for all: let's make it a reality." in supporting the program to take the well-being of the workers.

Case Study 10: Influence of Leadership among Problematic Workers in Oil Palm Plantation Sector

Author(s): Muhamad Firdaus bin Shamsuddin

INTRODUCTION

The oil palm plantation sector in Malaysia is considered the world's second-largest producer after Indonesia. Palm oil trees were first introduced to Malaysia in the early 1870s by the British Government as ornamental plants. Oil palm has a high yield content and the highest oil yield per hectare compared to other vegetable oils. The first commercial cultivation and the growth of the oil palm industry in Malaysia started in Tennamaram Estate in 1917. Oil palm cultivation significantly increased in the 1960s as part of the government's agricultural diversification program to reduce Malaysia's reliance on rubber and tin. According to the Malaysian Palm Oil Council (MPOC), Malaysia is one of the largest oil palm exporters, accounting for 25.8% and 34.3% of global palm oil production and exports in 2020, respectively.

The oil palm plantation sector is also known as a labour-intensive commodity. The negative perception of the plantation industry was linked to the unpleasant working environment that was described as being dark, dirty, and unsafe, which discouraged local youth from entering this line of employment (Kamarudin et al., 2018). As a result, most of the labor used was migrant labor from Indonesia, Bangladesh, India, Nepal, and possibly Myanmar. With people of different nationalities, castes, ethnicities, languages, educational backgrounds, and so on living under the same roof, it is hard to ensure everyone receives the same information and understanding on the issues. When someone fails to communicate effectively with others, they lose interest in their job and lose trust. Things worsened when a leader who is supposed to guide the organization lacked leadership abilities. It is what happened at Estate XYZ. In this case study, the author describes the root cause behind problematic workers and how the managers' leadership skills can change the situation and improve the performance of executives, staff, and workers.

CASE SCENERIO

Plantation ABC is a well-known publicly traded company headquartered in Malaysia. Their estates, mills, and refineries can be found all over the world, including in the United Kingdom, South Africa, and China. Estate XYZ, located in Pahang, Malaysia, has one young, dedicated manager who has been transferred to the estate. He was promoted to the position recently because he is young, and most estate managers are in their early forties. Estate XYZ was identified as one of the problematic estates concerning worker attitudes (executives, staff, and workers) and overall estate performance (FFB production and evacuation, estate upkeep, and maintenance). Estate XYZ was named the best estate performer in Plantation ABC in 2021.

After one week, he noticed that his local executives and staff were competent but uncommitted to their jobs. He discovered that they are demotivated because of the previous manager's contempt for them and refusal to provide guidance or accept their opinion. As for workers, the manager can detect two groups of problematic workers in terms of their attitudes and behavior. They practice absenteeism or come late to work, refuse to attend morning muster, and influence others to do the same. The workers in question underperformed and were dissatisfied with their monthly payments. The manager visited their pitch and discovered that they were sleeping instead of doing their job, and the situation deteriorated. When the manager questioned them about their negative behavior, they claimed they had long lost trust in the management.

They felt cheated because management was not forthcoming with information about their salary calculation. They also informed the manager that they were unaware of the pay structure for each category of work and had never told how to increase their productivity. This type of problem leads to overall poor performance of the Estate XYZ because productivity cannot meet as targeted.

Upon reviewing the issues among his executives, staff, and workers, the manager realizes it is time to use leadership skills that he learned from middle management training provided by Plantation ABC. He implements situational leadership for his executives and staff through one-to-one consultation. It is to determine the preferences of individuals, their needs, and each situation they encounter. It is how they agree on how they should act to produce good results for the estate. It will increase job satisfaction, and enhance productivity, improve performance and team cohesion. The manager also implements the power of communication by informing, persuading, and motivating. He provides information to facilitate goal achievement, decision-making, and collaboration among subordinates. He then persuaded them by offering a rationale and perspective that could support an attitude and behavioral change, as well as emotional engagement and commitment. He also provides feedback and reinforcement that support growth in performance and desirable behavior. Instead of giving orders to them, the manager approached using intent and content methods to ensure effective communication. Then only disciplinary execution is applicable to translate organizational goals or strategic initiatives into action. Coaching is a way for the manager to increase his subordinates' performance.

It is undeniable that coaching is an effective way to keep subordinates engaged in the workplace. Skills of an effective coach that the manager implement include asking questions, listening, paraphrasing, giving feedback, and making a suggestion. A weekly meeting of worker representatives and one-on-one consultation with the two groups of problematic workers were held to bridge the gap. Other steps include a monthly briefing to employees on wage calculation and a display of daily productivity to ensure employees can estimate and calculate their monthly salary taken by the manager. The manager sets himself as open to any discussion whenever necessary, including discussion during morning muster on how the workers can increase their productivity and thus increase their monthly salary. The manager manages to improve living conditions such as upgrading their houses, establishing a highly organize complaint system using a QR Code Scanner which will be attended promptly by the management, recognizing talent and providing a token of appreciation for them and involvement in recreational activities with them.

The steps taken by the manager eventually improve his subordinate's satisfaction with their work and rebuild trust. His followers started to show confidence in the capability of the new manager and his leadership towards systematic management from executives to workers level. After six (6) months, he could see a great improvement when his executives and staff started to show their commitment to work and feel motivated to do their job. All problematic workers started in productivity and consistency in the salary they achieve every month due to a better understanding of salary calculation. It eventually leads to significant progress, increased productivity, and improved estate performance. As a result, Estate XYZ, previously ranked lowest in the company, has now risen to a higher rank and has been named "Most Improved Estate in 2022."

CONCLUSION

Estate XYZ is still striving to improve its overall performance under the leadership of the new manager. It is challenging for a manager to maintain his management style and subordinates' trust in his leadership style. The manager, too, should strive for continuous improvement.

Case Study 11: Employee Commitment Impacted by Attitude: A Case Study in MJ Companies

Author(s): Sovellyn Majikon @ Manjikon

Introduction

The government has advocated a performance-oriented work culture based on key performance indicators (KPIs) utilized in services to meet the company's objectives based on the vision, mission, and corporate functions. Each branch of the company should measure the service performance of its subordinates' Respondents to this assessment consist of MJ's company employees from various divisions and customers. The method used is in the form of a quantitative technique. The "Talk to us" questionnaire is given to several respondents directly. On average, the responses received show that employees in the organization practice a good attitude and are committed to each job. In this regard, it turns out that employee commitment helps to improve work performance if the employee has a good and authoritative attitude that contributes to a more effective and productive work result in achieving the company's objectives.

Case Scenario

MJ is a business company with seven subsidiaries under its auspices. Growing in line with the globalization development at home and abroad and having more than 200 employees in each branch, the focus of employee attitude assessment in this assessment is the retail division which interacts more with more and their commitment to their colleagues and customers. Evaluate and analyse the commitments shown by each employee, and they demonstrate their commitment in each of their jobs to achieve the KPIs and targets set by the company. Usually, people only see or evaluate a sales assistant only selling goods that are under his care to promote to customers. However, sales assistants are also in charge of several tasks that most customers are unaware of. Employees will provide training or explanations to help them better grasp their job description, making it easier for them to carry out their obligations and deliver their dedication.

Here are some to-do lists as a sales assistant at MJ's premises.

- Serve customers by helping them choose products.
- Drive sales through customer engagement and sharing product knowledge.
- Welcome and accept customers well.
- Answering customer questions.
- Instruct customers by taking them to shelves and counters.
- Provide better customer service.
- Manage financial transactions.
- Process payments with the purchase amount.
- Assist with inventory, including receiving and storing goods.

Today's difficulties necessitate structural reforms and paradigm shifts to ensure that the private sector's existence remains relevant and appreciated. The employee's performance must be competent by doing this. Good work performance can increase the productivity of organizations which directly improves the country's economy. On the other hand, a less motivated employee will cause a weakness in the administrative system of an organization due to a lack of dedication and commitment to perform the assigned tasks, and it will interfere with the performance of the work.

To strengthen the administrative system of an organization, MJ companies need to understand the dimensions of this commitment from an employee's point of view and not from a management standpoint. Meanwhile, the responsibility of a manager should be to know the source of his employee's commitment to the organization. For example, if an employer assesses a commitment in terms of the amount of time spent working as a commitment, the global viewpoint includes other assessments such as life balance needs to be improved since it can be a factor in enhancing employee bonding with the organization. Employees with a high attitude of work engagement are often associated with paying serious attention to the type of work they do. When confronted with diverse personnel and uniforms, it is difficult for a manager to keep his staff open and positive because 'attitude' is implied or not openly articulated. It is concealed and, at times, difficult to interpret or explain. It will be the driving force for a reaction or reaction that is considered to have social significance in the society of the individual. Attitude is a thick organization of beliefs around an object or situation. This situation will cause the individual to be vulnerable and act according to his preferences. Individual performance of work leads to behavior congruent with the purpose; it cannot be argued that if the organization does not prioritize employee motivation, it will be detrimental to the organization itself. Because job satisfaction has an impact on an individual's work performance. Individual attitudes must shift to increase work performance. Work performance emphasizes that individuals acting alone cannot develop organizational performance; only teamwork in an organizational environment can. Furthermore, the happiness of the work itself as a result of numerous angles, and the remuneration supplied to employees, all impact work performance. They will endeavour to meet the company's objectives, particularly sales targets that will bring additional returns to personnel. They will modify their attitudes and beliefs, becoming more enthusiastic, motivated, positive-minded, committed to their obligations, and, most importantly, conscientious while working.

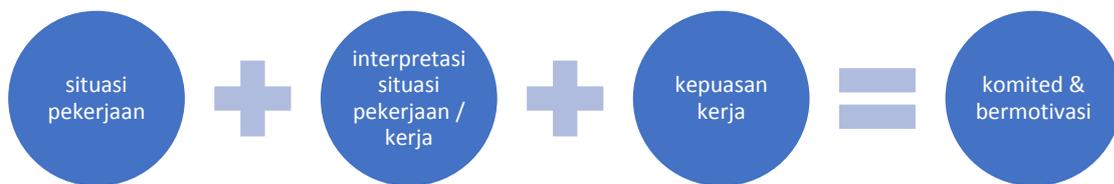


Figure.1: Job satisfaction model

Conclusion

Managers should play a role in encouraging and acknowledging employees who have a positive attitude at work, are committed to their duties and organization, and employees who achieve high performance. These individuals help the organization achieve its goals, create a positive environment, and impact worker morale. These individuals are not given attention or focus. With a bad attitude or poor performance, it should be given attention by the division head or manager to help raise work morale and be more positive. As a result, each manager should emphasize recognition to strengthen the positive qualities of employees and promote continuous achievement in the form of appropriate incentives to show a positive attitude and continued commitment so that their excellent performance can be maintained and improved.

Case Study 12: Impact of Organizational Effectiveness among Maybank Employees: Scenario of Maybank's Leadership Approaches.

Author(s): Manisha Kaur Badesha

Introduction

Maybank is focused on five core values that the company believes act as the foundation of its business. These five values are derived from the company's logo T.I.G.E.R. All the staff of the company get proper guidance from these five values as they must uphold, personify, and emulate these in each working data of their lives. The core values or the acronym T.I.G.E.R stands for "Teamwork, Integrity, Growth, Excellence & Efficiency, and Relationship Building." Leaders are an integral part of any organization due to several reasons. One of the largest banks in Asia as per global presence, Maybank has successfully made its employees able to master the skills of their domain through "continuous learning" and "skill-building" opportunities (Gagné, 2018). The ever-changing customer demands and market scenario have forced Maybank to make a strategic plan that focuses on the development of "personalized learning" of its employees. The company has taken this step after realizing that survival in the industry depends very much on this. It is one of the areas where good leaders can observe. They have a significant outcome on organizational productivity due to their behaviors and skills. Their significance in enhancing workers' job satisfaction cannot be overstated. The following discussion focuses on the role of leadership behaviors in increasing employee productivity and work happiness at "Malaysian Banking Berhad" or Maybank in Malaysia. Leadership can have a significant impact on both the organizational structure and the personnel. Effective leadership behaviors can have an outcome in improving customer satisfaction and influencing employee responsibility.

Case Scenario

Maybank was established with an authorized capital of RM20 million and a paid-up capital of RM10 million. The vast experience of Khoo Teck Puat as a former General Manager of OCBC Bank, who has served for 26 years, gave him the idea to establish and start a bank in Malaya. He also decided on the establishment of the central bank. Bank Negara in the year 1959 in Malaya, which showed a new sign for the era of the banking industry. In 1965, under the administration of Deputy Prime Minister Tun Abdul Razak, he was fired from Maybank on the grounds of pumping bank money to his private company in Singapore. Maybank is a Malaysian corporation and the largest enterprise in the financial industry, providing banking services since 1960. This banking sector offers individual, medium enterprise, and small business sectors providing them financial services. The retail business sector develops in a specific organization field, and the business sector gets financial benefits from this sector. The headquarters of Maybank is situated in Kuala Lumpur and provides its service all over the country worldwide (Maybank.com, 2022). This financial sector offers to humanize financial services to all industries that help to bring innovation in financial solutions. The organization's performance improves through leadership strategies, employee engagement, and productivity enhancements. "Bloomberg Gender Equity Index (GEI)" includes this factor for five years and has shown that this improves performance. Among all the employees of Maybank, 30.8% of women employees of its total employee size hold the board of director positions. Besides this, top management in the organization sector holds 37%, and senior management in this area is 41.1% of female employees (Maybank.com, 2022). 52% of the total employment in the Maybank group is 40 years old, and among those employees, the majority belongs to 30 to 35 years old. Moreover, 60.9% of the overall employee of Maybank belongs to the executive level. It is followed by 21.5% of an employee holding non-Executive level, top management followed by middle employee management by 17.6%.

The scenario focuses on how the leadership approach at Maybank can enhance staff to ensure that employee commitment, job satisfaction, and productivity are all raised. Organizational success develops through the effective implementation of leadership behavior in this sector. Maybank's leadership approach improves satisfaction in the job sector, and this helps to improve business performance. Competitive advantage in this organizational sector develops through leadership behavior, and this improves the structure to enhance the business area. The financial power and competition capability develop through an organizational leadership approach. Cansoy (2019) claimed that leadership behavior implementation in an organization sector develops business performance. The majority of business aspects achieve through the adoption of technology in this industry, which improves business performance. Through the execution of this technique, effective employee performance improved through job satisfaction and openness in this sector.

Maybank's leadership helps to stimulate employee performance and help them reach their goals and objectives in the organization sector, which promotes company satisfaction. According to the author An et al. (2020), the leadership strategy improves organizational performance. Employee-leadership harmony in the business sector promotes job satisfaction, and Maybank has enhanced this relationship, which helps to improve company relationships. Communication with Maybank employees at all levels of the organization assists them in resolving any issues that arise, which boosts their working satisfaction. Maybank's environment develops through a leadership strategy implementation in the business sector and improves employee satisfaction.

Maybank's organizational culture and environment improve through a transformational leadership approach in this finance sector. According to the author Baptiste (2019), business performance enhances through increased communication between employees and leaders. Maybank's high level of job satisfaction and organizational climate grow as a result of this, which results in a low tendency to leave an organization. The positive nature of the organization develops, resulting in employee satisfaction. Individual decisions and ideas at Maybank are collected and recognized for their contribution to enhancing performance through this transformative method. This reward scheme also assists them in establishing a reputation in the organization field, which improves job happiness.

Maybank's leadership approach tries to increase service quality in this industry, and the organization's efficiency improves as a result of its organization sector. This company sector's service quality and finance sector improve, resulting in higher output. The sustainable banking industry improves through this behavioural strategy in this sector. Maybank is providing sustainability in the business sector. This sustainability improves through the implementation of this. Malaysia experienced an economic downturn in the year 2008. This recession situation brought a major crisis in this sector. As suggested by the author Qiu et al. (2019), leadership trust in an organization improves its performance. The economic situation and business performance are improving a successful leadership strategy. Maybank's Board of Directors (BOD) makes urgent improvements in the organization sector and business productivity. Sustainable banking is moving quickly and benefits both commercial banks and merchant banks.

Maybank helps to improve the environment and social structure by implementing various initiatives in this field. The development of organizational and individual projects in the business sector through better leadership. Maybank's leadership strategy is in three areas: environmental, economic, and social. Innovative behavior in the organization sector is enhanced through motivation (Miao et al. 2018). This sector develops through the effectiveness of leadership, and this helps to increase Maybank's reputation and improves business quality. Maybank Group Service Quality Management Department (GSQM) wants customers to get service quality and thus improve customer satisfaction.

Maybank has long established a systematic process to identify and manage potential risks that can prove to be barriers to achieving its business objectives. This process is constantly reviewed and monitored by a team to match the contemporary trends in business. The process usually stays in place for a whole "financial year under review." Despite its design to control the internal factors in the organization, this must be a part of an "acceptable risk" rather than "eliminating the risk." These risks can include anything from "risk of failure to achieve organizational objectives" to "risk of failure to achieve organizational objectives." Management leaders' duties are critical in properly managing these risks since they are accountable for determining and evaluating the issue (Kim et al., 2019). They also develop policies and procedures to handle them by building and implementing an appropriate system to govern internal affairs. The "board of directors" of Maybank has developed a framework of processes to review the adequacy and competency of the system that is assigned to control internal factors. Maybank has successfully placed an organizational structure that has defined lines of "responsibility, authority, and accountability." A strong financial corporation like Maybank has incorporated this system to meet the requirements of its operations and business (Lee et al. 2019).

The reason behind Maybank adopting this style is that it allows all the staff to express their opinions. This leadership is also known as shared leadership, as group members get equal opportunity to participate in the "decision-making process." This leadership style is appropriate in any organization, from private to public (Urinov, 2020). Leaders in Maybank must also decide who may be a part of the group and how they can contribute to decision-making. The decision-making process appears to be an obligation for an organization's senior management staff to attain "sustainability" in success. They do not even engage in any group-related business activity (Vasudevan and Imran, 2022). It's done to ensure that they are capable of exercising independent judgment. Leaders feel that the quality of directors in the group is critical since they can provide a variety of skills and information to employees. The Chairman of Maybank serves as the leader who guarantees that the Board's actions are supported by the majority of the company's employees.

Conclusion

Throughout the preceding discussion, it is clear that Maybank employees are motivated by the actions of leaders and specific beliefs. The values are an integral part of daily activities performed by staff, and leaders function as guides to pursue growth and excellence in the workplace. It is very much possible in Maybank that the ambition of any member can come true with the presence of the right opportunity. The management team focuses on selecting the eligible individuals who can go the distance to achieve the objectives of one of the "leading financial institutions." The institution also offers required opportunities for the growth and excellence of employees to achieve their personal and organizational goals. The above discussion has depicted that Maybank is focused on capturing opportunities to achieve high growth in the industry by following a conservative approach. The company has a strong record regarding financial strengths and competitive advantages to maintain a robust performance amidst challenging environments. The debate demonstrates how Maybank's leadership behaviors influence these aspects, ultimately contributing to its success.

Case Study 13: Managing the workplace in the construction industry in Malaysia: Why are communication skills important in the workplace?

Author(s): Siti Norzila Binti Khalid

Introduction

Organizational communication is a vital management component that involves strategic communication strategies, mediums, and practices in the business environment to channel and manages internal and external communications. A construction project's performance is judged by accomplishments versus deadlines and budgets (Shamas-ur-Rehman Toor). Project management, on the other hand, can help to reduce these failures (Valle, 2022). Good communication is essential in project management because it allows projects to move forward smoothly and on time. It ensures that everyone on the team is on the same page with the project goals and understands what is expected of them. It also helps to build trust, allowing everyone to work together more efficiently from start to finish.

Poor communication is a challenge in the construction sector. Conversely, miscommunication can harm a project. They confuse everyone involved, from critical stakeholders to industry experts and field staff. When superiors and employees do not respect one another, communication breaks down. Inconsistent reporting, poor reporting, inaccurate reporting, and delayed reporting on the job site and in the office can all lead to errors that cause project delays and cost overruns. Concise, straightforward communication reduces confusion.

Company A is a CIDB-certified G7 construction company in Malaysia. It is having difficulty delaying its plans to construct the exhibition hall, and they have suffered losses. One of the reasons is a breakdown in communication between managers, and the author discusses how to overcome this problem and why it occurred.

Case Scenario

Company A has been conducting business in the construction industry since 2017. It is a CIDB Grade 7 accredited construction company. The company employed more than 100 people. They are proud of their expertise and experiences in all parts of civil construction and their complete understanding of the Malaysian construction business. It has presented them with challenges. It has also benefited them in becoming one of Malaysia's G7 companies. They assist with significant construction projects of all sizes. The company's initial objective was to provide services related to the construction of buildings, roads, and water supply systems. However, as time went on, the corporation's purpose grew to include, among other things, the construction of bridges, drainage systems, irrigation systems, sewage treatment facilities, and various industrial complexes. Company A, for example, has completed several government construction projects, including the municipal council hall building in Sepang and road paving, and is now working on the school building, exhibition hall and hawker stall, and bridge. They offer these services through a network of connections across the country and work hard to develop regulations and partnerships with our valued customers.

Company A was awarded a contract to build an exhibition hall in May 2021. The deadline for completion is seven months. Mr Ali has been appointed as the General Manager of Company A, responsible for all building projects. He is highly devoted, decisive, and forthright. Mr Nan, his Project Manager, is in charge of this building's exhibition hall. He has well-developed technical capabilities and extensive industry expertise. Both of them are the key person to making this project successful.

There was a problem with communication between site management and headquarters right away, especially between the general manager and project manager. It is well known that Mr Ali enjoys working independently. In other words, he is not recognized for listening to other people's opinions. Mr Nan is an accomplished professional in his area and younger than Mr Ali. Mr Nan repeatedly stated that he could not begin planning to do piling until he got further information from Mr Ali because he was dissatisfied with the information he had received from him. Mr Nan nearly quit the organization but ultimately decided to stay and sought assistance from other employees after realizing that crucial components were lacking on piling. He couldn't start preparing because he didn't have the necessary information. Mr Ali directed him to start piling at the same time. Mr Ali commanded him to begin the piling at the same time.

MD made the first and most significant error in this instance. He miscommunicated the need for more planning efficiency to Mr Ali, who had been doing it for more than five years because he could not comprehend why it was necessary. Neither the MD nor the head of quality adequately considered the communication problem with Mr Ali. It was assumed that communication gaps would exist between the two. However, this cannot be used as an excuse to avoid promoting debate. Age disparity and respect in today's organizations is a crucial issue that has been studied for decades and that HR managers, MDs, and middle management in organizations need to understand thoroughly. Mr Nan lost over three months without any preparation in the end. Cost the business a lot of time and money to find something that would have just taken a few days. Mr Ali and Mr Nan didn't get much better at communicating. Following the project, the head of quality ceased his efforts to foster communication between the two. Other projects did not produce the intended outcomes, and communication problems persisted. The MD likely never discarded the thought that Mr Nan was unfit for the position. Production effectiveness fell. These "catastrophic" results were the result of a straightforward communication error.

Conclusion

What I learned from this study is successful communication at work can prevent tension and help people work as a team, which is essential in any industry. Clear communication between team members or your team and the client can lead to a successful project. The theoretical review talked about how the people on a project team and how they work together can help or hurt the success of a construction project. The real-world results of this study showed how important it is to have a good team selection process for a project team to work well together and reach its goals. Before forming a team, consider the skills and experience of those who will be on it. Each team member's personality should consider. When people put together a team without much thought, the team often falls apart, and the project goals aren't met. When choosing team members for a construction project, it is essential to consider each person's personal qualities, professional skills, and experience. It will ensure that the organization treats the project well, which increases the chances of success for the construction project. For example, clear communication skills can help you negotiate for a raise or delegate responsibilities to the right people on your team. The craft can also determine your upward mobility. A good leader knows how to use words to motivate their team members, help them reach their potential, and define the company's expectations.

Case Study 14: Influence of Manager's Leadership Style on Employees' Performance

Author(s): Nur Fadhilah Binti Darma Wandu

Introduction

Leadership is closely related to a process of social influence deliberately carried out by a person over others to manage activities or activities and relationships within an organization or group to achieve its goals. Leadership is a process of supplying meaningful direction so that inspiration is stirred and the potential of subordinates can grow and develop. The emphasis of leadership lies in the process, not in the results. Therefore, every activity of the organization should be the principle of transparency and accountability, stages or operational system procedures must be clear, and work motivation and interactions that full of responsibility. Every aspect of the organization must function well for the work system to follow the existing operational procedure system. Realizing how important leadership is in the organization, not just anyone can become a leader, of course, who meets the requirements, be it administrative requirements or leadership experience in the organization. It can be a class/rank, academic position, or being an official following existing procedure. Even then, it is still not enough without the support of the skills, assertiveness, dedication, and strong vision of the future leader. Leadership certainly has various indicators that are references that cannot be done or owned by non-leaders. Leadership activity is reflected in giving orders, guiding, and influencing working groups or others to achieve goals effectively and efficiently. Leadership style is a pattern of a leader's behavior when influencing his subordinates, what the leader chooses to focus on, and how the leader acts in influencing group members, all of which contribute to the formation of the style. Leadership style is related to the character of a leader or personality. Therefore, everyone's leadership style in managing the organization is not equal. A leader successfully leads an organization, then being twisted by another leader does not necessarily succeed because that is not his character. Leadership style in an organization greatly determines the success of achieving its goals. Herujito (2005) states that leadership style is how a person takes it to practice it. Leadership style is not a talent, so it can be learned and practiced and, in its application, must be adapted to the situation at hand.

Performance is the result or level of success of a person over a certain period in carrying out a task compared to various possibilities, such as standards of work results, targets, goals, or criteria that have been predetermined and have been mutually agreed upon (Rivai and Basri, 2005). Meanwhile, Mathis and Jackson (2006) state that performance is what employees do or do not do. Performance management is the overall activity carried out to improve the performance of a company or organization, including the performance of each individual and working group in the company. The quantity and quality of work will not create without the planning, division of labor, work system, motivation, control, and evaluation of the organization's leadership. As for the behavioral approach in management, performance is the quantity or quality of something produced or services provided by someone who does the work. As a result of work, it has a size or comparison. Therefore, as a comparison of performance is a work standard, if the work results are higher than the work standards, it says to be good or high performance, but on the contrary, if it is lower than the work standards, it is said that the performance is bad. The factors that affect performance are effectiveness and efficiency, authority, discipline, and initiative. Effectiveness and efficiency factors in the world of work are closely related to time, the sacrifices made to achieve goals, and the results achieved. If it is with a small sacrifice and can achieve maximum results, it is said to be effective, but if it is related to a long time and results that are not best in achieving the goal, it is inefficient. The authority factor (authority) is related to position, rank, or class following their responsibilities and consequences in carrying out work (Robbins, 2006). The quality of work is measured by the employee's belief in the results of their work and perfection in carrying out work.

The quantity of work is measured from the amount of work obtained. As for punctuality. Independence is related to work commitment since it is measured by the time it takes to complete work in the first stated time and is regarded from the point of coordination with output outcomes and maximizing the time available for other activities. A high level of commitment to one's career will result in a high level of self-esteem. Discipline is another factor that influences performance. Discipline is defined as an act of respecting and seeing laws, regulations, employment contracts, or norms set up in the organization. If violating one of the above means violating discipline, it will impact the deficient performance. Another indicator that affects performance is initiative. The initiative is defined as creativity in formulating ideas or ideas to help achieve the organizational goals set. Usually, creativity is associated with innovation and as a form of intellectual property.

Case Scenario

Numerous leadership styles can be influenced by a person's personality, settings and surroundings, and the application of science and technology. Conceptually there are ten (10) kinds of leadership styles, including autocratic leadership style, bureaucratic leadership style, transactional leadership style, transformative leadership style, visionary leadership style, paternalistic leadership style, charismatic leadership style, and Militaristic Leadership Style. Each of these leadership styles has a distinctive character and leadership spirit. Therefore, it also has a different impact on performance.

Every policy or decision made by leadership is expected to be carried out by employees with obedience and compliance. Why is this the case? Because there are still other things that influence these employees' loyalty, such as the leadership's exceptional attitude and discipline. Ideally, every employee always carries out his duties following the authority attached to his position and is full of enthusiasm or not, full of responsibility or not depending on how the leader manages the organization, and all of it is based on the results of work (performance). Given the many factors and indicators that can affect employee performance, it all depends on the condition of leadership. The presence of organizational leaders is critical to the organization's progress toward accomplishing its vision, purpose, and goals. How does leadership style impact performance in the following matrix form discussion?

Triple Tree Sendirian Berhad (TTSB) is a manufacturer of various machinery for the furniture industry. Starting operations in 2003, the Company employs specialist services to market machinery and equipment and supply maintenance services. In the first stages, the sales executive team was led by Mr Asri, a manager who adopted the leadership style of laissez-faire. His team was allowed discretion in making decisions. Almost 60% of the 80 sales executives were dedicated, while the rest were uncommitted and had low sales. Mr Jason Wong, known as Mr Big, is a top sales executive who records annual sales of almost RM6 million yearly. Some sales executives only record sales of RM100 000 per year.

In 2014, Tabao Tools Limited, a Chinese manufacturer of tools, bought the entire TTSB stock. Mr Brendon has been appointed as the latest sales manager. Brendon thinks drastic action needs to take and increase TTSB sales which have slumped by almost 40%. Brendon is concerned that TTSB will lose its status as a market leader in Malaysia. Brendon advocates using diverse leadership styles to increase the sales team's effectiveness. Brendon also discovered that sales executives spend far too much time on sales tasks. Brendon informed the sales team that he would review sales performance weekly during the sales meeting. Each executive is assigned a sales objective that must meet. Any sales expenditure above RM300 must first obtain his consent. Brendon also asked his staff to meet him for advice and guidance to achieve the sales target.

Brendon thinks this innovative approach must use because there are significant differences between the sales achievements of each sales executive. In addition, sales executives, who recorded low sales volumes, also incurred high sales expenses, which included accommodation, flight, and spare parts expenses. Jason disagreed with Brendon's innovative approach. Jason thinks most sales executives have over 25 years of experience and are dedicated to managing their customers. They are also knowledgeable in technical aspects and are wise to handle their duties without supervision. Jason was also displeased to have to see Brendon regularly to get confirmation of sales expenses, such as booking air tickets. According to Jason, Brendon was not knowledgeable in technical aspects and unable to guide the sales team on this aspect.

Conclusion

Leadership style is only a conceptual model of the organization's leadership in handling duties. No leader is the same as the leadership style indicators mentioned above. Considering, every leader in the organization has an unequal character and personality, each of which directly impacts employee performance. How much influence the character and personality of the leader improve employee performance depends on how much the leader can act and behave and can motivate employees to improve performance. Such behaviours and social actions are values, norms, ethics, freedom, giving trust, supervision, being ready to accept criticism, suggestions of a constructive nature, being firm and respectful of creativity, innovation, and motivation. Leadership that does not have a work program, control, supervision, punishment, motivation, or unclear division of labor is quite hard to improve performance because such things are too loose so that employees work casually as a routine.

Case Study 15: Employee lay off in MNC semiconductor company: How organizational support overcoming employees' dissatisfaction and assist in increasing worker motivation.

Author(s): Nursyhira Azad binti Abul Kalam Azad

Introduction

Key issues affecting the company layoff are employees' dissatisfaction and the reduction of employees' motivation. It is critical to recognize that employee unhappiness is also a result of employee demotivation in many areas, including organizational decisions. Dissatisfaction can reduce by building organizational support to reform the plan for the organization. Anxiety about losing a career and failing to keep their professional position contributes to a high level of unhappiness and lack of desire. Layoffs are an upheaval in the employees' lives, with laid-off workers experiencing psychological distress, unhappiness lives, and health, social, and economic problems (Gilliland & Schepers, 2003). Many employment has been changed into work-from-home positions due to the covid-19 wave. Because of the market's enormous PC demand, the need for chips in semiconductors is skyrocketing. It also significantly increases the demand for hiring workers to tackle the chip supply. After years of waiting, when Covid-19 had finally recovered, things returned to normal. Staff asked to resume their working routines. The demand for computer supplies is also decreasing. Companies that lost revenue and had economic situations, such as the big MNC semiconductor Company ABC, opted to lay off their staff to help save billions of dollars due to overzealous hiring practices during the pandemic and the current fragile economic scenario. The last few weeks have been difficult for everyone at the company. Company ABC's HR and top management have spent time and energy developing a contingency plan for handling this phase and beyond. The top management team has examined and effectively managed every aspect of the company's operations, including company revenue, product demand, and supply chain. In this case study, the author described how employees at Company ABC dealt with dissatisfaction and demotivation and how the organizational support helped to overcome it based on the observations.

Case Scenario

A well-known semiconductor Company ABC is a multinational corporation (MNC) located all around the world. Its factory is across Europe, Asia, Latin, and North America. The company faced an unreasonable decline in PC processor demands as it is its main business segment. Company ABC was no different than any other company; it faced stressful events and problems such as market share loss, severe competition from rival chipmakers, and the global decrease in demand for PC CPUs. Other tech companies experienced significant sales declines, indicating that this is an industry-wide slowdown rather than one affecting only Company ABC. With the semiconductor sector stagnant, Company ABC may find overstaffed for present demands compared to the demand forecasting for the Covid-19 waves. Due to the company's poor financial state, Company ABC's management decides to start laying off employees as part of a \$3 billion yearly "people cost" savings strategy. Frustration led to demotivation of employees arising simultaneously with dissatisfaction. The employees also had to worry about company status, job status, and their financial burden. These factors have led to demotivation and dissatisfaction among the employees. Employee dissatisfaction and demotivation are major issues since they affect job performance and organizational performance. Perhaps the company's top management should seek to address it because improving employee motivation, dissatisfaction, and performance is their core profession.

Employees' emotional states are critical to avoid protest, sabotage, or other disruptive acts by layoff victims. Aware that this situation can be emotionally challenging and tense, the company's management decided to have a proper layoff plan and strategies for the employees involved. Superior executives began to realize that their employees were having job demotivation and dissatisfaction over time. (1) Employee uneasiness over employment status; (2) reductions in job performance; and (3) a surge in disappointment and dissatisfaction characterize this scenario. According to the management, these indicators were on the rise among employees. Individuals who are directly impacted by the layoff are often unaware of the changes in attitude and emotion that occur as a result of dissatisfaction. Thus, the employees tend to feel defenceless and miserable the whole time. The management took action to solve the issues after realizing the problems arising due to this undesirable situation. If this problem is not resolved as soon as possible, it could cause a decline in business performance, damage to the company's reputation, and unpleasant practices in the workplace, such as protests and rebellions. Given the prevalence of job insecurity, managers must identify ways to assist employees in regaining control in the face of what appears to be uncontrollable (Koen & Parker, 2020). When dealing with the employee, communication is the most essential aspect. There was an issue with employees misunderstanding due to receiving incorrect information regarding the layoff plan. Aside from that, management is concerned about an increased likelihood of employees developing incorrect perceptions, which they know they are incapable of dealing with. Employee reactions to layoffs likely depend on whether they perceive them fairly. Employees' opinions of fairness will be influenced by whether they thought the lay-offs were necessary, the criteria used to choose who to lay off, and if employees supplied for following the lay-off, according to Shah (2000).

Employees are anxious and insecure before the layoff announcements start. They wondered which department was affected or whether they will laid off. This situation results in stressful and unpleasant working environments. Rumours spread, disrupting overall working activities and reducing the focus on performing their duties. People differ in their level of concern about losing their work. Distress over probable job loss is strongly associated with unfavourable outcomes (Kriz et al., 2019). Impacted employees may perceive positive or negative reactions toward the layoff. Employees in Company ABC who voluntarily decided to leave the company and resign from the job may feel satisfied and continue keeping good performance until the day they leave the company. In contrast, the employee who is laid off involuntarily or was given unpaid leave by the company. As a result of the stress of losing one job or income for a few months, the impacted layoff victims began to feel dissatisfied, disillusioned and demotivated. Their job performance suffered because their emotions were not stabilized, and they lost interest in executing their duties. They expressed dissatisfaction and despair as they questioned the company's decision on who would be laid off. According to studies on layoff victims, interactional fairness judgments influence critical work-related attitudes such as organizational commitment (Stefanie et al., 2002).

After identifying the problems, the management of Company ABC took a few actions to handle and fix them. They recognized that their personnel appeared to be unmotivated to continue pushing forward. The management team also realized that keeping motivated is an effective way to get through this challenging period. Therefore, they strengthen the organizational support towards the impacted lay-off employees and employees who are given unpaid leave. Company ABC realized that organizational support is linked to the global evaluation of whether the organization cares about the individual, which includes pay and benefits assessments. Company ABC requested the Human Resources team and direct managers to give special attention to the impacted employees. They should encourage the employee and listen to all of their concerns. A follow-up one-on-one meeting was also scheduled with impacted employees to ensure they fully understand the overall situation, an explanation of the compensation package, and how the decision to lay off workers will be carefully considered.

These steps are implemented to promote a positive relationship between the organization and the affected personnel. Layoffs are frequently perceived as "fair" when management provides acceptable justifications for the layoff, and exhibits genuine concern for the victims, regardless of procedure outcome (Bies et al., 1993). Workers who have been laid off are assured that they will be rehired if the company performs well in the future and the layoff was not the result of poor performance. Aside from that, Company ABC ensures that adequate compensation was provided to the employees for their well-being upon layoff. Company ABC also complied with the Worker Adjustment and Retraining Notification Act (WARN) to ensure employees were notified of the plan as soon as possible to avoid dissatisfaction. The WARN Act is a federal law that requires a 60-day notice for mass layoffs of companies with 100 or more employees unless they are the consequence of natural disasters or "business circumstances that were not reasonably foreseeable." Thus, this avoids unintended consequences following the layoff. For example, a company may be used by an employee for failing to follow the rules, which may result in poor organizational performance.

As a result, the layoff victims gained confidence in the company. They were relieved as they agreed on the layoff plan. As a result, they are reenergized and committed to providing the best possible support to the company during this tough time. As a result, business can continue as usual, and company losses can be averted. As a result, corporate stock is unlikely to be harmed, and investors trust the company's choice, which may result in favourable financial growth for the company.

Conclusion

The low business demand continues to challenge Company ABC. Due to the uncertainty in business demand, Company ABC decided to continue moving forward by implementing layoffs to cut costs. The company manages employee insecurity, demotivation, and disappointment exceptionally well by promoting organizational support to the victims. They can maintain a positive employee reaction to the layoff plan while maintaining a good company reputation and performance amid adversity. Employees of Company ABC developed a good viewpoint towards their company and agreed to assist them during this difficult time with the company's effort to provide good organizational support.

Case Study 16: The Impact of Job Stress and Job Satisfaction on Organizational Productivity at Unisem Semiconductor in Ipoh.

Author(s): Richard A/L Sasunathan

Introduction

The nature of labor has altered substantially in various industries during the last few decades. Businesses today consider employee job satisfaction and workplace stress to be major issues. The current study indicates that occupational stress accounts for 50-60% of all missed workdays. According to Mathis and Jackson (2000), absenteeism is an example of withdrawal behavior because of job stress. A worker that shows up for work but doesn't put in their best effort is said to be a presentist. 60% of respondents to a study acknowledged that work-related stress was impairing their performance. When stress-related physical and emotional reactions occur, the company's output decreases. It happens when an employee's talents, resources, or needs do not match the job requirements. The majority of academics agree that workplace characteristics can influence workplace stress. These are the aspects that distinguish the threats to the body and the mind.

Case Scenario

Each Unisem employee spends a significant amount of time at work, and the workplace has an impact on one's personal life. Some people become ill as a result of workplace stress and unhappiness. Because stress is a psychological state, it has a wide range of effects on individuals and businesses, including performance, job satisfaction, and productivity. The purpose of this research is to look at how work happiness and occupational stress affect organizational productivity at Unisem Semiconductor in Ipoh. Occupational stress is a type of anxiety and sadness that manifests at work and has a variety of impacts on the person. Today's businesses suffer from stress, which might end up costing them a lot of money. In Unisem Semiconductor, Ipoh, job dissatisfaction is one of the side consequences of stress at work, which also causes low productivity, absenteeism, underemployment, spending less time at work, and other organizational behaviors.

The radio frequency power amplifier and multi-chip module production ramp-up were delayed due to the Unisem group's low productivity results. Perhaps Unisem plans to compensate for the production loss in the coming months. These elements harm the organization's performance. A corporation is able to fulfil its goal of high output and efficiency if it can effectively reduce workplace stress, create a positive attitude towards work, and foster an ideal work environment. According to numerous experts, work happiness is the cornerstone of many management initiatives to boost organizational productivity and efficiency. Stress levels are higher in depressed people with strong attachments (Bottonari et al., 2007).

People might be unable to work to their full potential due to organizational restrictions like the workplace's physical structure. The biggest barrier to employees being content in their careers is pay. Falling pay levels lead to a drop in work satisfaction among employees. Studies have revealed a strong connection between employees' stress levels and how much they like their jobs (Bartram et al., 2004). Job happiness can be increased by reducing workplace pressures such as interpersonal interactions, physical conditions, and occupational interests. Job happiness, stress, and the variables that go with it are all linked. Psychological problems are listed among the general job stress symptoms in the Unisem list of workplace stress indicators. The emotional and cognitive issues that come with diseases brought on by work-related stress are known as psychological symptoms. Unhappiness at work is one of the most typical side effects of workplace stress. A person who is hesitant and tardy at work because they do not feel motivated to complete their job successfully. Depression, anxiety, boredom, frustration, loneliness, and violence are other mental health conditions (Amiri, 2018).

It can be challenging to distinguish between the proportion of these conditions that can attribute to work and the proportion that can be attributed to other factors in a person's life when it comes to physical symptoms, such as illnesses and physical disabilities that have been linked to specific working environments (Rosch, 1984). However, research demonstrates that there is consistently a relationship between symptoms of job stress and health problems (Singh, Amiri & Sabbarwal, 2017). Cardiovascular disease is one of the most prevalent signs of physical illness associated with job stress.

There are two distinct groups of behavioral symptoms. Symptoms can discuss in the first category with an employee right away. These actions include absenteeism from work, substance or alcohol abuse, binge eating or anorexia, acting out in disputes with relatives or coworkers, and general interpersonal issues. Absenteeism, job loss, a spike in work-related accidents, and a lack of productivity focused on the firm or workplace are examples of behavioral symptoms in the second category.

Workplace discrimination, a lack of job stability, and an intense concentration on doing things are examples of organizational restrictions. There are several pressures, including an excessive workload, a lack of feedback, lengthy office hours, and concerns about the economy, continual repositioning, unreasonable expectations, and others.

On the other side, job satisfaction at Unisem shows that some individuals give their jobs their all and enjoy them, while others feel stressed and uncomfortable at work and are unsatisfied with their careers. The degree of job satisfaction a person experiences is determined by their attitude toward the work, which is impacted by their perspective on employment. There are several ways to define job satisfaction. The psychological component is the basis for one of these concepts. If a person enjoys and respects the work, they are more likely to adapt to their situation and surroundings, increasing their chances of being pleased in their position.

Another group of workers indicated that job satisfaction is multifaceted and complex, having social, physical, and psychological components. In other words, if a person experiences several occurrences that make them joyful and content, they are more likely to be satisfied with their work. While a cheerful individual will work more and be more dedicated to the firm, an angry person will arrive late.

Therefore, managers have to appreciate and take into account job satisfaction. It has been demonstrated that contented workers live longer and are healthier. People who are dissatisfied are more prone to have numerous ailments, such as headaches and heart issues. Since job happiness is a phenomenon that transcends organizational and corporate borders, its impacts can be felt both inside and outside of the firm. A happy worker will make the workplace, family, and community happier.

The following elements affect employee work satisfaction, according to UNISEM employee input. Workers spend time at their workplaces during the workweek, and the conditions should be addressed. Better working conditions include having a large, open workspace rather than a small, confined space, standard, comfortable furniture, and adequate lighting.

Potential areas for improvement are being considered by management. Workers will be more pleased in their existing position and realize that taking on more duties will boost motivation if they are made aware that there is a path and possibilities for professional progress (Cameron et al., 1994). Many companies, like UNISEM, push their staff to pick up ever-more crucial skills to improve their prospects of advancement. For instance, several businesses and organizations frequently support post-secondary education and training.

Even the most dedicated and committed employees may be unhappy with their jobs if they have a lot of responsibilities on a difficult project or unattainable deadlines. Employees value mutual respect among employees because it demonstrates that they value one another. Working in an unpleasant and aggressive work environment, and being surrounded by unpleasant and aggressive co-workers, impair job satisfaction.

As a result of the fact that competent and effective managers know how important it is to recognize, encourage, and thank their staff for their efforts and accomplishments, the management also encourages open lines of communication between managers and supervisors. Additionally, employees should be aware that their managers and supervisors are always available to discuss any worries that they may have, particularly those that jeopardize their job happiness and reduce their productivity and effectiveness. Along with the money received, another factor that affects job satisfaction is the employee's view of the justice and fairness of financial incentives.

Conclusion

Job stress is the primary element affecting an organization's productivity; hence it has lately received attention. Organizations must care for their employees' physical and mental health if they are to achieve the best level of performance and output. Up to 99% of research has shown a link between job stress and job satisfaction that is unfavourable. Job stress harms job satisfaction, and the two factors have an inverse relationship that reduces the organization's productivity. The effectiveness of the Unisem is based on the effectiveness of the company's personnel. The management should teach its staff members to manage stress and achieve a high degree of job satisfaction to improve the performance of the workforce. The management should also give its staff a welcoming and encouraging environment. The many incentive systems, including assessment, salary, and others, contribute to greater job satisfaction. Management should consider stress since it reduces job satisfaction, increases tardiness, absenteeism, and job abandonment, and reduces organizational productivity.

Case Study 17: The Effect of Leadership Behaviour on High Employee Turnover Rate in the Internal Audit Department of a Public Listed Company

Author(s): Rozlano bin Muhamad Tobat

Introduction

Each organization is distinct in terms of the work culture that has evolved since the company's beginnings. There are various types of leadership styles in the organization that shape the employee's working approaches and interactions with each other. The leadership style plays a vital role in employees and ensures they can work in harmony and high productivity. Numerous studies have found a link between high turnover rates and a negative relationship between upper management and other employees. The leadership style is not always the reason for employees' resignations, but it does carry a high weight. The impact of leadership style is more prominent and has a greater effect than previously assumed. That is because the leader is authorized to have the power to change what needs to be changed, unlike followers that are limited in their power and authority (Alkhawaja, 1970).

The information on the case study is gathered for five (5) years from 2018, 2019, 2020, 2021, and 2022 from the Internal Audit Department (IAD) of a construction company listed in the Bursa Malaysia. Data on IAD employees includes employee resignation, appointment, and duration of working months before the employee resignation.

Case Scenario

As a department leader, the Head of Department (HOD) is given authority to shape the department's work culture and behaviors. Communication of instructions and chain of command within the department are based on the organization chart to ensure every employee is aware of their roles and responsibilities in the department. Different employees have exclusive personalities along with divergent strengths and weaknesses. Thus, it is significant to understand the distinct personality types that employees may have and how to get the most out of them. Personality is the dynamic organization within the individual of those psychophysical systems that determine his characteristic behavior and thought (Allport, 1937). However, employees hired for the IAD are from diverse backgrounds with educational backgrounds from prominent education institutions with at least degree holders. Despite being a part of a departmental hierarchy, the reporting flow does not always adhere to the chart as the HOD occasionally tells the other employee directly without telling the immediate superior in the unit, i.e., the Senior Manager of the IAD unit. This sloppy chain of command produces additional complications and labor for the people who are directed.

The following Table 1 shows the data observation of the turnover rate at IAD for 5 years from 2018 to 2022.

Table 1: Number and breakdown of employee movement in IAD for 5 years

| Year | Number of IAD employee | | | | | Average Employee / Year | Turnover Rate (%) |
|------|------------------------|----------|----------|-----------|---------|-------------------------|-------------------|
| | Required | Existing | Resigned | Recruited | Balance | | |
| | A | B | C | D | E | $F = (B+E) / 2$ | $G = (C / F)$ |
| 2018 | 8 | 6 | 3 | 3 | 6 | 6.0 | 50% |
| 2019 | 8 | 6 | - | 2 | 8 | 7.0 | 0% |
| 2020 | 8 | 8 | 1 | - | 7 | 7.5 | 13% |
| 2021 | 8 | 7 | 6 | 6 | 7 | 7.0 | 86% |
| 2022 | 10 | 7 | 5 | 8 | 10 | 8.5 | 59% |

According to the 5-year data observation in Table 1, the average number of employees per year ranges from 6.0 to 8.5, compared to the required number of employees, which is around 8 to 10 per year. The highest number of employee resignations is for the years 2021 and 2022, with a turnover rate of 86% and 59%. Recruitment of new employees in IAD will take approximately 3 to 6 months. Once recruited, the probationary period is six (6) months and evaluated before the employee is hired as a confirmed permanent employee. Employee turnover is costly to any organization, regardless of size or sort of business. Product or service quality will always suffer from diminished efficiency and productivity, causing a high turnover rate. A company with a high turnover rate will face high direct costs about expenditures incurred for recruitment such as advertisement, selection of candidates, induction and training of new employees as well as the non-monetary impact such as reduced morale of existing employees, missing good talent, retraining of specific set of skills, etc.

It is discovered in this case study that the HOD's leadership style is crucial to keeping good individuals in IAD. It was revealed that after employee confirmation, there is a high possibility that employees will immediately begin seeking another job or file a letter of resignation. As stated in Table 1, fifteen (15) resignations have been documented in IAD over the last five (5) years. According to multiple witnesses, the primary cause for this repeating occurrence is the pressure applied by the HOD to the newly confirmed employee. The HOD's attitude as department leader has produced job dissatisfaction among his employees. His dedication to the task, without compromising on any mistake, and the constantly unfavourable perception of whatever was presented to him for review produced uneasy working conditions among IAD staff. Furthermore, his unprofessional and negative behavior while communicating with employees by shouting and using invective words causes employees to distance themselves from him. The circumstances are related to the HOD's personality traits based on his attitudes, motives, interests, past experiences, and expectations.

The perceptions of the HOD are consistent with attribution theory, which is concerned with how people understand events and how this affects their thinking and behavior. Weiner (1986) defined attribution theory as a theoretical framework that has evolved into a key research paradigm. According to research, certain impressions of others are formed based on assumptions we form about them. According to the theory of attribution, when we see behavior, we determine whether it is affected internally or externally by how we interpret others.

Consequently, the indirect impact of HOD negative behavior is as follows:

- (a) The HOD's negative behavior acts as a barrier that prevents him from further enhancing the department's performance due to the high turnover rate in IAD. Most of the time spent is on new employee recruitment, which requires time and energy to train and familiarise themselves with the company culture and people.
- (b) Recruitment of new employees has grown harder, with fewer individuals interested in working in this IAD, which is tied to the information circulated by resigned employees about how tough it is to deal with the HOD in this organization.
- (c) The cost of hiring human resource specialists or third-party recruiters will continue to climb as the needs and complexity of locating eligible employees increase. This process includes salary and benefit conversations, training, and other incentives to persuade a potential employee.

To support the above view can be linked to Fiedler's Contingency Theory which puts forth the idea that effective leadership hinges not only on the style used by the leader but also on the control held over the situation. Strong leader-member relationships are required for success. Leaders must also clearly communicate tasks with goals and methods established. They must also be able to administer both penalties and rewards.

This contingency leadership model, like the Vroom-Yetton-Jago Decision-Making Model of Leadership, proposes that successful leaders size up situations, assess them, and then determine how much support the group will give to the effort, adjusting their preferred leadership style to fit. Hence, it is concluded that there is a strong correlation between negative leadership behavior and a high employee turnover rate in the IAD of the company.

Conclusion

The HOD's negative behavior should address immediately if the management places an essential target to achieve high human resources standards and enhance the efficiencies of the IAD. Training related to attitude and behavior is of the utmost importance to provide to HOD and other relevant employees having attitude problems and negative perceptions towards other employees. It is also a consideration for sending them to attend anger management, motivational talk, and psychology therapy session with a psychiatrist based on a further assessment by Human Resources Department.

Case Study 18: Performance of Employees Working from Home during the Covid-19 Lockdown Pandemic

Author(s): Sanisah Ahmad

Introduction

On January 25, 2020, the first COVID-19 case was discovered in Malaysia. The number of reported COVID-19 cases progressively climbed in March 2020 until a religious gathering occurred in Sri Petaling, Kuala Lumpur. Following this incident, the number of confirmed COVID-19 patients in Malaysia significantly increased. Malaysia's authorities were compelled to lock down the entire country and close meeting places to prevent the transmission of COVID-19 among the citizens. As a result, many businesses and organizations were impacted and compelled to adjust their ways of conducting business and operations. It includes the higher education industry, altering their working system, and University T was one of them.

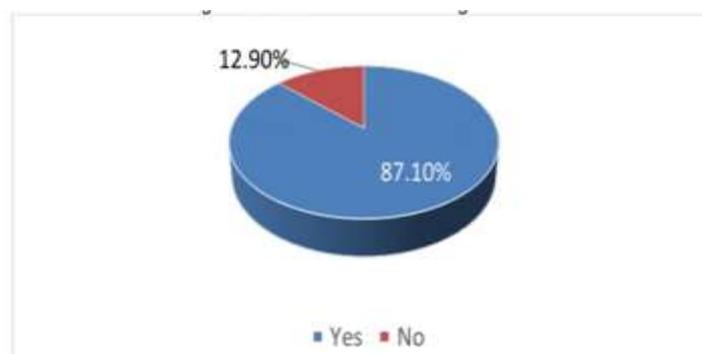
Working from home entails continuing to function while maintaining the same productivity or effectiveness throughout the pandemic, which may result in a drop in output, according to Nicholas Bloom (Gorlick, 2020). All Malaysian employees must learn to operate online or work from home because they are limited to their homes. The limitations of remote work during the lockdown periods for university staff members necessitate unit leaders to evaluate overall job fulfillment and productivity levels. To summarize, residents' movements were restricted to their respective homes, similar to the majority of the government's decision to impose lockdowns to contain the COVID-19 epidemic. In any case, the lockdown has forced all workers at University T to telecommute; some have decided to stay at home, while others have returned to their villages in the rural area. Following the pandemic lockdown, employees were asked if they should continue working virtually. There had been a boom in interest in work-from-home options before the shutdown (Baker, Avery, & Crawford, 2007). This study investigates the viability of maintaining remote work attempts through the satisfaction of quality work and the enjoyment of working from home.

Case Scenario

It is a well-known government university in Malaysia. University T is a branch of a local government university that serves as an alma mater for thousands of students across the country. The administrative staff is critical to the university's long-term viability for the benefit of both students and the university itself. University T has been closed due to a government policy to prevent the virus from spreading. Without a choice, telecommuting is the students' and faculty's last resort for survival. All students and employees are allowed to carry on their jobs and tasks while communicating only through teleworking. Online working and learning are increasingly becoming the standard. However, this new system is still in its early stages. A dramatic change in a short period is a shock to the system, especially for the staff. Most of the time, people take a longer time to adjust to the new system. Thus, work performance and the employee's satisfaction with the system become interesting topics to learn about and argue about.

According to the findings, many administrative employees at University T prefer to work from home. The result favoured the system's positive output. The employee satisfaction data analysis was extracted from the survey, as shown in Fig. 1, where 87.1% are content with teleworking, but 12.9% are not. In comparison to the other group that did not favour working from home, this is a large proportion of persons who are satisfied with their jobs while working remotely. The top reasons for wanting to work online were family and personal issues. Other variables influencing the desire to work from home are (1) commute time, (2) expenses, (3) comfort at home, (4) work-life balance; and (5) less direct communication.

Fig. 1: The percentage job satisfaction from working remotely



As a result, we may conclude that the majority of University T respondents prefer to work remotely, with commuting time being the most popular reason. Working remotely reduces time spent on the road, which is especially beneficial for individuals who reside a distance away from the business. Given this, it's not shocking that individuals who live farthest away from the workplace wish to telecommute far more frequently in the future. Respondents might spend less time getting ready to work since they already have a working place at home. Teleworking has led many to begin work earlier to complete tasks during their usual travel hour. However, the amount of time spent completing their job during regular office hours has generally declined and is now devoted to activities that are not related to work.

Employees appreciate the time, money, and convenience savings that come from not commuting. The time saved by not having to commute for hours every day, mobility, and leisure now gives them a significantly greater amount of spare time. The majority of participants from University T are between the ages of 30 and 39, which is classified as a millennium. As more individuals become interested in work-life balance, some are using this chance to reset their perspective on work and how to balance their lives for life fulfilment. Employees acquired extra time to be alone or with a beloved one. Another commonly claimed advantage was the ability to work around your schedule. Teleworking gave respondents greater freedom to schedule their days and work at various hours than they had previously. Receiving packages, washing clothes, and exercising daily all required a person to be physically present in their homes at specific times. People spend nearly 20-30 minutes driving from home to work in the traditional working environment with extra free time with no mental fatigue from driving or looking for parking or many other factors, as well as being able to devote themselves beyond the work using that lost time to focus on their health and happiness. It should not surprise that many administrative workers at University T prefer to work from home.

It is not only less expensive, but it may also be beneficial to the environment. It's also worth noting that working from home has increased "financial savings." Travel expenses, it's reasonable to say, play a substantial influence on these savings. We are also seeing significant progress in the financial sector, particularly in the form of savings. Four of every five Malaysian employees think their finances have improved, with annual savings totalling roughly more than US\$7,488 (RM32, 891) (Martinus, 2022). Money saved on petrol, the daily travel to work, and eating home-cooked meals was a significant component of these savings. It is possible to save money on food because respondents eat from the refrigerator rather than buying lunch nearly every day. Respondents can also save money on additional transportation costs, such as automobile upkeep by working remotely.

Even if the workplace has an informal dress code, preparing for work is not the same as dressing for a casual weekend or vacation. However, these garments become dirty, eventually may go out of style, or must be dry cleaned. Employees can wear anything they like when working from home, except if a video call is in progress. That is, professional components are unlikely to need to be changed as frequently. It may also imply spending less money on clothing. Respondents from University T cite home coziness as an essential factor in their high happiness with working from home. There is no place like home in the world because the environment is calmer and more spacious, it has a window that allows more sunshine, or it is close to restrooms. Respondents also definitely preferred extra privacy and management at home, such over room temperature or décor, which are harder to achieve in a shared workspace, while appreciating the peaceful aspect of being at home, for example, having a great chair at home and other lovely pleasures a house may provide. They also appreciated being permitted to wear comfortable clothes, listen to loud music, and work at their own pace while doing their homework. There is no need for grooming, only acceptable dresses, or a few unnecessary socially excluded meetings, which might save time and increase emphasis on the task. A warm home helps respondents feel more at ease and enjoy greater privacy, resulting in less pressure to perform work and the ability to work at their speed.

The separation of work and family has long been an intriguing issue for organizational behavior and psychology specialists. Employees frequently struggle to combine job obligations with personal preferences and objectives, leading to a work-life unbalance. Working from home can be one of the most effective tools for properly balancing office tasks and homework. When employees stay competent while working remotely, company demands are reduced, and employees have more time to dedicate to family time. While job satisfaction is critical for employees, particularly during pandemic shutdowns, the family's health comes first. As a result, working mothers report increased job satisfaction while working remotely, owing to a reduced guard for their children's safety. When balancing both roles as a mother and a worker, nothing surpasses the joy of seeing your family healthy when restricted at home. They enjoyed the ability to see their families, children, and pets during intervals or lunch and that they could attend to family matters as needed. To be at home with the family, specifically with a young child and an infant. They get a few minutes to say hello and be with them. As a result, we can claim that work breaks are more enjoyable when family members are there.

It is also essential to emphasize peer colleagues as one of the major underlying factors of job happiness linked to productivity. When telecommuting was used for communication and regular interaction was eliminated. Working from home can have an influence on individuals' psychological conditions when they are working a job that demands less coordination. Furthermore, consistent with the assumption that the impact of work-from-home structures tends to vary with staff well-being, we discover that individuals who regard their boss negatively like working from home more frequently. Working from home has a higher influence on employees' psychological conditions when they work for a "terrible employer." Stress may also be generated by a person-environment mismatch, which occurs when a worker's abilities and work needs are incompatible. Because of the lack of direct communication and the face-to-face working environment, any tension or conflict among employees in the office is lessened, resulting in less stress while working. It also boosts job satisfaction since there is less stress from people's attitudes and possibly a perceived poisonous atmosphere.

Allowing administrative workers to work a varied schedule has both advantages and disadvantages. On the one end, virtual work is seen as offering a more favourable trade-off between work and personal life: the option to work, at least in part, from home may be advantageous to employees as it offers flexibility and can assist them in balancing personal and professional or family lives. Working from home is frequently associated with extended office hours, and there are concerns that remote working may contribute to an increase in the intrusion of work problems into people's private spaces. The findings indicate that working from home is not a one-size-fits-all solution for firms and may not be a solution for resolving employee engagement and retention issues.

Conclusion

The COVID-19 epidemic is currently and threatens to become a global economic and human tragedy, with numerous visible consequences and implications we do not yet understand. A return to business as usual is improbable, and many believe that the direction of development and testing is to be remote or some hybrid employment for many. As a result, it is essential to comprehend what else has and has not worked successfully with remote work. The research is simply a starting point in analysing the effects of the pandemic on the administrative staff in higher education. New hybrid work arrangements are expected to introduce new challenges and benefits over remote labour. The management can consider allowing administrative personnel to work from home, although the percentage of those authorized to do so might depend on their scope of work. The clerical staff would be the primary choice for working remotely, but personnel must be physically present at the workplace regularly as determined by the supervisor. The percentage of those who did not submit their logbooks is a big worry because there is no documentation of actual work done. The failure to complete the logbooks can impact the employees' yearly performance review. It is also advised that the university's administrative employees undergo ICT-based learning for workforce development, as working from home necessitates extensive use of network equipment. Employees must also have suitable ICT equipment at home to help them with their numerous job responsibilities. Whenever administrative employees can operate remotely while maintaining productivity, performance, and quality, the university's executive management must regard this option as the norm these days for the appropriate department.

Case Study 19: Effect of Autocratic Management Style on Employee Job Performance: A Case Study of AHM Berhad

Author(s): Syuhaniyurni Binti Zulkefli

Introduction

Most of the private sectors in Malaysia practiced the autocratic management style. According to the Knowledge Hub portal, management style is a technique for an organization to handle and manage their business to achieve their goals. It can be incorporated into how an organization plans, organizes, leads, and regulates its company and workers. According to the social psychologist Kurt Lewin, in 1939. He identified three styles of leadership and how management should make decisions which are called Lewin's Leadership Styles. The three styles involved the autocratic management style, the democratic management style, and the laissez-faire leadership style (Kurt Lewin, 1939). The autocratic management style controls the decisions which are made by an individual, or called managers or directors in an organization, and rarely accepts any advice from employees or other people. The decision involved absolute and authoritarian control over a group (Cherry, 2022). This management style not only practices the veto power by the Managing Director of AHM Berhad, Madam A, but it also showed a significant negative impact on the employees' performance of this company. This leadership style tended to have less productive work groups, and subordinates showed a high dissatisfaction on the job.

Case Scenario

AHM Berhad is one of the most known companies that supply and provide raw and cooked foods for the government of Malaysia. The headquarter is located in Pahang. AHM Berhad has been founded and managed by Madam A for over a decade. Madam A is an authoritarian leader. All decisions regarding the operations, organization, and management of AHM Berhad were made by Madam A, and employees have to follow what she has decided. Eny is one of the staff in AHM Berhad affected by Madam A's leadership style. She is in the tender department and has to face Madam A with her autocratic attitude. Whenever she has a closing tender, before submission through the tender portal, Eny needs to reconfirm with Madam A to get the price of raw materials or cooked food for the tender. However, there was no discussion between Eny and Madam A regarding the price. The price entered into the tender was the absolute authority of Madam A. The tender will submit after approval is granted by Madam A. However, when the tender result was published, if the company failed to get a tender, Madam A blamed Eny for putting the wrong price or documentation on the tender portal, even though she checked the entire tender before the submission. Eny would shiver and feel apprehensive before submitting the tender because she was terrified of making a mistake. Madam A will yell if she detects an error made by any staff member, whether on intention or unintentionally. Eny was awarded one of the tenders for the delivery of food packaging for a unit government uniform body in October 2022. The deadline for this project is October 13th, 2022. Because the company is unable to hire more employees or part-timers in a short amount of time, Madam A has requested that all employees assist with food packaging. However, Eny was not allowed to join in the project by Madam A, and she was advised to concentrate on her few tenders that were to be finished and filed before the deadline. Food packaging was completed on October 12, 2022, and the commodities were delivered to the government on the same day. Madam A was pleased with the outcome and was able to submit the products ahead of schedule, promising a bonus to personnel involved in the creation of food packaging. Eny and a few other staff who are not involved in this project felt unfair with the announcement by Madam A because they were not involved with the project, not because of their willingness, but because they were not granted permission by Madam A and were instructed to handling the job in the office, yet they did not receive the bonus.

This predicament has demotivated Eny and the few other employees who have not won Madam A's bonus. They have complained to the Human Resources Department. The Human Resources Officer cannot take action or make any decision because the command came directly from Madam A, and there has been no discussion with all management or the Human Resources Department. Eny suffered a mental and emotional breakdown as a result of this issue because she was the one who prepared the tender and won it; she received no bonus for it, only a commission for winning the offer.

In another situation, a former staff, Diba, who used to be an account assistant at AHM Berhad, resigned due to the autocratic leadership practiced by Madam A. During her service in AHM Berhad, she was forced to do an overtime job by Madam A, and she was not allowed to decline the order. The overtime order was handed to her virtually every day, and she couldn't take it anymore and chose to resign with 24 hours' notice. Furthermore, Diba was yelled at and punished by Madam A during her service due to another staff member's error. Madam A has a habit of scolding and shouting at staff first, then investigating, which is unacceptable to the AHM Berhad employees. According to this situation, most accounting staff believed Madam A was being hard on them because the mistakes were not their responsibility. They were punished for the wrong reasons. It happened almost every day in the accounting department, producing job dissatisfaction, but also for other employees who received reprimands from Madam A. In the evening, Diba was scolded by Madam A because of the staff in the purchasing department. Madam A shouted at her like it was her fault, and she was disappointed with the situation since she did not know anything about the issue. She then left the office without any notice. The next day, Madam A contacted her and yelled at her again, asking why she had not been to the office and requesting that she give over a resignation letter if she did not want to continue working. Diba then arrives at work and goes about his business. The same circumstance kept repeating itself, causing a lack of interest in work and a sense of being mentally and emotionally abused by Madam A, and three of the account assistants, including Diba, turned in their resignation papers all at once.

In the meantime, Atiq is one of the AHM Berhad staff from the procurement department. He was appointed to handle and manage a few projects that have been granted by the government to the company. His job description was to deal with customers to collect daily orders and deal with suppliers to order the items ordered by the customers. Aside from that, he is also in charge of preparing invoices for consumers. At the same time, Atiq was regarded as a difficult employee due to his frequent tardiness to work. However, he was performing well in his duties and had no outstanding consumer claims. He works from home and late at night when Madam A requests it. One day, Atiq works till late at night to organize the customer's order, and the next day, he presents the assignments to Madam A. However, on the same night, Madam A texted him and fired him without a proper reason, and he had no warnings from Madam A or the Human Resources Department for any improper behavior that led to his firing. The reason Madam A fired him was that she wanted a female staff member to perform his job so that she could focus on Atiq's chores rather than him. Atiq was dissatisfied with Madam A's decision and felt tormented and abused by their supervisor. Later, he filed a complaint with the Labour Department and requested a consultation over Madam A's unjust behavior. The case is ongoing, and Atif is suffering and looking for new employment.

As a result of these situations, the employees in AHM Berhad felt unhappy working in that company. Most of the employees felt demotivated by the management style practiced by Madam A. The employees in purchasing and account department kept changing new staff, and the new staff will last long for only two to three months because they were not standing with the attitude and leadership style of Madam A. To ensure the situation keeps repeating and the working environment worse the personal assistant to Madam A, Miss Yuni, advised Madam A to evaluate the satisfaction and dissatisfaction towards the company's management. This evaluation is essential to ensure that the company and management have stability in managing the organization with a better working environment with a positive vibe by employees with better discussion and communication between manager and employees.

Conclusion

Each of the private sectors must know and learn how they have to manage their business and employees. Employers should decide on a good management style that benefits employers and employees. Let employees work in a good working environment, allow them to freely voice out their point of view or any ideas that can improve the company's performance, and have good communication and discussion with any issue related to work. This kind of habit in an organization will give a positive view and employees' job satisfaction. Once employees are satisfied and comfortable with the management, there will be good cooperation between employers and employees. Madam A must also learn about the attitude and personality of the workforce. If an issue emerges, she must first investigate the linked personnel before accusing the other personnel. It will result in employee injustice and unfairness. Madam A can adopt the autocratic management style, but she must learn how to manage her emotions with her people and how to discipline them.

Case Study 20: Toxic Working Culture

Author(s): Tharvinthran Bathmanazan

Introduction

Your day-to-day work life will be more stressful if your workplace is toxic. Everybody experiences terrible work days or even a month. Managers press employees to work on specific projects. There is a breakdown in communication between management and employees, and so on. Numerous difficulties indicate a toxic workplace. Absence of acknowledgment, partiality, unfortunate correspondence, meddling, and high turnover are a couple of reasons that cause a burnout work culture. Bad leadership, inadequate management abilities, a looser code of conduct, and a lack of communication are additional components of workplace toxicity. These issues are dealt with daily in a hostile workplace. Conflict, low morale, excessive tension, low outcomes, illness, high employee turnover, and even abusive behavior are all possible outcomes. A harmful work environment characterizes contention, where individual issues likewise influence efficiency. It is accepted that poisonous managers who lack credibility and leadership abilities are to blame for toxic workplaces. Everyone around a toxic employee is affected, and when they spread negativity at work, other employees are more likely to take frequent sick days, be less productive, and feel stressed. The goals of these individuals are to maintain power, wealth, or special status, as well as to divert attention from their misdeeds and shortcomings at work.

Case Scenario

A well-known Technical support company ABC is located in Cyberjaya, Malaysia. This company is well known for its IT technical support and events. It supports Olympic Games too. This company offers technical support for other clients worldwide. The operation hours will be 24 hours. There are people from different countries working in this organization. One of the main reasons why this organization became toxic is the biased character that the manager has. The manager will always support and help only her favourite person in the workplace. Their favourite person is the person closest to her and the lick manager's boot type of person. The staff will make drinks, purchase food, or purchase whatever memento to appease the manager. Anyone who doesn't follow this will see as a lousy employee and unappreciated. There is no room for mistakes, which is another factor contributing to the toxic environment at work. There is pressure on every employee to perform flawlessly. Employees are disciplined if even a slight error occurs. The manager won't call the employee and talk to the employee personally, but she will shout on the floor and humiliate the employee in front of others. It makes the affected employee demotivated and will feel like harming the manager for her action. As a manager, she should always call the person who makes a mistake personally in her room and advice and guide accordingly. The manager should be able to manage the emotion in the workplace.

Furthermore, there is no support for employee growth and appreciation. The manager does not acknowledge or appreciate the employee who has achieved the target or the objective. The management won't even write the successful staff a written compliment. Since the boss does not value the employee's efforts, they are unmotivated to work and underperform, which leads to a decline in production day by day. The worker starts looking for employment elsewhere since they feel their manager doesn't value them enough. At that particular period, there was a high rate of turnover, which cost the business significantly. Other than that, the employee also frequently feels gaslighted. The management always places the blame for any errors on the employee. The manager will be smart enough to manipulate and blame the employee for the mistake.

The employee will experience gaslighting as well as blind faith in the manager and remorse for the error. Every employee eventually began to see how the manager was deceiving and gaslighting them. Because the employee was accused and made to feel like it was their fault, they feel demotivated. The upper-level management began looking at this issue when there were a lot of turnovers in the company and a significant loss. They start investigating the situation and determining the primary causes of the high turnover. The management begins conducting exit interviews with every employee quitting the company. They start by requesting an explanation from the departing employee. The same response was given by each departing worker, which was attributed to the manager's disposition. The management then begins observing the manager's behavior and personality at work. The management was aware of the manager's entire negative thinking. The upper-level management decided to transfer the manager who is having character issues to another department and give her training and counselling on how to deal with emotion at the workplace. The new manager has been appointed to her position. There were a lot of changes that happened after the new manager took over the place.

The new manager is performing his managerial duties flawlessly. He does not show favouritism; he treats every employee equally. Whoever performs well and achieves the target or objective will be rewarded. He will have a weekly huddle and give a small gift and certificate to the employees that have performed well. It inspires the workers, and they all begin to engage in healthy competition to meet the goal and win a reward or present from the management. The best employee is chosen by the new manager, who promotes them based on their expertise and experience. The employee is motivated, and all of them start performing well and show their capability to the manager. If an employee makes a mistake every time, the manager will summon them to his office to offer advice and provide appropriate guidance. The manager's criticism won't bring them low; instead, it will give them the confidence to perform the same task in the future. To improve the employee's knowledge and abilities, he also sends them to training. The new manager will never blame any party for any mistake. He will take ownership and solve the issue with the team. He always being a leader in the company and not the boss. Leaders always bring the employee together with them to achieve the goal. The boss only instructs them to do it and blames them for the mistake.

Conclusion

Managers and leaders play a critical role in whether a workplace is healthy or harmful. The individual will respond well to the manager's guidance. We enable them to instruct and mentor them as managers on how they may develop. Employees should always be encouraged to maintain a healthy workplace. The character and behavior of a leader are crucial for the development of the business. A team leader that can motivate their followers has several skills and attributes. According to David Iwata, Chair, team leaders either have qualities like compassion and honesty by nature or develop them via formal training and experience, as stated in *The Importance of Leadership in the Workplace* (September 2017).

Case Study 21: Digitalization and its Consequences on Organizational Behavior

Author(s): Muhamad Zul'izzi Bin Md Yasin

Introduction

Technology has become a key to production. Every organization should be ready to adapt and absorb the new technologies. New technologies, availability, information intelligence, and automation are transforming the world into digitalized, agile, and transparent for all parties involved. Technology and people are the two key elements. The interaction between technology and people becomes essential to recognize the interdependencies and impacts on the fundamentals of organizational behavior. Job satisfaction, workplace atmosphere, connection with managers and subordinates, and leadership are part of the factors which influence employee behavior, to which adoption of new technologies by the organization. Bringing the technology into the organization will introduce a change. The change effect on the system of work of the employee behavior, performance, and interpersonal relationship either brings a positive or negative effect. It will not impact the individual characteristics of the work but as well as the organization's ecosystem internally and externally. When modern technology is implemented in the organization, a progressive change in the workforce's makeup is unavoidable. No matter whose generation the employee belongs to—the baby boomers, generation X, millennial, generation Z, or even the just-emerging Generation Alpha—they must adopt the change.

Case Scenario

Since 2017, the ZZZ group has been implementing a multi-cloud strategy to speed up digital innovation and pay off the technical debt by moving on-premises application workloads to the cloud. Having this long-term vision in mind, it has since fostered pockets of digital innovation initiatives across the ZZZ group that leverages cloud services. These workloads which run on AAA are built & run entirely by individual business units or built by BBB Digital's delivery team and run by individual business units. As the ZZZ group continues to accelerate its cloud journey, there is increased awareness within BBB Digital on the need to establish proper security, compliance, and governance on their AAA cloud infrastructure.

All BBB Digital-provisioned AAA infrastructure environments for the business units & teams must be secure and compliant and allow for good governance. The group's ICT architecture and management, which includes the infrastructure on AAA, continue to be handled by BBB Digital. In July 2018, BBB DIGITAL had to design, build, and implement the very first AAA Landing Zone to establish a proper foundation on AAA. All upcoming projects and workloads that move to AAA must use the Landing Zone.

As cloud adoption and this engagement advance concurrently, all workloads that are now in production will eventually be transferred to the BBB Digital AAA Landing Zone. The expected outcomes of the AAA Landing Zone engagement included but were not limited to the following:

- A baseline secured multi-account AAA environment configured based on best practices which serves as a starting point for BBB Digital's migration journey.
- A highly scalable and elastic AAA public cloud environment is connected to the ZZZ network to support internal & external facing types of workloads.
- In order to support ZZZ's international presence and future expansion demands, BBB DIGITAL will be able to build out new AAA Landing Zones globally with the help of a set of automated build scripts and templates.

The BBB DIGITAL Landing zone shall support two modes of operation:

- The “BBB DIGITAL Landing Zone” is owned and operated wholly by ZZZ.
- The other “Landing Zone” or Account owned by BBB Digital Sdn Bhd that have connectivity back to BBB. DIGITAL Landing Zone is operated by 3rd Party User (business, project team, or vendors).

The design principles have been adhered to wherever possible for the BBB DIGITAL Landing Zone:

- Optimize cost accountability – Make it as easy and complete as possible to assign platform costs back to the entity that incurred them.
- Don't bring “baggage” into AAA – choose the most appropriate option for AAA, not just the most familiar option.
- Operating model will be traditional Ops and Development roles
- Leverage existing tools and processes where possible for initial effort
- Minimize overall costs
- Consider the global footprint and requirements

Conclusion

Cloud hosting, advanced algorithms, and automation script are all interrelated and affect how employee and organization are changing their mind set and way of working. Digital and cloud adoption is essential to each employee. Digitalization has demonstrated that technology has significantly altered the work environment, the necessary individual talents, the collaboration, and communication ethics inside an organization. The modifications affected the entire organization in addition to the employee side; they also had an impact on the leadership side. Through the analysis, clear that as we continuously embark on digitalization efforts to increase productivity and efficiency for the organization, we must also be vigilant to act and interact to enable us to cope with the workplace for tomorrow.

Case Study 22: Students interns as a permanent staff in a small company

Author(s): Nur Syaza Aqilah binti Mohammad Ghazi

Introduction

The subject of organizational behavior has just recently begun to include the study of emotions. The scientific management movement concentrated on the rational workplace and held that reason and feeling could not coexist. There was also a notion that emotions exclusively had detrimental effects on performance. Emotions have been subjected to several classification and coding attempts. Temperament, personality, disposition, motivation, and initial thoughts and reactions can all be impacted by emotion and mood. Therefore, managers must maintain a balance between the moods of the groups they lead if the workplace is to be productive and have a positive culture. According to Morris et al. (2010), being emotionally self-aware is a crucial life skill. Understanding emotional patterns enables people to identify the situational nature of suffering and, with practice, control how they respond to stressful situations. The ability to notice and manage one's emotional responses, or self-regulation, affects mental and physical health. On the other hand, emotions are quick reactions that occur when organisms are subjected to essential stimuli that call for adaptive responses. According to Rottenbergh (2005), synchronized changes in feeling state, behavior, and physiology occur during emotional reactions, which might last a few seconds or minutes. In contrast, moods affect thought and emotional states noticeably and endure for hours or days (as opposed to behavior and physiology).

Internships have a wide range of names and descriptions. An intern is often someone who prioritizes their education over the job and works in a temporary capacity. As a result, an apprenticeship and an internship share several similarities. Cooperative education, or co-ops, is more structured and integrates classroom learning with practical work experience. Internships are another type of experiential learning opportunity that, like internships, provide students with a brief, real-world exposure to their subject of study.

Case Scenario

Mariama is an internship student at a well-known university in Malaysia. Mariama is known as a student who is very good at getting along and is better at voicing her opinion during her studies. Many students are expected to participate in an industrial training program at the corporation after completing their academic studies. According to Knouse (2008), the idea that students with internship experience have an advantage in the job market, which might translate into their being hired more quickly for subsequent positions, is one of the main benefits of an internship for students. Mariama was required to do a 16-week internship at the Awani Services office, which performed tasks like creating balance accounts, auditing client companies, and serving as a secretary and tax agent. According to Weible (2009), there have been internship programs for a century, starting in 1906 at the University of Cincinnati. Besides, Awani is the only company that called Mariama for an interview out of hundreds of companies she applied to.

Mariama interned at the company with several of her university friends' where it happened that they went to an interview once as a total of four people, and all of them were accepted to intern at the company at once. For Mariama, this is a good thing because Mariama can still intern with her friends. They were all happy after the interview session. After three weeks have gone, they all arrive at work smiling, eager to get to work and learn new things.

After four days of work, Mariama and her friends were given assignments according to their respective fields. While her other three companions were given the responsibilities of secretary, accountant, and auditor, Mariama was given the task of managing the tax department. Since it is a solo proprietorship, it is a small, unstable business. That indicates that not enough people are employed to complete the work. Out of the three permanent employees who were there after one (1) month, two (2) of them left. Once the two workers have finished their work, Mariam is forced to complete the hard part because she lacks a mentor to offer her specific advice. According to the manager, she only needs to learn one out of every ten things she has to know. He only teaches her when he has time.

Manager overload work because there is too much work that they must handle and manage alone due to only his left in the office. Due to that, he did not have much time to teach Mariama and her friends, and the manager scolded Mariama over a small thing. One of Mariama's friends' name is Dahlia. Dahlia got offered to intern as a secretary. Dahlia had zero knowledge as all of them were majoring in economic finance. As for Mariama's taxation, she got the basics in secondary school. But during school time and working time, it is a different thing because, during work, everything uses a system.

The company's owner itself could guide Mariama and her friends but could not see the job being done by them because he had worked a long time ago. Everything wasn't organized the same way during this time as it had been, but he was still eager to instruct them. Even one of them received criticism from the boss. One negative aspect of the employer was his statement that they could not take any vacation time during the internship for whatever reason. It is inadmissible. Additionally, they received a portion of their allowances during the month. One day, Mariama was busy getting ready to submit Form E for all of her client companies by the deadline of April set by the Inland Revenue Board (IRB). The manager had a lot of work to accomplish, so the boss asked Mr. David, his partner, to assist Mariama in creating the form to review Mariama's work. Due to the boss's failure to request his assistance, the manager felt betrayed. However, the truth is that his employer does not want to give him a tonne of stuff to perform anymore. Mariama requested the manager's approval of the draught form, but the manager responded sarcastically, "Why did you ask me when you asked Mr. David to review your work? Why did you show me?" I'm not taking part in your work.

Companies want students to be well-prepared before the internship begins so that they incur the least amount of additional costs for training and supervision, whereas students anticipate receiving training during their internship (Gault et al., 2000; Hurst and Good, 2010). Mariam regretted the manager's comments, but Mr. David himself seemed unsure of how to approach the circumstance. Mariama worries that she won't send the paperwork to the Inland Revenue Board (IRB) correctly because she will.

She felt under pressure since her manager had warned her that the IRB might discipline her if she made a mistake. "Can you pay for it if the form has problems?" the boss said. We were unable to make the customers pay for your error. Although the supervisor is kidding, Mariama, the intern student, is terrified of what the employer might say. Mariama also always got scolded by the manager for no reason. Her friends did not get the same pressure. According to Wilks (2008), a student's psycho-social-emotional health may suffer if they are unable to manage their academic stress. Mariama is the only one who drives a car. Since Mariama is the only intern with a car, she can assess if the manager treated her fairly if she had to leave the office to pick up client documents or for any other reason. Sixteen (16) weeks prior, Mariama was reprimanded nearly every day she worked five days a week. According to Gerken, Rienties, and Konings (2012), the shift from college life to the working world is not always easy and may bring a variety of difficulties. Mariama feels unfair that she is the only one receiving criticism from the boss. She wants to end her internship. Mariama believed that the business was utilizing her for a variety of purposes.

Conclusion

The university, the students, and the host organizations benefit from the internship program. Despite the challenges students face; in getting internship employment, host organizations are nevertheless eager to keep taking interns. While some organizations do not plan to increase the number of interns they hire each year, others have made it clear that they are willing to accept more.

Discussion Questions

Case Study 1: Managing Difficult Project Team: How to improve and retain talents in a project

1. Why are some teams successful and others unsuccessful?
2. What criteria or attributes are needed for team success?
3. In such a scenario, if a team gives negative feedback about a new manager, what option does the manager have?
4. To improve the scenario, what action should be taken to improve the damages to avoid project failure?
5. What are the steps taken during hiring process to avoid such difficulties when putting in a new member in a project team?
6. What does a Scrum Master do and how to leverage its role?

Case Study 2: Managing Resistance of Change in Organization

1. What is resistance of change?
2. Why organizational behaviour is important?
3. Does person job fit is important than characteristic of job requirement? Give your opinion

Case Study 3: Organization behavior in Manufacturing company: Employee retention and employee commitment towards an organization.

1. Do the employees satisfied with the organization's policies?
2. Does productivity increase in this company?
3. Does the employee commitment maintained?
4. Would the developmental policies resolve existing challenges?
5. How the goals and objectives of employees are determined by management in order to retain employees?

Case Study 4: Covid-19 Pandemic in Malaysian Private Hospital: The rising cost of patient care

1. How does the Covid-19 pandemic effect the public?
2. What causes the rise in cost of the Covid-19 pandemic?
3. Why is it necessary for public and private healthcare sector to collaborate?
4. What are the issues face in the collaboration of the two sector?
5. What is MOH's role as the policy maker and govern body to ensure the public welfare is taken care of?

Case Study 5: A case study on Older Age Subordinate as a Challenge for Younger Manager in Organization

1. Why older subordinate is hard to handle by the younger supervisor?
2. What difficulties has been faced by the pharmacy unit due to Jenah behavior?
3. Do you think Naila really should apologise to Jenah because she is younger?
4. Would you allow your organization to have an employee like Jenah?
5. Does age have relations with emotions at workplace?

Case Study 6: Diversity in Multinational Corporation (MNC) Organizations: How to deal with stereotyped workers in the workplace?

1. Are there stereotypes in this workplace? State why it happened?
2. What is Jade doing to deal with discrimination in the workplace?
3. What would you recommend to Jade as a new and inexperienced manager?
4. What is the company's role in addressing the issue of stereotyping in the workplace?
5. Do you think Jade can stay longer at in TZ Division?

Case Study 7: Stress Has a Cost

1. What symptoms of stress did Jordan Emmanuel display?
2. In what ways was Jordan Emmanuel attempting to manage his stress? Can you recommend any improved techniques?
3. How Clara would help Jordan Emmanuel to overcome stress?
4. Why Clara has to quit her job? Are there any other options available for her?
5. In your opinion, what do you think influence stress?

Case Study 8: Change Management in the post-COVID Working Environment in Malaysia within FMCG Industry

1. Identify factors that cause dissatisfaction at workplace from the above case study.
2. How can the FMCG industry manage change management better?
3. What are the psychological impacts to retrenched employees and to its organization?
4. How can managers improve work environment and job satisfaction?

Case Study 9: Emotion and effecting mental health workers in workers in Construction industry

1. Are women more vulnerable to stress and emotional than men? Why?
2. If one having stress issue, what are the techniques and practices in managing stress in work?
3. Does stress impact the health of public sector employees compare to private sector?
4. How are occupational health and safety standards being affected by the financial and economic crisis? Kindly discuss based on the case scenario.
5. Why does workplace stress cause serious health problems?

Case Study 10: Influence of Leadership among Problematic Workers in Oil Palm Plantation Sector

1. Why leadership skills is important in an organization?
2. Why is it crucial to ensure workers happiness?
3. What causes the subordinates to feel demotivated and become problematic?
4. In your opinion, does the steps taken by manager is sufficient to accelerate estate to perform better?
5. Do you think the estates performance could be further improves with the manager's leadership styles?

Case Study 11: Employee Commitment Impacted by Attitude: A Case Study in MJ Companies

1. State the remuneration offered by MJ companies that attract employees to be more committed to employment. Why and what does it have to do with commitment?
2. State the relationship between employee attitude and commitment.
3. The method of motivation through wages will disappear quickly. Agree or disagree.

Case Study 12: Impact of Organizational Effectiveness among Maybank Employees: Scenario of Maybank's Leadership Approaches.

1. What is the leadership strategy used by Maybank?
2. How does the Leadership approach help Maybank to enhance the organisation structure?
3. What is present leadership strategy of Maybank?
4. How does leadership behaviours enhance the performance of staff?
5. What are the approaches taken by leaders in Maybank to promote organizational behaviour?
6. How does the leadership behaviours help Maybank attain competitive advantages?

Case Study 13: Managing the workforce in the construction industry in Malaysia: Why are communication skills important in the workplace?

1. Why is communication essential in the workplace?
2. How to Improve Team Management Communication?
3. How can Mr. Ali develop his abilities in the area of communication?

Case Study 14: Influence of manager's leadership style on employees' performance

1. Explain the rationale for using the leadership style of laissez faire to manage the sales team.
2. Describe the leadership style that Brendon will use to manage the sales team.
3. In your opinion why did Brendon intend to change the leadership style used by the earlier manager?
4. To what extent can the use of the new leadership style improve the performance of the sales team?
5. Describe the three organizational behavior skills that Brendon needs to have to manage the sales team efficiently and effectively.

Case Study 15: Employee lay off in MNC semiconductor company: How organizational support overcoming employees' dissatisfaction and assist in increasing worker motivation.

1. Why does the employees demotivated and dissatisfied?
2. Management should do everything to enhance the job satisfaction and increased motivation of the employees. Would you agree or disagree? Support your answer.
3. What is the important lessons learned from the layoffs, according to your opinion?
4. Did layoff impact the feelings of the non-impacted employees, according to your opinion?
5. Will lay off ruin the company reputation? Briefly explain.

Case Study 16: The Impact of Job Stress and Job Satisfaction on Organizational Productivity at Unisem Semiconductor in Ipoh.

1. What are the variables affecting job satisfaction and stress at work?
2. What are the benefits of an active management approach?
3. How to Pick the Best Employee for the Job?
4. What Are the Roles and Responsibilities of the Team?
5. In your opinion selecting fit employees for shift working will increase the productivity?

Case Study 17: The effect of leadership behaviour on high employee turnover rate in the Internal Audit Department of a Public Listed Company

1. How does high turnover rate affect the efficiency of the department?
2. How to retain the good employee in the department?
3. How does leadership behaviour affect the turnover rate?
4. What can be done to solve the negative leadership behaviour problem?

Case Study 18: Performance of Employees Working from Home during the Covid-19 Lockdown Pandemic

1. What is the factor that led to Job satisfaction while working remotely?
2. The management of organizations is the most vital in the system to increase Job satisfaction during work from home. Would you agree or disagree? Justify your answer.
3. There is a correlation between Job satisfaction and work performance. Answer with your own opinions.
4. Do you think working remotely is relevant in the long run in Malaysia?

Case Study 19: Effect of autocratic management style on employee job performance: A Case study of AHM Berhad

1. How does Autocratic management style effect the employees?
2. Does autocratic leadership style influence employee productivity?
3. Does autocratic leadership style achieve will affect the employees' psychology? Explain.
4. Is there any significant leadership between autocratic leadership style and industrial harmony?
5. How does autocratic leadership style influence employee morale?

Case Study 20: Toxic Working Culture

1. How does toxic environment affect workers?
2. What are the toxic cultures are found in this issue as per above case?
3. What the management did to overcome the toxic working environment and improve the productivity?
4. How employers can helps the employee to eradicate the toxic environment in workplace?
5. How did the government play their role in order to remove the toxic environment in workplace?

Case Study 21: Digitalization and its Consequences on Organizational Behavior

1. What is the meaning of digitalization?
2. How does digitalization influence organizational behavior?
3. Why is digitalization important in organizational behavior?

Case Study 22: Students interns as a permanent staff in a small company

1. Did you think that Mariama should stop her internship at Awani Services?
2. If you are in Mariama and her friends' shoes and you got something emergency to take a leave and they did not bother to hear you, how would you exactly have felt?
3. How Mariama need to keep her emotions right if she wants to finish the internship?
4. Isn't it typical that people become more emotionally explosive when they are in a bad mood?
5. Don't agitated states make it simpler for even a small offence to set off fury outbursts?

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Appendix: Solution for Discussion Questions

Case Study 1: Managing Difficult Project Team: How to improve and retain talents in a project

1. Why are some teams successful and others unsuccessful?

Teams can no longer do their best work if they're uncomfortable. A bunch of misfits who don't feel like they have psychological safety won't be able to offer their thoughts freely, which may cause a whole bunch of team problems. When the cohesiveness of a team has started to deteriorate, it's time to take action and try to fix the underlying issue before it gets worse. Initiate a meeting. Have one-on-one conversations with the people who are feeling most affected by the environment of your team. If you're already having these conversations, make sure that you also have some confidential people from outside the team to attend (if desired).

2. What criteria or attributes are needed for team success?

The key aspects of successful teamwork are trust, communication, and leadership. You need to have a consciousness for the larger goals that are already determined by the group so that all members will know what their responsibility is when it comes to success. .

Trust: Trust is the glue that allows teamwork to work. In order for a team to succeed, members must trust each other as well as be able to rely on each other in times of need or when something goes wrong. This allows one person's knowledge or skill to serve the whole group, rather than just one person being able to use that knowledge for personal gain.

Communication: Communication is the means by which information and ideas transfer from one member of a group to another. Without proper communication, a team would not be able to function as effectively. The members must understand what their roles and responsibilities are when it comes to the team's success, as well as methods to accomplish these goals.

Leadership: Leadership is the act of guiding group members in pursuit of common goals. A leader should always be willing to put forth effort and work hard so that no one will have any incentive to slack off or give up on their responsibilities. Leaders also set an example for other members of the group to follow. These are two key qualities of a leader.

3. In such a scenario, if a team gives negative feedback about a new manager, what option does the manager have?

Be genuine, If you're receiving negative feedback from your boss, it's equally important to apologize if you feel as though you're at fault. Taking accountability for your actions demonstrates trust and creates a sense of teamwork that's necessary in any office. Be concise when you give feedback It's a lot easier to receive constructive criticism when the feedback is succinct and clear. If you're receiving a note from your boss complaining about the quality and timeliness of your work, respond by describing how much time you spent on projects, what steps were taken to fix problems, and whether or not these steps were successful in improving productivity.

4. To improve the scenario, what action should be taken to improve the damages to avoid project failure?

Here are some best opportunities that will enable you to do your project with more fluidity and focus:

- Poor management, low staffing levels and insufficient skills can result in delays and increased need for reworks which could lead to significant losses.
- Poor project management, ineffective communication and improper risk management can lead to project failure.
- Don't rush and start a project immediately. Even if it seem like you can deliver it earlier, there's a high chance of errors and reworks.
- Take the time to properly initiate the project in order to ensure success. This is the most important part of the project.
- You need to figure out when your project isn't working and then come up with a backup plan.
- A proper development methodology can make all the difference when developing a project

5. What are the steps taken during hiring process to avoid such difficulties when putting in a new member in a project team?

Hiring the right people for your business is one of the most challenging tasks for any organization, and there are many different methods that can be applied to resolve this issue. One of the best ways is by building a talent pool, where you can find and recruit top quality candidates. Training your hiring teams will also be essential in order to ensure they select only high-performing staff. Online store hiring software can help you with this. This is an online tool that helps you to find the best candidates for your job vacancies, and also provides a cost-effective solution for hiring new staff.

6. What does a Scrum Master do and how to leverage its role?

A Scrum Master's role is to keep projects on track. They should make sure the team works well together, is productive and can focus on particular tasks. This is just one of the many ways AI writing assistants can take care of your content needs. They also serve as a mediator in the relationship between product owners and developers, to ensure that everything goes smoothly.

Case Study 2: Managing Resistance of Change in Organization

1. What is Resistance of Change

A benefit is defined as an “opportunity that provides and an advantage to an organization, such as increased of profit, improved operations, growth, or improved employee morale” (PMI,208c). Resistance to change is unwillingness to adapt to new circumstances or ways of doing thing. It can happen with individuals, relationship or within organization. Resistance is rooted in fear of the unknown. Research has shown that resistance to change is a psychological and physiological reaction. Overcoming resistance to change demand the understanding of why employee resist to change, then identifying the causes of their resistance. In OB need to analyse systematically on Group Resistance, individual Resistance and Organizational Resistance. Group resistance is when a groups previously already established understanding and norms between group members. It is difficult to change when it involves in group identity and method of work. Any change to them is likely to be resisted as group members will work to protect each other and preserve the group. It is also the way of their thing as management decision making from centralized decision to a decentralized style of decision making. Meanwhile in individual resistance is because of fear the consequences. Change is meant to learn new habits and facing new situations. Learning new skills comes with the uncertainty of having the ability to master new skill. Individuals who sense that there will economic insecurity or risk regarding the change, or conflict of trust, could further add to resistance. Personal experience can contribute to level of acceptance to change.

2. Why organizational behaviour is important?

Organizational behaviour gives insight on how employees behave and perform in the workplace. It helps to develop and understanding of the aspects that can motivate employees, increase their performance and help organization establish a strong relationship with their employees. Through understanding and trust implementation of new work culture and organization objective. Organizational behaviour looks at how individuals, groups, and structure can influence the behaviour within an organization. This study is done so that we can use the knowledge to improve organizational outcomes and thereby their effectiveness.

Organizational systematically analyse behaviour through tools psychological, personality traits, attitudes and motivation. It gives management an opportunity in applying effective management and creative positive working environment. Management able to sustain key personnel that fits in the organization for excellence. Managing diversity of groups that may consist of age difference, experience and non-experience, gender, culture and beliefs.

3. Does person job fit is important than characteristic of job requirement? Give your opinion

Person Job fit introduce by John Holland is critical to thinking about how people fit a specific job. Holland has classified people into six personality types utilizing a vocational preference inventory. Person job fit strongly predict on job satisfaction, organizational commitment.

Six personality types are:

Artistic

Realistic

Investigative

Social

Enterprising

Conventional

Through the personality types by John Holland enable employer to employ one that will contribute to work excellence in handling job function. It's hard to deny its importance in analysing functionality in job satisfaction.

With the rapid development of technology and economic globalization, organizations face not only complex and changeable external environment but also need to satisfy customer and stakeholder diverse demands (Madrid et al. 2014)

Employee with low levels of career commitment can be expected to display low levels of job involvement and innovation behaviour because they tend to exhibit less positive work attitudes and behaviour in general (Duffy et al, 2011; Pei and Zhao, 2015).

Case Study 3: Organization behaviour in Manufacturing company: Employee retention and employee commitment towards an organization.

1. Do the employees satisfied with the organization's policies?

They are very much satisfied with the policies. Policies are made to manage employees and satisfied them with highly dedicated and goal oriented. Policies also should be able to keep the balance among organizational staff, build moral, improve quality, develop teams and productivity through rewarding employees, promoting and developing them for effective organizational performance. In this way, they advance in positive work mentalities and conduct among representatives. Satisfied employees get to build good long-term relationships between employees and organizations that provide a good and healthy working environment for the employee as result; it enhances employees' performances which provide great opportunities in the future.

2. Does productivity increase in this company?

Productivity has been developed by the fruitful employee retention policy. If the organization achieves employee retention, it creates positive impacts on the productivity level and performance of the organization. Building a financially sound organization plus creating structures that keep your best workers around. Organizations that in all actuality do so receive huge benefits, including better corporate performance, higher efficiency, better work quality, more prominent employee satisfaction and better customer experience.

3. Does the employee commitment maintained?

Employee commitment has been maintained for a better employee satisfaction policy. Employees who are focused on their organization and huge feel connected with their organization, feel that they fit in and feel they accept the objectives of the organization. The additional value of such employees is that they will generally not be set on their work, show moderately high efficiency and are more proactive in offering their help. Employee commitment provides value to the employee through different organizational activities as result; the employee gets the motivation that helps to increase permanence which helps to achieve the common goals for the organization. In that scenario, the employee always undergoes a career plan and career goal which help to improve the performance of the employee in the future.

4. Would the developmental policies resolve existing challenges?

Yes definitely it's boosting the organization's ability to create a healthy working culture plus provide learning and growth opportunities. A healthy working culture always provides value to its employees that increase the satisfaction level which creates positive impacts on the relationship between employees and the organization. While learning is promptly available, representatives are bound to jump all over chances to master new abilities and obtain new information. For instance, give an organization intranet single-sign-on usefulness where employees can consistently visit to find replies as they experience difficulties and pursue choices over their work.

5. How the goals and objectives of employees are determined by management in order to retain employees?

The employee retention goals and objectives include targets, designed especially to make the working experience advantageous and smooth sailing for both employees and employers. Such employees consequently have the inspiration to take on particular and far reaching activities, and work in accordance with the organization's culture. Employee retention scheme to focus for the most part on keeping workers not just satisfied with their ongoing situation in the organization yet in addition on helping them in making individual and expert objectives. To keep their staff, most organizations execute the accompanying techniques such as Encourage employees and management to communicate openly, providing monetary incentives, keeping the employee motivated and appreciated with proper training & development, and using healthy competition and benefits. Since the staff is motivated and determined to give their best, it is a basic method for guaranteeing that the organization is on the right track.

Case Study 4: Covid-19 Pandemic in Malaysian Private Hospital: The rising cost of patient care

1. How does the Covid-19 pandemic effect the public?

The country's economy was badly affected. Due to the pandemic, people's movement was restricted. Malls and non-essential business was not allowed to operate. As a result, people lost their job and source of incomes. Some lost their family members and sole bread winner to Covid-19. Financial burden was increasing for everyone especially from the Middle to Lower Income group. Further aggravated, when loved ones fell sick with Covid-19, and the public hospital was too full to accept patients, and had to go to Private hospital for treatment and care. Patients will end up with more debts and burden.

2. What causes the rise in cost of the Covid-19 pandemic?

Due to everywhere is the world is experiencing lockdown, there is no shipment of supply of food/ drugs and other essential items to Malaysia. No re-stocking could be done. PPEs and face mask have become essential items for every family. During the pandemic, a box of face mask could cost RM50. And supplies of medical drugs become very limited, healthcare cost increasing. A strip of Panadol could cost RM15.

3. Why is it necessary for public and private healthcare sector to collaborate?

To increase bed capacity and Critical care for patients. More patients are able to be treated on time. Able to lower death rates. To come up with an effective healthcare plan to manage the pandemic.

4. What are the issues face in the collaboration of the two sector?

- Difference of treatment fees between public and private hospitals. Treatment in public hospitals are generally lowered as they are heavily subsidized by the government, whereas Private hospitals are by their own funding, therefore need to fully charge the public.
- Willingness of private medical consultants to participate in the collaboration, especially if they have to receive patients from the public hospital. As these patients can turn for the worse quickly and hospital bill will increase. The medical consultants would have to consider to absorb some of the costs.

5. What is MOH's role as the policy maker and govern body to ensure the public welfare is taken care of?

- MOH could reach out to Insurance companies to amend their policy to add coverage for Covid-19. This will allow patients to receive treatments without worry about the hospital bills.
- MOH could cap the price of treatment in private hospitals, so that the cost will not escalate quickly. Private hospital will follow the guidelines without worry of the escalating cost not being paid.
- MOH to subsidize the cost of medical drugs and consumables to private hospitals, so that they will not charge it to the patients. Then able to keep operational cost low.

Case Study 5: A case study on Older Age Subordinate as a Challenge for Younger Manager in Organization

1. Why older subordinate is hard to handle by the younger supervisor?

Older subordinate always feels they are more experienced and capable of doing things. They feel that young people should respect them regardless their position in the workplace. They could not accept negative remarks from younger supervisor. In addition, they only show respect toward the immediate supervisor or leader to maintain their reputation. From the case study, Jenah only talks nicely in front of Ms. Amy and Ms. Anne but she would not be bothered when involving the indirect leader or supervisor. She dares to act sarcastically and avoid communicating with her indirect leader or superior. Older subordinates responded positively (less absenteeism and more citizenship behavior) to their younger immediate supervisors but engaged in negatively motivated work change behaviours more frequently (Perry, Kulik, & Zhou, 1999).

2. What difficulties has been faced by the pharmacy unit due to Jenah behavior?

Firstly, Jenah behavior has caused the work progress in the unit delayed which affects the job performance in the unit. This is because communication between her and Naila must go through third parties. Hence, when there is no third person available, she would not proceed her works. To add, it is inconvenient for others too as she or he needs to leave their own works to be Jenah's mediator.

She also copies Naila's signature as she refused to seek for her signature in person. This was very unethical. It cause Ms. Dee to misunderstood and nearly accused Naila. Jenah also being sarcastic to Naila most of the time. All these made Naila feels very stressful and working environment there is no longer positive.

Besides Naila, Ms.Sha is facing the same thing. Jenah would not communicate to whoever in her blacklist even though the person is superior to her. As the result of her attitude, staffs of the department need to reschedule their on-call slot as Jenah would not give cooperation to work together with the person. In a workplace, an employee should act professionally not emotionally.

On the other hand, head of department needs to send applications for additional staff to help Jenah do the repacking jobs. This is good for the department as they are now having more staff for the additional jobs. However, Jenah delivered her dissatisfactions or comments without recognizing the position of the person. She raised her complain rudely.

3. Do you think Naila really should give in and apologise to Jenah because she is younger?

She did what she supposedly does by clarifying with Jenah on her wrong deeds, but Jenah never tells her directly, instead she claimed on things Naila never done to the manager of unit. However, it will be better if Naila could speak face to face with Jenah on the misunderstanding happened between them rather than using 'whatsapp' application. Words written is easily misinterpreted compared to words spoken. Besides, it was very nice of Naila being close to Jenah and treat her as the elder, but she must put clear boundaries at the beginning of their relationship. This may help Jenah to recognize Naila's position and would be aware, not to cross the border. It is important for the leader to set boundaries with their subordinates in workplace even though they are relatives or family.

4. Would you allow your organization to have an employee like Jenah?

No, I would not let my organization to have staff like Jenah as this will bring difficulties to the manager to entertain childish behavior. Respecting the older is a good quality but this stigma is very bias as the younger need to be respected too following the situations, locations, and positions. Professionalism should be displayed in the workplace. So, if the leader provides negative feedback, the next thing to do by employee is improvisation rather than protest or silent to make the leader feel guilty and bow to us. This is applicable to all employees regardless their age. It is undeniable that Jenah has lots of experience working in pharmacy department and know to do many hands-on things. However, she should stay low when the leader is providing feedback on her works and improve.

Besides, as the system has been used by other facilities, so it is not the system that is wrong but Jenah. Any organizations would want to move towards better directions and for this, they must be kept up with current technology. According to Scheibe, Walter, & Zhan (2021) organization may prefer younger employees compare to the older employee based on affective factors. Thus, if old age is the main factor for an older employee to act rude and refuse to do as being ordered, it may be the time for organization to find fresh and younger staff as replacement. Supervisors may have strong preferences for hiring younger individuals with the belief of such employees can be managed easier (Vecchio, 1993).

5. Does age have relations with emotions at workplace?

In this case study, Jenah who is older than all her superiors showed an emotional action to everyone who condemn or gave negative feedbacks on her work. Achieving her retirement day soon, she is becoming more sensitive. Perhaps, Jenah's behavior is also due to her personality that could not fit her in organisation with younger leader. For instance, she instructed Naila bossily to do her work which shows she might feel being senior in the place make her in control of everything. Thus, she reluctant to respect Naila and work under her. Thus, in this case, older age may contribute to emotional imbalance. However, it is very specific on an individual which could not indicate significant relations between age and emotions. More study involving older employee working under younger leader may be area of interest for future study to investigate such behavior. Kunze & Menges (2016) conclude that high differences of age between supervisors and subordinates create emotional tensions which affecting the performance of organization, if older subordinates freely expressing their emotion towards the supervisors.

Case Study 6: Diversity in Multinational Corporation (MNC) Organizations: How to deal with stereotyped workers in the workplace?

1. Are there stereotypes in this workplace? State why it happened?

Stereotypes is a preconceived and oversimplified idea of the characteristics which typify a person, race, or community which may lead to treating them in a particular way (Oxford, 2022). Meanwhile, every organization should identify if there is an issue related to stereotypes. It is better to be detected early than to have it become a big issue before it is known.

Wherever there is an organization, the issue of stereotypes is always there, but it depends on what type because stereotypes have various categories such as gender, sexual orientation, ethnicity, religion, social class, age and nationality. In this case, the symptoms that can be detected are, first, the response of members to the newly appointed manager. If compared to the previous manager, they may be easy to communicate with because of the same gender. However, when a new manager comes in, there are always misunderstandings because communication is less effective. One of the reasons may be because Jade is a female manager. This is categorized as Gender stereotypes, where, in the workplace, people's perception is that only men have a dominant attitude and are qualified to lead. While women are considered unfit to be leaders, passive and shy.

The second is, Jade who is not local there, Ethnic stereotypes are a punishment for any community. Often they are based on simplistic generalizations that do not reflect actual reality. They worsen ethnic relations in a multi-ethnic society. Worse, they hinder the growth of understanding and empathy among individuals from different communities who have minimal social interaction over long periods of time. Members need to understand each other, ethnic differences are not necessarily a bad thing. Differences create respect and harmony if mutually accepted.

2. What is Jade doing to deal with discrimination in the workplace?

At first Jade failed to deal with this issue but when she started to realize there were some efforts she made and it seems to have paid off. Never underestimate every small change we make because we will never know if it has a big impact and leaves a mark on someone's life. Having collaborated with managers in various units in the RR region, I believe and share many experiences and words of advice that Jade has heard. And this helped Jade to slowly change her way of thinking and working. Some of the changes that Jade made were, celebrating simple birthdays for employees who have birthdays. This makes employees more trusting and open with Jade. Jade is also wise to place employees according to their respective capabilities, for those with health history are not allowed to work outside the office, but are placed inside the office to support team members who are outside the office/field. Jade also encourages all members to practice work-life balance so that members are not overwhelmed by the busyness of work but also take advantage of time with family. Jade shows concern for the members and this builds a good relationship between the members and the managers.

3. What would you recommend to Jade as a new and inexperienced manager?

A Manager must be someone who can give good influence to subordinate members and can lead them to achieve the objectives given by the organization. Becoming an efficient Manager does not apply easily and briefly, but rather goes through various challenges, because it deals with the attitudes and characters of various members. A Manager must also be proficient to balance his daily life besides his family and work. Incompetence will cause one of these to affect emotions so that pressure will apply in the workplace. There is no denying the glory of being a good manager must have a strong support system, starting from the family to co-workers. Without support, a manager will face many challenges in managing workers and taking care of himself as well. There are several suggestions for improvement to this issue of feminine stereotypes. First, is to provide training and development to increase skills, understand the right way of working and gain experience in the workplace. Second, improve management skills for use in the workplace and everyday life. Third, provide guidance and counselling to ensure mental health is always in good condition. By doing as suggested, it is hoped that Jade will improve her management skills and at the same time understand more deeply how it works. Jade can also prove that a woman is also capable of being a good caretaker. In a study held in 2016, it was noted that there are positive implications of women/feminine stereotypes in the workplace, namely: Able to deal with conflicts and disputes in the workplace and able to eliminate prejudice and feminine stereotypes towards women (Rahman, 2016). So with this, I also suggest that Jade take the initiative to devise strategies and ways to eliminate prejudice against women in the workplace. Perhaps a seminar can help to convey this information and give awareness to employees to continue to practice a positive lifestyle, love each other and respect each other at work, regardless of background, gender, age, religion, ethnicity and so on in order to encourage harmony and diversity in the workplace.

4. What is the company's role in addressing the issue of stereotyping in the workplace?

Companies should play an important role in addressing these stereotypes so that no member is caught doing or being treated badly at work. The prohibition on discrimination under the Malaysian statute is limited to very specific circumstances which are: Industrial Relations Act 1967, section 5(1)(c): provides that employers shall not discriminate against any person in regard to employment, promotion, any condition of employment or working conditions on the ground that he is or is not a member or officer of a trade union. Also, Employment Act 1955, section 60L(1): provides that employees (local/foreign) may file a complaint to the Director General on the grounds that he is being discriminated against in relation to a foreign employee/local employee (as the case may be) in respect of the terms and conditions of his employment. (Donovan Cheah, 2014-Present). Among the ways that may be considered are to encourage employees to participate in cross-cultural social events may have negative consequences. Instead, refrain from forcing employees to incorporate diverse cultures into their workplace. It's important for managers and supervisors to meet with their employees to discuss ways of preventing stereotypes within their workgroups. Remind these individuals that it's their responsibility to uphold ethical employment practices by making decisions based on fair practices. This helps reduce the likelihood of discrimination and workplace stereotypes. Management should make everyone to understand the differences in generations, sexes, ethnicities and religious beliefs when providing diversity training. Adjust the focus to cover more topics than just typical race, sex and religion. This can be accomplished by encouraging open discussions during training that explore employee diversity in terms of work philosophies, ethics and work styles.

5. Do you think Jade can stay longer at in TZ Division, in RR Region?

Yes. Jade should be given a chance to improve her relationship with co-workers. Having a good relationship with co-workers improves communication with them. This means that Jade can tackle problems together and find solutions to them. Maintaining good relations with colleagues also helps Jade and co-workers get along better at work. This leads to a more positive work environment, which makes work more enjoyable. Jade must be a manager who can have a good influence on her co-workers where Jade needs to demonstrate a work culture that is free of prejudice and discrimination against others. Some people act this way because they've had a bad experience before, this prompts them to do the same with other people. So Jade's role here is to be an agent of peace and educate workers on what is the proper course of action. Jade also needs to be wise to devise a strategy to place workers in the right positions, according to existing skills and expertise. Because each employee has different skills and unique talents. Jade also has to take the initiative to identify each of her employees but not go over the limit as a worker-manager to maintain harmony together. Finally, Jade needs to be able to unite all workers with the objectives assigned to their units in order to have the same goals to achieve.

Case Study 7: Stress Has a Cost

1. What symptoms of stress did Jordan Emmanuel display?

From the case study, we can see the symptoms of Jordan Emmanuel display as he regularly spoke so quickly that he would trip over his own words, stammer, flush, and have to begin again. He also started smoking, which he hadn't done since they first started dating. Generally, every aspect of our life, including your emotions, actions, capacity for thought, and physical health, can be impacted by stress. The body as a whole has no immunity. But since everyone reacts to stress differently, different symptoms of stress may be present. Symptoms may be hazy and similar to those brought on by illnesses.

2. In what ways was Jordan Emmanuel attempting to manage his stress? Can you recommend any improved techniques?

In this case study, Jordan manages to leave the bad habit that he initiated because of stress. He changes his mind set and attitude and converts to be a support system for his family. Stress and change are usually seen as synonyms in today's society. Stress is the physiological and psychological response of the body and mind to situations that feel excessively demanding. We often question our capacity to manage stress. People can cope with stress in a variety of ways, which can also help to reduce the overall tension of everyday duties. Due to the hectic pace of work and home, the constant barrage of technology, and the urge to interact with those around us, our lives may occasionally feel overwhelming and stressful. Below are some techniques to manage stress:

- Utilize a meditation app
- Use deep breathing exercises
- Maintain a healthy diet and workout routine.
- Organize your online time.

3. How Clara would help Jordan Emmanuel to overcome stress?

Life is challenging. Family life, work, and our difficulties with money, health, and relationships all have the potential to be draining. Your blood pressure is likely to increase just by opening social media or turning on the news. Really, there are so many different factors that can cause stress, and we all deal with a fair number of them every day. Observing our spouses go through particularly trying times is also distressing. Seeing it might be upsetting, and it can even aggravate our interpersonal connections. The hardest thing may be that we want to help so much, yet we frequently wonder what the best course of action would be. Once Clara notices the changes in Jordan, she should confront him, and they discuss the problems that he is facing at work. Analyze the ways they can overcome the stress and probably arrange for a holiday getaway to understand further about Jordan's struggle.

4. Why Clara has to quit her job? Are there any other options available for her?

From the case study, we can see that Clara left for a new job as she felt her intelligence was being wasted and was unsatisfied with her employment. She wanted to explore a new adventure of work with better pay. So, quitting her job was the best option that she had at that point in time.

Different factors motivate different people. Some of us fantasise of having a powerful job and earning a fortune. Others place a greater value on spending time with their families or getting to travel.

You can be persuaded to relocate by an alluring schedule that enables you to balance work with the other important aspects of your life. A move could be quite gratifying if you've been under a lot of stress at work and you long for more time and energy to take care of yourself.

5. In your opinion, what do you think influence stress?

Numerous things can make you feel stressed or make your stress more difficult to handle, including:

- Major life changes (especially with work, relationships, and moving)
- Feeling under a lot of pressure
- Feeling out of control or overwhelmed discrimination
- being in an uncomfortable situation
- having several minor stressors occur at once
- feeling under supported or low on resources
- being distressed by global events and threats.

Case Study 8: Change Management in the post-COVID Working Environment in Malaysia within FMCG Industry

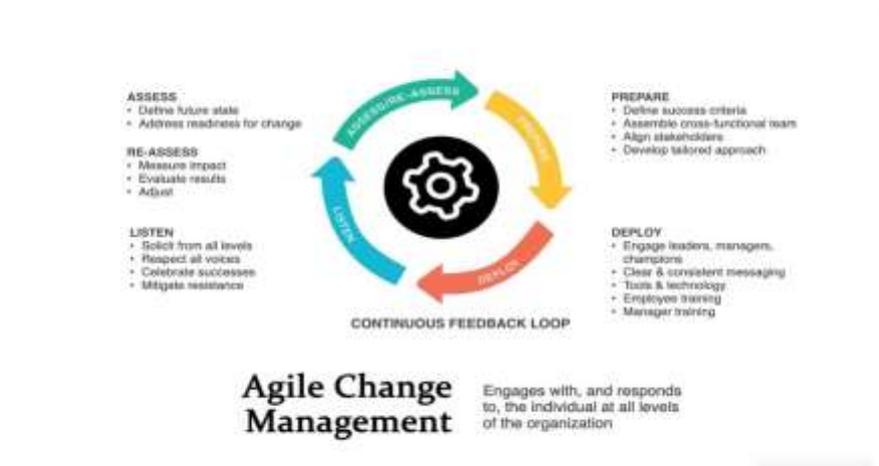
1. Identify factors that cause dissatisfaction at workplace from the above case study.

In general, the disparity between an employee's desired behaviours and outcomes and the demands of the job is what leads to job discontent. This detachment may be caused by factors both internal and external, (Hess, n.d.). As per case study when company JJ lost their top managers and replaced with new managers, the cause of employee dissatisfaction through external circumstances is caused by external actions of the manager, impacting internal emotions. Poor leadership and poor change management are key factors. It takes a leader to ensure that others understand what is required of them and that they carry it out in order to support both individual and group efforts in completing a task, (Shared Leadership: Reframing the Hows and Whys of Leadership, 2004). In this case, new managers were able to create a positive impact on their subordinates. Actions such as making fast changes to processes, promoting automation vigorously, cancel culture of hybrid working and short deadlines to meet expectations generates a negative surrounding and poor morale among subordinates.

2. How can the FMCG industry manage change management better?

At all organizational levels, change management process actively interacts and responds to each employee. An assessment is the initial step. The preparatory phase includes identifying the KPIs to measure effectiveness, assembling a cross-functional team to support the change, and coordinating with important stakeholders, leaders, and sponsors. Managers, champions, and leaders execute the approach. It is backed by technology and tools to create a focused and unique transformation experience. Managers are urged to promote open communication and plan one-on-one meetings with their teams on a regular basis. Employees are expected to actively participate on their own behalf. They will receive instruction on how to use new tools, stay productive, and promote an inclusive atmosphere, (Schwarz & Cooper, 2021).

Figure 1: Change Management Process, (Schwarz & Cooper, 2021)



3. What are the psychological impacts to retrenched employees and to its organization?

Retrenchment is the mass resignation of employees done to meet challenges of a company. Its impact on the person and other co-workers are very impactful. Many people have experienced unemployment as a result of retrenchment measures, which are a frequent reaction strategy during economic downturns. Participants' mental health and wellbeing suffered as a result of unemployment and the financial burden that resulted from retrenchment. Due to the COVID-19 pandemic's economic instability, the change in lifestyle during quarantine, and the fear of contracting the disease itself, they also faced psychological misery. Participants said that support in the form of career, financial, and mental health support would be helpful in enhancing the psychological health of the Malaysian workforce. The stigma attached to mental illness is pervasive throughout the world, which has discouraged the laid-off workforce from seeking counselling, (Ke et al., 2022). For the co-workers on the other hand, the negative mood impacts job performances, coupled with new pressure from new managers with new expectations.

4. How can managers improve work environment and job satisfaction?

Managers should enhance job satisfaction of employees. One of the key traits of a leader is to have high emotional intelligence. Leaders with high EQ will usually find it pretty easy to guide individuals, (Robbins, 2016). Leaders that display empathy, understanding, and modesty gain the team's higher levels of trust. Likewise, they will see performance improvements from their workforces, (Labier, 2015). In the case study, if new managers were a leader with high EQ, he or she would have respected subordinates and have learned to understand the emotions of others before implementing changes. High EQ closely relates with empathetic leadership. Leaders with this personality are able to understand the needs and desires of others are attentive listeners who carefully consider what others have to say, and who can see how others respond and give feedback.

Another key factor why leaders dictate employee satisfaction is because of lack of appreciation and recognition that would lead to employee dissatisfaction. Organizations frequently overlook this psychological aspect of management; periodically appreciating and honouring staff member's helps to maintain motivation level. They are motivated by this to achieve and overcome themselves. The manager could also provide your staff with beneficial incentives and benefits to raise morale and boost job satisfaction, (9 Best Practices to Keep Employee Satisfaction High, 2019).

Lastly, the feelings of the employees are greatly influenced by a nice work environment. For employees to remain motivated, the workplace environment is crucial. It has a huge impact on his or her professional life. It shows in the work they produce and supports maintaining enthusiasm all day. A good workplace doesn't just refer to the organization setting. It is the collective experience a worker has with the company's culture, direct superiors, and other co-workers, (9 Best Practices to Keep Employee Satisfaction High, 2019).

Case Study 9: Emotion and stress effecting mental health workers in Construction Industry

1. Are women more vulnerable to stress and emotional than men? Why?

Research indicated that women are more than twice as likely as men to experience stress and anxiety, and this disparity may be widening. According to Blonna (2005), both men and women experience stress when attempting to balance the needs of their spouses, parents, children, or other family members. However, it is well known that women experience the majority of stress at home and at work. In a similar vein, Melhinsh (1998) and Philips & Segal (1996) draw the conclusion that women typically experience more psychological symptoms of occupational stress than men because they typically work more hours and are not treated equally with men divide responsibilities at home. Services in the fields of medicine, education, and social psychology are a few examples of the categories of human services that are especially susceptible to burnout.

School teachers as an example, especially their female counterparts, frequently deal with suffer from teacher burnout and a variety of stressful circumstances in addition to high levels of stress. When it comes to the classroom, female teachers who are exposed to high levels of organizational stressors, such as work overload, large class sizes, a lack of resources, and student issues, suffer from burnout. Individual stressors, including marital status, number of years of teaching experience, educational background, personality traits, and transactional stressors, including peer and administrative support, teacher efficacy, and internal rewards, also have an impact on female teachers. Additionally, factors like working long hours, participating in extracurricular activities, caring for children and other household duties, attempting to further one's education through distance learning programs, and controlling and managing stressful factors include both lack of human and financial resources. That contribute to females becoming more burned out.

In other angle perspective, women more vulnerable due to their existing traits. In other words, women experience such as chronic stress and violence have it harder than life. Women are taught that a man should help them. That a woman can't do anything about their situation herself. That leads to less women facing difficulties. Feeling like you can face them and defeat them makes you feel better and makes you deal with it better. Women are more reliant on the support of those around them. Women are more relationship-oriented than men and derive self-esteem from it. If problems occur when it comes to relationships, women are more affected. This is all due to the environment. There's nothing in biology or whatever that makes women more vulnerable. It's all how women and men are raised differently.

Relationship issues and stress at work are not the only causes of mental health issues for women. There are many factors that affect women mental health that typically are not aware of that make it much more than that. At different stages of their lives, women experience hormonal problems that men don't have. These problems also impact their mental health and cause signs of mental disorders. A longer-lasting hormonal imbalance may also have a permanent impact on one's health. Women hormones have a variety of effects on body, including general health.

Yes, it is agreeable that women are more vulnerable on impact due to stress than men.

2. If one having stress issue, what are the techniques and practices in managing stress in work?

You might feel that some methods of stress relief don't work for you while others seem to work quite well if you're like many other people. It usually happens for one of two reasons when a technique is ineffective: either it doesn't fit the situation or it doesn't match your personality. Finding the best technique for your personality and situation can sometimes seem overwhelming, or at the very least like more work than you want to undertake when you're already feeling stressed. This is because there are so many different ways to reduce stress.

One way to assist people in managing their emotional stress is through stress management. The term "stress management" refers to the methods, techniques, or tools that lessen the detrimental effects that stress has on our mental or physical health. To manage stress, various techniques can be used. These include psychological, emotional, and behavioural techniques.

The most stressful aspect of most people's lives is their job. High expectations, challenging co-workers, financial worries, and other factors all contribute to our ability to more effectively steer and manage the workplace. Those abilities could be:

i) Interpersonal communication

It makes a huge difference in how well we get along with people, how we get what we need from them, and how stressful it is to be around them how we communicate with them. Therefore, improving our communication skills is likely one of the most crucial stress reduction strategies for the workplace. Interpersonal conflict, whether mild or severe, is an inevitable result of human interaction. People differ greatly in terms of their personalities, values, expectations, and attitudes toward problem-solving. Conflict can arise when you collaborate or interact with someone who disagrees with your beliefs or objectives. Conflict, broadly speaking, occurs when two or more parties disagree. Conflict may arise verbally, such as during an argument, or it may arise nonverbally, such as when someone turns away from you or walks away.

ii) Negotiating boundaries

Our employers want to get the most out of us, but there is only do so much give before we run out of energy or burn out. Learning to negotiate what we are and are not willing to do is necessary to uphold a lower stress work environment. Having healthy social relationships with other people is one of the most effective ways to reduce stress and thrive. We can lessen the negative effects of a stressful workplace if we can forge some positive relationships with co-workers.

iii) Positive social interactions

Having healthy social relationships with other people is one of the most effective ways to reduce stress and thrive. We can lessen the negative effects of a stressful workplace if we can forge some positive relationships with co-workers. It's been established time and time again that social connection is good for your health and happiness.

iv) Stress Management Tools

Managing our stress involves addressing it from all sides, including preventing it, reducing it, and accepting it. Stress reduction is only that intermediary step. When we are already stressed out and in need of an immediate solution, we necessitate stress relief. Each of us has a different way of managing stress because we all come from different backgrounds and have different things to deal with.

3. Does stress impact the health of public sector employees compare to private sector?

A public sector organization is assumed to operate in a different way than a private sector organization. The assumption among public administration scholars is that employees in both public and private sector organizations behave very differently. As a result of today's rapid technological advancements, increased global trade, and increased competition, organizational pressures to maximize profits while minimizing costs have increased. Demand for higher productivity, greater accountability, and greater profitability in the public and private sectors has also increased.

According to Lewig and Dollard (2001), both industries' workplaces have become more distinctive by increased pressure on employees to work longer hours, with fewer staff members, insecure work schedules, and employer empowerment in order to perform at consistently higher levels. Additionally, Lewig and Dollard (2001) found that public sector employees experience more work-related stress than private sector employees (Caulfield, Chang, Dollard, & Elshaug, 2004; Dollard, 2006; Dollard & Knott, 2004; Polanyi & Tompa, 2004; Stebbins, Thatcher, & King, 2005).

Understanding the underlying factors that contribute to job stress is essential to understanding strategic human resource management, which may have implications for operational level employees in both the public and private sectors of an organization.

A public sector employee will have too many perks, quarters, subsidized bills, lots and lots of leisure time, almost never burdened with work, too many vacations which are so hard to come by for a private sector employee. They hardly have any working standards and motivation, even the promotions are biased. Prior too recently, public sector employment was preferred over private sector employment. The public sector is now filled with workers who are less competent due to factors like quotas and the private sector providing more opportunities and better working conditions. We have seen members of our generation become frustrated and quit their jobs for a few very important reasons. We're losing social skills in today's world. We're more interested in solitude, so jobs in the public sectors don't really fit the bill. Looking at the scenario, it is assumed that emotionally stress on working environment are lesser than from the private sector.

4. How are occupational health and safety standards being affected by the financial and economic crisis? Kindly discuss based on the case scenario.

Let's start by keeping in mind that globalization had already significantly altered workplaces all over the world before the current crisis. Occupational safety and health (OSH) standards were directly impacted by privatization, industrial restructuring, new forms of work organization, the dissolution of larger state enterprises, and the growth of small businesses, to name a few of these changes. The current state of the global financial crisis is a source of worry for the health and safety of workers everywhere. Workers must contend, on the one hand, with the stress and fear of losing their jobs. A negative effect could also result from reducing production, altering work schedules, or raising job demands in order to remain competitive. We might anticipate a decrease in resources devoted to safety and health in some circumstances. Other organizations that may need to operate on a limited budget include enforcement agencies, labor inspectorates, and occupational safety and health services. As a result, there may be a sharp increase in workplace mishaps, fatalities, injuries, and stress.

Microbusinesses in the unorganized sector, where ensuring financial survival is the top priority, frequently lack the resources and expertise needed to manage Occupational Safety and Health (OSH). It only makes sense that there might be more exposure to occupational risks and hazards if more workers take on precarious work and jobs in the informal economy. Due to their frequent placement in precarious circumstances, migrants may be more impacted than local workers. It is important to note that not only the downsized employees but also the remaining employees could be affected by this on their health. The communities where the restructuring takes place as well as the families of the workers are impacted.

The millions of people who have lost their jobs, are about to lose their jobs, or will lose their jobs in the future should have access to social protection. To make up for the shrinking workforce and growing workload, social protection should also be preserved for those who put in extra hours and shifts. The crisis should be used as an opportunity to improve fair working conditions rather than as an excuse to reduce them.

5 Why Does Workplace Stress Cause Serious Health Problems?

According to the AIA Vitality 2018 survey, 50.2% of Malaysian workers report feeling stressed out at work, with 18.2% of those people attributing their stress to monetary issues. Many businesses do not recognize this as a health problem. The results show that productivity loss at work, which is caused by high absenteeism and presenters among the workforce in Malaysia, continues to be a problem. More needs to be done as soon as possible to address the issue of stress given the well-documented effects on a worker's physical and mental health. Understanding its causes and how it affects workers is crucial before businesses can start looking for and implementing better solutions. Dealing with stress is a win for everyone because it is a national health crisis that needs to be addressed for the wellbeing of workers as well as a means of boosting productivity and profit margins. In spite of this, only 5% about 15 companies take the initiatives to reduce employee stress.

When people are overworked, they also get tired and get headaches. This puts them under more stress because they have to work harder to complete the same amount of work at the same standard. This workload can be decreased through streamlining and outsourcing daily tasks. Employers shouldn't be reluctant to provide assistance in these areas as well. In terms of how employees perceive their workplace and feel supported, simply asking the right questions and providing a safe space for them to discuss personal matters can make all the difference.

Case Study 10: Influence of Leadership among Problematic Workers in Oil Palm Plantation Sector

1. Why leadership skills is important in an organization?

Leadership is important in an organization because a good leader will be able to bring out the best potential of his team member. A good leader can boost and encourage teamwork, increase motivation in achieving a shared goals, foster trust and provide a clear purpose and direction and ensure all of his team member are on the same page. Everyone on the team should have the same clarity and understanding of what they wanted to achieve. A good leader should always communicate their goals and objectives to his subordinates, focus on developing others by delegating, coaching and mentoring his subordinates to achieve a certain level of commitment and competency. A study shows that the degree of facilitative behaviour from the coach positively affected the changes in both leader role-efficacy and trust in subordinates (Ladegard & Gjerde, 2014). Not every boss is a leader as a leader requires specific skills that bosses may not have. A leader's ability to interact successfully with subordinates is crucial for maintaining an effective organizations (Furunes et al. 2015). Although leader may poses several roles in an organizations, their most important purpose is to manage their organizations (employees) in a way that can maximize profits and produce good results. An organization with a good leadership skills will increase job satisfaction and retain employee (Abhamid et al. 2014).

2. Why is it crucial to ensure workers happiness?

The future of organizations are depending upon the work behaviour of their employees. When employees are happy it gives them a sense of satisfaction and belongings. Employees who genuinely enjoy their work are more productive, happier, and more successful. This increases self-confidence and inspires greater performance and greater success for both employee and employer. Happiness is contagious and, when encouraged, can spread throughout an entire company. A happy workers substantially leads to greater fulfilment and increase in productivity thus promote positive vibes to colleagues. Top management of organizations should maintain a healthy working environment by promoting the organizational justice practices and by empowering the employees for increasing their levels of motivation and performance in the workplace (Muqadas et al, 2017). A healthy working environment may create a positive attitude and behaviour of employee. This eventually will increase in productivity and produce a better results which impacted the department or organization itself. Research shows that physical and behavioural environmental factors at workplace will positively affecting employees health and subsequently affecting employee's productivity in a positive way (Hafeez et al. 2019).

3. What causes the subordinates to feel demotivated and become problematic?

There could be various reasons for subordinates to feel demotivated which eventually causes them to be problematic in his or her work. It could be lack of appreciation, too much burden of work, absence of clarity in work, favouritism among other colleague, mistrust, miscommunication etc. In relation to the case study, the subordinates feel demotivated due to lack of leadership abilities by previous manager and loss of trust by workers due to insufficient transparency and communication from the management. Poor leadership skills contribute to job dissatisfaction within an organization and eventually cause lower performance. When a leader fails to provide direction, coaching and motivate his or her subordinates, it will affect their morale. Poor leadership is the root cause of high employee turnover and loss in productivity. When human efforts are effectively organized, it results in high productivity. This is not possible in disorganized group of individuals. In other words, there is a synergy effect created by people working together in an organized manner (Meraku, 2017).

4. In your opinion, does the steps taken by manager is sufficient to accelerate estate to perform better?

In my opinion, the manager has taken the most appropriate steps to improve overall performance of the estate. The manager manages to find the root cause of the problems and directly focus on job satisfaction of his subordinates. Once root cause can be identified, it is much easier to determine its correction and action to be taken promptly to solve the issues. The manager later creates a system to solve the problem as his corrective action which will ensure the same issues will not be repeated. The manager too although still young, he manages to use his leadership skills to regain and rebuild trust and motivate his subordinates.

5. Do you think the estates performance could be further improves with the manager's leadership styles?

Yes. The manager manages to implement powerful tools of leadership that is situational leadership, power of communication, disciplinary of execution and coaching. In situational leadership, the preferences of individuals, their needs and for each situation they encounter are determine. The manager implement the power of communication by informing, persuading and motivate his subordinates. He provides information that will facilitates in goal achievement, decision-making and collaboration, persuading them by providing rationale and perspective that encourage attitude and behavioural change and emotional engagement and commitment. Instead of giving orders to them, the manager approach by using intent and content method to ensure effective communication. Disciplinary of execution is only applicable to translate organization goals or strategic initiatives into action. The skills of an effective coaching that the manager implement includes asking questions, listening, paraphrasing, giving feedback and making suggestion. This is supported by Meraku (2017) in his journal, where the most important qualities of a leader are:

- a. Honesty and integrity
- b. Competence and credibility
- c. Inspiration and motivation
- d. Visional / direction for the future
- e. Good communication skills
- f. Equality / parity
- g. Sense of humour

This proven that by only having a strategic goals and vision is insufficient but a clear and complete understanding of it as well as the skills to lead it is the key to a successful organization.

Case Study 11: Employee Commitment Impacted by Attitude: A Case Study in MJ Companies

1. State the remuneration offered by MJ companies that attract employees to be more committed to employment. Why and what does it have to do with commitment?

Various methods are advertised by the company to attract employees and among them offer lucrative salaries, promotional opportunities, commissions, overtime remuneration, annual bonuses, etc. It becomes a very useful stimulus to improve individual performance, group performance, and organizational performance. Appreciation can be a motivator for employees. The benefits contributed by the award system in the organization are real in that the work will present the best work if they are directly tied to mutually agreed objectives.

2. State the relationship between employee attitude and commitment.

It clearly shows that commitment is the result of employee attitudes that have led to job satisfaction. Zulhizzam Hamzah, 2013 stated that, based on the results of his assessment, there is a significant relationship between the attitude and commitment of employees that are very dominant between attitude and commitment among employees.

3. The method of motivation through wages will disappear quickly. Agree or disagree.

Agree. There are analyses that show that a pay rise can lead to satisfaction at that point, but that feeling and pleasure cannot last much longer because it is usually quickly absorbed into the readjustment of the employee's daily expenses and it will be forgotten as such. The variable cost of living makes the motivational effect through financial rewards quickly forgotten. In recent years, the non-financial range has been focused on the needs of many employees such as certificates of appreciation that can be shown and used when applying for a job at another company and the opportunity to achieve and develop performance such as promotion. This requirement is closely related to the content of the job itself and sometimes it is referred to as "quality in working life". Work satisfaction can be described as an intrinsic motivational process. Intrinsic motivation has a longer effect than extrinsic motivation contributed through rewards with money.

Case Study 12: Impact of Organizational Effectiveness among Maybank Employees: Scenario of Maybank's Leadership Approaches.

1. What is the leadership strategy used by Maybank?

Maybank has long enabled its employees with the means to become masters of their domain through continued learning and skill-building opportunities. In order to succeed amidst constantly changing customer demands and market conditions, and to deliver exceptional customer experiences, the bank set a strategic plan to focus on personalized learning for its employees.

In recognition of the importance of leadership at all levels, the bank provided its entire workforce access to Harvard Manage Mentor® and Harvard manage Mentor Spark. Digital learning was at the heart of their strategy. When the pandemic caused the region to implement its Movement Control Order, Maybank saw the shift to remote work as an opportunity to further develop its employees' innovation capability with new skills.

With dedicated support from senior leadership, the learning and development team accelerated its campaign to encourage digital leadership and management development. A weekly email offered learning content and resources on a specific theme, such as remote collaboration. Curated learning pathways guided learners through content to develop specific skills and abilities on a range of topics, from building resilience to mastering big data. And personalized learning recommendations helped each employee fill knowledge gaps identified in their personal development plans.

This tailored approach and fast cadence tightly aligned learning with the business. The learning team rapidly responded to feedback, identified emerging needs, and anticipated evolving business conditions with the most relevant learning resources. With accelerated learning, Maybank is up skilling its employees with the capabilities emerging in the new economy.

2. How does the Leadership approach help Maybank to enhance the organisation structure?

Leaders can reinforce organizational values by helping their people grow and develop through goal setting, opportunities, and recognition. Elevate employees through frequent one-on-ones and regular two-way feedback. When employees have open and ongoing dialogue about their work, their trust in their leader strengthens. Maybank's leadership approach improves satisfaction in the job sector, and this helps to improve business performance. Competitive advantage in this organizational sector develops through leadership behaviour and this improves the structure to enhance the business area. Financial power and competition capability in this sector development through an organization leadership approach. As per the views of the author Cansoy (2019), leadership behaviour implementation in an organization sector develops business performance. Most of the business factors are achieved through the implementation of technology in this sector and this brings improvement in business performance. Maybank's organizational structure and leadership structure are defined in the below section.

3. What is present leadership strategy of Maybank?

Maybank has a functional structure which is target on systematic job by which professionals are organized together. Maybank's Leadership approach strives to improve the service quality in this industry and the productivity of this organization improves through this in their organization sector. Service quality and financial sector in this business sector enhance and this improves output in this business sector. Sustainable banking industry improves through this behavioural strategy in this sector. Maybank is providing sustainability in the business sector and this sustainability improves through the implementation of this. Malaysia experienced an economic downturn in the year 2008 and this recession situation brought a major crisis in this sector. As suggested by the author Qiu et al. (2019), leadership trust in an organization improves its performance. The economic condition and business performance improvement through the effective leadership approach. "The Board of directors of Maybank (BOD)" makes urgent changes on the issue in the organization sector and business output enhance through this. Sustainable banking is fast moving and this improves for both commercial banks and merchant banks.

4. How does leadership behaviours enhance the performance of staff?

Effective leader can enhance the individual employee performance through proper leadership style and retain high performance and talent employees within the company because he knows that high performance employees are unique resources of the organization. Trust in leadership is a critical factor in employee performance, regardless of what style leaders adopt. A 2017 study found a strong correlation between trust and employee behaviors that stimulate performance, including the willingness to stay with the organization long term. By creating a greater sense of empowerment, team leaders could have a more positive effect on levels of team performance. Second, team leaders should clearly articulate a vision that inspires employees to take greater responsibility for their work. Being an effective leader can instill confidence in the team as well as contribute to the growth of the department through improved team productivity. Effective leadership comes with many benefits for organisations, including:

- Improved productivity
- Improved performance and profitability
- Stronger teams
- Better collaboration
- Increased employee retention
- Increased innovation
- Stronger company culture
- Faster business growth

All of these benefits are interlinked. Effective leaders lead more effective teams or departments, who collaborate better and are more engaged and therefore more productive. This leads to an overall improvement of the team's performance and profitability. The business is able to use these profits to grow faster than planned.

5. What are the approaches taken by leaders in Maybank to promote organizational behaviour?

Maybank creates sustainable value through our Talent Management Strategy that focuses on attracting, developing and retaining the right talent. Our talent are equipped with the right skills and receive up skilling programmes that enable them to perform effectively in their roles and deliver on the Group's strategic priorities as well as our mission of Humanising Financial Services. In 2018, Maybank's Talent Management Strategy focused on preparing our talent to be Future Ready for superior performance. It comprises three key thrusts: Workforce Futurisation, Workplace Futurisation and Future Ready Infrastructure. Maybank continuously invest in our employees and grow them via a multitude of flexible and customisable learning and development programmes. This is part of our strong learning culture where emphasis is given on increasing the capabilities of our workforce to build agility, significantly enhance productivity and accelerate impact delivery. This ensures that Maybank remains relevant and is able to keep growing sustainably.

- Leadership and Development Programmes

Maybank continued our leadership interventions and skill-building programmes through our key signature leadership and development programmes such as Transitioning Leaders to CEOs (TLC), Global Institute for Leadership Development (GILD) Asia, Advancing Women Leaders Programme (AWLP), The Guru Series and Maybank GO Ahead. Challenge (MGAC).

TLC - High-potential middle managers were exposed to world-renowned thought leaders via a customised executive education programme. They were also mentored by our Group EXCO to address strategic business challenges.

GILD - Besides undergoing Linkage's High Impact Leadership Model that revolves around leadership competencies, our top leaders were also given an opportunity to engage with external leaders like Alan Webber from the Harvard Business Review, Neo Boon Siong from Nanyang Technological University (NTU) and many more.

AWLP - Participants benefited with hands-on experience that equipped, enabled and empowered them to grow personally and address their leadership challenges.

MGAC - MGAC was developed to empower the region's human capital growth, by creating world-class future business leaders and competent financial experts in the region. Themed #YourFutureYourCall, MGAC 2018 provided a series of thought-provoking and intense case challenge scenarios.

Maybank also continued to offer specialised/structured development programmes for fresh graduates in order to retain high potential talent and nurture them into eventually assuming key positions within the Group.

6. How does the leadership behaviours help Maybank attain competitive advantages?

Maybank is one of the first 'Sustainability' Banks in Malaysia and it has been built on the commitment that it would serve as a catalyst for economic and social development wherever it operates. The Group has continuously worked to support economic and social development in countries where it operates. This is reinforced by its mission to humanize financial services across Asia. Through this mission, Maybank concentrates on providing people with access to financial services at fair terms and pricing, advising them based on their needs and being at the heart of the community. It is observed that Maybank is moving towards sustainability competitive advantage through environmentally and socially responsible business practices. The trend is evident where Maybank has embraced service innovation as a part of their future banking strategy and are moving continuously towards customer-centric and service -centric banks. It is also found that their service innovation is not limited only to product or process innovations but also to business model innovation, operations innovation, market innovation, and more importantly , paradigmatic innovations. Maybank had created and sustained an environment that promotes creativity, leverages diversity, and facilitates multidimensional collaborations of resources and technologies in pursuit of d desirable social and economically outcomes in future. Although Maybank is taking steps to become more progressive in its attitude towards sustainable competitive advantage through environmentally and socially responsible practices, the banking industry in Malaysia as a whole is only slowly beginning to address the issues involved. The prime areas of concern are the bank's attitude towards transparency and accountability with regard to their lending policies. Transparency of the banks' operations at every level is necessary to instil confidence among shareholders, employees, customers and other stakeholders that the banks are addressing sustainable development. Maybank as example is generally remain conservative in their attitude towards transparency, but accountability and liability will ultimately decide how they progress in the future.

Case Study 13: Managing the workforce in the Construction Industry in Malaysia: Why are communication skills important in the workplace?

1. Why is communication essential in the workplace?

It emphasized the value of excellent communication and claimed that a breakdown in communication would almost likely reduce the team's effectiveness (Tarricone, 2002). A formal, open chain of command is a great approach to boost communication's effectiveness and efficiency. This enables it so that team members working on the projects are aware of the appropriate people to speak with about different elements of their work. For both team and individual success in the workplace, communication is crucial. Clear communication at work can help you establish yourself as a valuable team member, prevent misunderstandings, and foster positive connections with your coworkers. In the first place, Mr. Ali should have discussed this with the MD, and Mr. Nan should acknowledge Mr. Ali as his superior. The MD should be in charge of communicating with both of his subordinates straightforwardly.

2. The construction project teams' communications and organizational behaviour. What should Mr. Ali do?

The effectiveness and productivity of the team will suffer if one team member loses motivation or focus (Chow, Then, & Skitmore, 2022). The efficiency of a project team's members directly affects how well the project turns out. A project team is a temporary group of dynamic, multicultural, and multi-disciplinary experts. Together, they have been responsible for delivering a successful project even though the odds are stacked against them (Guangdong, 2017). Construction team members are highly interconnected and noted that for productivity to increase, they must interact (Chow, Then, & Skitmore, 2022). Effective communication across project teams and individual members enables efficient work synchronization, lowering the likelihood of disputes and disintegration (D. Kennedy, 2011). Effective communication is only possible when there is a receptive atmosphere inside the project, which is only possible when team members exhibit the appropriate mindset. Consider what medium provides the best access to information for your team members to improve communication efficacy. You must listen to your subordinates as much as they listen to you. Invite feedback, inquiries, and project input by fostering two-way communication. You enable organization-wide communication. Plenty of construction-specific technologies and software can improve your communication. Expect flexibility to add or integrate these tools into your project teams and processes. Find the perfect communication channel for the team. As a result, the rifts that emerged between Miqabena's site management and headquarters can be avoided. First, the issue with Mr. Ali's communication should have come up right away at the first meeting and should have been addressed head-on with an explanation of what was expected of him. Make meetings efficient and set up regular meetings with individuals and teams. Secondly, there needs to be improved goal-setting and role description. Who performs what tasks when everyone would have known right away that crucial information was missing if they had a clear understanding of the actions necessary before Mr. Nan could take charge of his new task.

3. How can Mr. Ali develop his abilities in the area of communication?

Mr. Ali needs active listening to pay attention to the speaker, understand what they are saying, and respond correctly. With this skill, he will be able to understand better what the team members are thinking and have more meaningful conversations with them. Active listening can also help Mr. Ali work better with others, which can improve the quality of his work. Getting honest feedback is a great way to get better. Secondly, ask his co-workers what they think of his communication skills, and use what they say to improve how he talks to them. Some things may be hard to see on its own, but a co-worker can quickly point them out and help him to improve. Asking for feedback can only help him to figure out what he can do well and what he could do better. Lastly, most of the time, open-ended questions can help him learn much more than yes-or-no questions. By asking to ask someone an open-ended question, they may be able to tell him something he doesn't know. This is especially true if he could ask them to tell more about what they've already said. For example, if a co-worker says they think the weekly meetings could be more beneficial, he could ask them what the team could do to improve them.

Case study 14: Influence of Manager's Leadership Style on Employees' Performance

1. Explain the rationale for using the leadership style of laissez faire to manage the sales team.

Laissez-faire Sales Leaders allow Salespeople to have complete freedom to make decisions concerning the completion of their work. This approach can work for some sales departments but may result in less productivity and lower performance in others. Laissez-faire management is characterized by allowing your team to manage themselves, without interfering. Adopting this style of leadership means handing over complete control and autonomy to your team. You will provide them with the resources and equipment necessary to carry out the work, but how the work itself is carried out is up to them. This style is most effective when you are supervising teams of highly skilled individuals. In many cases, team members will have a higher level of skill than you, or even be skilled in an area you are completely unfamiliar with. It is this combination of practical skill but lack of leadership skills that enables the laissez-faire style to be so effective; while you are expected to establish the goals, targets, and deadlines, you trust that your team is talented enough to make the best decisions in their area of expertise to achieve these objectives. The laissez-faire style of management is that it can produce a much higher quality of product or service. By giving people creative control over their area of expertise, you enable them to use their knowledge and passion to produce work that is much more innovative than anything an outsider could suggest. This can improve morale and job-satisfaction among people who have high levels of skill, self-motivation, and passion for their line of work.

2. Describe the leadership style that Brendon will use to manage the sales team.

Brendon uses the autocratic leadership style. This leadership style characterized by individual control over all decisions and little input from group members. Autocratic leaders typically make choices based on their own ideas and judgments and rarely accept advice from followers. Autocratic leadership involves absolute, authoritarian control over a group. Autocratic leaders are classic and bossy in nature. The autocratic leaders want their subordinates to work according to them. Typically, autocratic leaders retain the decision -making rights with them (Obiwuru, et al., 2011). The autocratic leaders force their followers to execute the services and strategies according to the narrow way. Iqbal, Anwar, and Haider (2015) conducted a study to determine the impact of leadership styles on the organizational performance. The study stated that autocratic leadership is also known as the authoritarian leadership style. The autocratic leaders are less creative and only promote one- sided conversation. This severely affects the motivation and satisfaction level of the employees. The autocratic leadership style is however, known to be effective in the short term. Autocratic leadership restricts the workplace socialization and communication which is cordial for effective organizational performance. The autocratic leadership also leads to organizational conflicts which negatively affect the overall performance (Iqbal, et al., 2015). Bhargavi and Yaseen (2016) suggested that the autocratic leadership style has a positive impact on the organizational performance. This leadership style is more suitable when the projects are to be completed within provided deadlines (Bhargavi & Yaseen, 2016). Igbaekemen and Odivwri (2015) also conducted a study on the impact of leadership styles on the performance of the organizations. The author stated that an autocratic leader is the one who determines the activities, techniques and policies to the employees and expects the employees to follow the same. In addition, such leaders do not have much faith on their followers.

3. In your opinion why did Brendon intend to change the leadership style used by the earlier manager?

In my opinion, Brendon concern about TTSB sales that already decreased almost 40%. He is worried that the company will eventually lose its status as a market leader in Malaysia if no action taken. Apart from that, Brendon taught new approach must be used since there are significant differences between the sales achievements of each sales executive. While some sales executives, who recorded low sales volumes, also incurred high sales expenses which included accommodation, flight and spare parts expenses. He thinks that those employees feel too comfortable with the previous leadership style leads to a lack of dedication in their work to get sales for the company. Growth only happens when things change. People and businesses stagnate if they don't change. Personal and professional growth only happens if changes are encouraged. Leaders become better. Staff gain more skills and become more confident. Followers are empowered to become leaders. Organizations benefit from a financial and a personal point of view. Offices don't make a company successful. People are the fuel for success and empowered people can literally do anything.

4. To what extent can the use of the new leadership style improve the performance of the sales team?

Autocratic leaders can promote productivity through delegation. In small groups where accountability is missing, autocratic leadership can prove valuable. A strong leader who uses an autocratic style may control the group in such circumstances, delegate tasks to various members, and set clear deadlines for completion of projects. They provide clear, direct communication, and reduce employees' stress by making decisions quickly on their own. Autocratic managers tend to motivate employees by establishing confidence in the manager's ability to make accurate and productive decisions. People are likely to seek and favor autocratic leadership in extremely challenging circumstances, such as during military engagements. Autocratic leadership enables them to concentrate on fulfilling individual tasks without stressing about making critical decisions. An autocratic leadership style can work in scenarios where high levels of skill and knowledge are needed. This type of leadership can cut down decision-making time, improve overall efficiency, and reduce stress among employees. An autocratic leadership style is beneficial when time, execution, and quality of work are essential to success. This is because individual decision-makers can plan, assess, and correct their teams faster and better than groups or committees.

5. Describe the three organizational behavior skills that Brendon needs to have to manage the sales team efficiently and effectively.

The organizational behavior skills that Brendon needs to manage his team are time management skills, professional development skills and communication with executive leadership. Time management helps managers establish department goals and determine objectives to reach those goals on deadline. Staffing and workforce planning, delegating assignments and setting priorities are activities that create organization skills. Time management is also important in conducting performance appraisals. Some managers wait until the last possible moment to evaluate the employee's performance for the past 12 months. This results in a haphazard way of appraising an employee's contributions and may result in not recognizing all of the employee's contributions to the department and the company. Achieving department goals requires the manager's ability to execute tasks and motivate his staff to accomplish their respective tasks. Organization skills in time management will help determine to whom certain tasks will be assigned. Subsequent to finishing the tasks required for meeting goals, the manager must ensure the goal has been achieved efficiently and to business standards.

The manager needs organization skills in the area of professional development for his staff and himself. Observing his employees' duties and capabilities will help create professional development plans. However, organizational skills are needed to maintain knowledge of the employee skills and responsibilities. In addition, the manager himself must engage in self-evaluation and communication with his superior to plan his professional development. Organizing a schedule of interacting with employees on a regular basis and providing feedback to help their development is a critical part of managing a workforce. A manager cannot get so caught up in other business details as to forget this. There needs to be regular communication between the department manager and executive leadership. The manager should communicate issues such as departmental productivity, goals, objectives, workforce issues and any other challenges she encounters as manager. Keeping executive leadership informed is good business practice that enables the owner of the business or executive team to make wise decisions on behalf of the company. In addition, the manager must spend time learning the business if she wants to see career progression with the company. During regular contact with business leaders, she demonstrates her interpersonal skills and suitability for promotion within the company. Communication supported by organizational skills are required to convey to executive leadership your department's status and contributions to the business overall.

Case study 15: Employee lay off in MNC semiconductor company: How organizational support overcoming employees' dissatisfaction and assist in increasing worker motivation.

1. Why does the employees demotivate and dissatisfied?

The employee's dissatisfaction at work is caused by the Company ABC's layoff news. Layoffs become more common, causing stress for those who are impacted. As companies around the world experience revenue declines, many are forced to carry out mass layoffs. Employees are undoubtedly stressed as a consequence of this situation. Job dissatisfaction and demotivation occurs when an employee feels pressured and displeased with their work. Many factors can contribute to job dissatisfaction and demotivation, including the spread of false rumors and a lack of communication, which all lead to a negative perception among employees. Before Company ABC announced the layoff, there were false rumors spreading throughout the company. False news can increase employee dissatisfaction, anxiety, and insecurity. As a result, the working environment becomes unfavorable, and employees lose focus on their tasks. This is due to lack of communication between the company and the workers. The news is also announced later that give spaces for false information to spread. Thus, creating a higher insecurity among the employees. Indeed, in the context of impending job loss, employees may seek stability and support from associations and organizational communication to help them cope with uncertainty (Allen et al., 2007). To conclude, Job dissatisfaction and demotivation can be developed because of many reasons. The spread of false rumors and a lack of communication are factors that affecting job dissatisfaction and demotivation. From the case study, organizational support and management plays a vital role in preventing from job dissatisfaction and demotivation among employees. Lack of organizational support will influence the employee insecurity and demotivation which induce job dissatisfaction and followed by chaos within the company.

2. Management should enhance the satisfaction and increased motivation of the impacted employees. Would you agree or disagree? Support your answer.

Satisfaction and motivation can be increase in many ways. One of the ways to help employees achieve higher satisfaction and motivation during the layoff phase is by the manager's support and organizational supports. I do agree that management should help to enhance the satisfaction and motivation of the employees because the situation happen because of company unstable economic condition. The company management should be able to promote a good organizational support for the impacted employees as well as building trust among them which in return enhance the satisfaction. The management should do everything to enhance satisfaction of employee because they play a vital role in an organization. Organizational support should be given in any ways that will boost the employees trust and energy to get back to work and prevent from unwanted occurrence during the layoff. The company management have a strong influence to the employees because they looks up to, respect and obeyed them. The responsibility of the organization is essential in a way that they able to bring peace to the employees with regards to the layoff plan. Thus, lead the team achieve satisfaction which prevent from unwanted events during the layoff. Other than that, the company's management have a great power to ensure that the employee trust them in making the decision for the layoff plan. Layoff plan should be developed according to the laws and compensation need to be well given through a proper financial analysis to help the employees after the layoff. A good compensation plan will help in boosting employee's trust which directly influence their satisfaction. Bies et al. (1993) found that layoff victims who felt fairly treated in the layoff process exhibited good citizenship behavior, will generalize to a layoff victim's level of organizational commitment as well. This means that management have a high responsibility in ensuring that the employees being treated fairly during the layoff which will increases their satisfaction as well as motivation by continue to maintain good performance until the end. In conclusion, the management of the company does play a big part in enhancing satisfaction and motivation among the impacted lay off workers. Management should do everything to enhance their employees' satisfaction because they are the main person that can promotes a good organizational support for the impacted employees as well as building trust among them which results in satisfaction and motivation.

3. What is the important lessons learned from the layoffs, according to your opinion?

On every events there will be lessons that we can learn from for betterment in the future. Company ABC's lay off event bring a few lessons that can be learned by other organizations to help easing the layoff process during bad situation. The lessons include the importance of well-designed exit plans and the importance of communication. Among the most significant lesson from Company ABC's layoffs is the significance of well-design exit plan. When faced with a challenging decision, it is critical to have a clear plan for the next steps. This can assist in avoiding stressful situations and keeping everyone calm during difficult times. Another important lesson to be learned from Company ABC's layoffs is the value of communication. It is critical that all parties involved are kept informed upon conducting the decision making. This way, everyone is aware of what is going on and can make the best decisions possible. If communication is poor, chaos can arise, and mistakes can occur, potentially leading to even more layoffs. To conclude, a well design plan able to save the company from bad situation as of the layoff. Furthermore, communication is the key in ensuring a good implementation strategy.

4. Did layoff impact the feelings of the non-impacted employees, according to your opinion?

Layoffs are a difficult time for both the company and its employees. Layoffs have an effect on both impacted workers and non-impacted workers. This is due to their empathy for one's co-workers and a decrease in confidence of the company. Employees who are not affected by the layoff may find it uncomfortable to work the remaining shifts alongside the impacted employees. They developed sympathy for their co-worker and serve as a channel for their colleague to express their feelings or thoughts. Their trust in the company may also drop significantly as they believe that if the company's financial situation worsens, they will be laid off soon as well. Thus, this creates anxiousness among the non-impacted lay off workers. At the micro-organizational level, workforce reductions may both lead to the loss of key knowledge resources and a reduction in the motivation of those that remain (Wayhan & Werner, 2000). To conclude, the employees share the same though and emotion as the impacted lay off employees. Their sympathy impacts their feelings and as well as their work.

5. Will lay off ruin the company reputation? Briefly explain.

Lay off may or may not impact the company reputation depends on how the ways the management of the company manage their lay of strategies. Lay off will not damage the company reputation if all the workers are satisfied with the layoff plan as well as the employees get proper organizational support from the company and finally the situation does not bring chaos to the company. Company able to maintain good reputation if their worker satisfied with their lay off plan. To get the employees agree and satisfied with the plan, the company need to ensure to keep a good communication among the employees. Company should communicate clearly on the compensation benefits and also the layoff reasons on why they should implement it. Organizational support should be strengthened for the impacted employees so that they felt valued and appreciated. Thus, creates content feeling until the day they left the company. Chaos can be prevented if the company treated the employees fairly and with dignity. As a conclusion, lay off will not damage the company reputation if all the workers are satisfied with the layoff plan as well as the employees get proper organizational support from the company and finally the situation does not bring chaos to the company.

Case study 16: The Impact of Job Stress and Job Satisfaction on Organizational Productivity at Unisem Semiconductor in Ipoh.

1. What are the variables affecting job satisfaction and stress at work?

The emotional and cognitive issues that result from workplace stress disorders are known as psychological symptoms. One of the most typical effects of job stress is job discontent. A person who is hesitant and delayed by their work because they are unhappy with their jobs and see no motivation to accomplish it correctly. Depression, anxiety, boredom, frustration, solitude, and hostility are further psychological symptoms (Amiri, 2018). Physical symptoms: While specific working environments are linked to certain illnesses and physical impairments, it can be challenging to determine how much of these illnesses are a direct effect of employment and how much is due to other factors in a person's life (Rosch, 1984). But research reveals that there is always a connection between symptoms of job stress and physical problems (Singh, Amiri, & Sabbarwal, 2017). Cardiovascular disease is one of the most prevalent signs of physical illness associated with job stress. Behavioral symptoms are divided into two categories: The first category consists of symptoms that may be expressed to an employee directly. These include actions like not showing up for work, abusing alcohol or drugs, binge eating or having anorexia, acting out in disagreement with coworkers or family members, and general interpersonal issues. The second group of behavioral symptoms is workplace-related and includes productivity issues, job loss, increased work-related accidents, and absenteeism. Organizational stressors include workplace discrimination, a lack of job stability, and an excessive emphasis on doing things well. Overwhelming workload and a lack of feedback long working hours, concerns and problems with the economy, constant repositioning and mistaken expectations, and other stressors are present in the company.

Meanwhile factors affecting Job satisfaction are working conditions: Since employees put in a lot of time during the workweek, employers have to make an effort to enhance them. Better working circumstances include things like offering a large, open workspace as opposed to a small, cramped area, standard, comfortable furniture, and sufficient lighting. Workload and stress: Even the most devoted and committed individuals may not feel satisfied with their jobs if they have enormous workloads, many obligations, and impossible-to-meet deadlines. Employees want to treat their coworkers with respect, which is a sign of mutual regard. On other hand, working in a hostile workplace and among impolite and aggressive individuals both lower job satisfactions. Communication with managers and supervisors: Skilled and effective managers are aware that their staff members require encouragement, rewards, and recognition for their efforts and accomplishments. Additionally, workers need to be aware that their managers and supervisors are always available to talk about any problems or concerns they may have, particularly those that influence their productivity and effectiveness and jeopardize their job satisfaction. Financial advantages the employee's perception of justice and fairness in terms of compensation and perks, in addition to the money they get, is also important for work satisfaction.

2. What are the benefits of an active management approach?

Modern business leaders understand that their capacity to inspire, engage, and encourage people is essential to the success of their organization. Without intending to sound simplistic, any company that doesn't support its employees as they develop, advance, and adapt is unlikely to find much success in any way. Given this, it comes as no surprise that so many progressive business owners are involved in the day-to-day operations of their companies. Here are four advantages a practical strategy provides for company executives in management positions:

Performance in employee relations. Nobody enjoys working under a supervisor who is cold and distant. Management professionals who spend an excessive amount of time travelling or cooped up in their office need to priorities engaging with their staff more frequently. Although having a face-to-face meeting with your team may not seem like a huge issue, regular communication with them will help you get along with them better. The last thing you want to do is present your most important relationships as distant.

Decision-making in the know. The best business entrepreneurs worry about the little things. They go above and above to thoroughly research every facet of their business so that they may make better educated judgments. Any business looking to acquire a competitive advantage over its rivals would undoubtedly benefit greatly from this. Hands-on business owners will not only be able to generate more precise estimates, but they will also be able to find new methods to enhance internal procedures.

Raised levels of collaboration. To elaborate on some points, business leaders that are eager to get their hands filthy will be better able to inspire cooperation. An effective leader essentially serves as the group's "facilitator-in-chief." And every manager should work to create a team that functions flawlessly as a unit. The most effective method to achieve it is to position ourselves in the eye of the storm and control traffic from the ground up.

Actionable measures. Every business occasionally faces unanticipated difficulties. In fact, even the most prepared professionals face challenges at work and must take action to deal with them. However, hands-on business leaders may reduce the amount of time their staff spends solving issues by coming up with proactive solutions before a problem even occurs.

Final verdict. Every firm gain when the owner takes a more active part in management, regardless of whether the company makes complex lab equipment like conductive pipette tips or creates neon signs for nearby eateries. The good news is that anybody can learn to lead effectively and actively without needing any specialized knowledge or training. Instead, all that is required is a strong work ethic and commitment to the cause.

3. How to pick the best employee for the job?

It's crucial to match the appropriate individual with the correct position. Take into account the following advice to make sure the efforts to manage and hire employees are successful:

The job description is where it all begins. An accurate job description is essential to avoiding employing the incorrect individual for the position. A flawed one could attract unqualified candidates. It's crucial to determine the behaviors, traits, and abilities that will be valuable as well as the success criteria for a certain position. Keep it brief and sweet, and make sure to address both the work-specifics and the business culture. Candidates' opinions are strongly influenced by company culture. Furthermore, this may determine whether a qualified prospect applies for the position or chooses to go on to another business. In order to ensure employment happiness for the chosen applicant and prevent a poor hire, it is essential to accurately describe the position.

Carefully examine the candidates. In some cases, new recruits fail to perform well simply because they lack the necessary abilities. Only 16 percent of new recruits possess all the necessary abilities to carry out the duties of both their new position and their old one. This covers the price of finding and training a replacement, as well as the expense of firing the employee and the harm it does to the team's morale and brand. In conclusion, poor hiring decisions can be costly.

To prevent making substandard recruits, recruiting managers must be diligent, asking behavioral-based questions, verifying references, and completing other crucial interview process procedures. Additionally, employing data analytic methods to pinpoint certain backgrounds, aptitudes, and other characteristics that applicants who have succeeded in a post have held in the past may suggest that individuals with comparable features will do well if employed for the position.

Some businesses are adopting artificial intelligence (AI) in HR, using talent rediscovery tools to go over previously vetted applicant credentials to determine if any individuals might be suited for another post or may have initially been ignored. Promote Employee Advancement probably second most common excuse given by workers for leaving their professions is a lack of opportunity for professional progression. According to Gartner, 40% of leaving workers do so because they are unhappy with the direction their careers are taking and their prospects for the future.

Managers must comprehend employees' aspirations in order to assign the proper individual to the correct position and design a career advancement plan for that employee, however many fail miserably in this endeavor. Since 96 percent of workers believe that empathy is essential to retaining employees, it's critical for managers to spend time getting to know their staff members and understanding their requirements.

Concentrate on Choosing the Best People for Management Positions. The choice of a manager is among the most important ones a business makes. In fact, a startling 82 percent of the time, businesses hires the incorrect management, making this a topic worth concentrating on. Paying for training can be beneficial. Only one in ten people have the talent necessary to be a naturally exceptional manager, according to the Gallup survey.

4. What are the roles and responsibilities of the team?

The duties related to a person's job description and, thus, their function within the company, are referred to as team roles and responsibilities. It's critical that roles are clearly defined because each team member is accountable for carrying out a variety of activities each day and has many responsibilities. As a matter of fact, the more clearly stated something is, the less ambiguity there will be and the more time it will have to really work toward corporate goals and objectives. People accomplish more and feel more driven to do these tasks when they are aware of what is expected of them.

Advantages of functional positions and obligations. Besides improving team productivity, assigning functional roles and tasks has various additional advantages that might be advantageous to the firm as a whole. Team leaders who are aware of these advantages will be inspired to put them into practice if they haven't previously. The advantages of assigning functional roles and duties include the following.

A rise in productivity teams can focus on what needs to be improved when they know what is expected of them. The productivity of the team as a whole will rise if their roles are well defined. The enhanced momentum and long-term success of the team as a result of this productivity.

Team achievement is set a team up for success involves distributing responsibilities properly and sticking to a predetermined plan. Employees that have defined responsibilities and deadlines have all they need to complete their work and succeed at their best.

Increased momentum and morale the entire team will gain when a worker's duties are made clear and they are effective in their position. A fantastic method to create momentum for upcoming initiatives and increase productivity is through team success. The squad will get more confident as a result of this identical achievement.

5. In your opinion selecting fit employees for shift working will increase the productivity?

Yes, shift work is a type of employment in which a particular task is carried out in shifts by several crew members engaged in a shift relay, providing the task with continuous exposure and coverage. From the standpoint of the employer, such procedures are advantageous for some time-sensitive jobs. It may imply freedom and convenience for the employee. It can, however, also have a lot of detrimental effects. The majority of negative effects on employees are health-related. So, the benefits and drawbacks of working in shifts are listed below. For convenience's, employees can select the shift that best suits their requirements. People who have to take care of a house can choose the night shift, while those who have time in the morning can choose the morning shifts. In terms of taking time off, it is advantageous at the same time. Shift workers can finish any additional work in the morning before working an evening shift. Even though the typical morning shifts appear handy, many people now select night or evening hours since they have more time flexibility with them. Working evenings has many advantages, one of which is this.

However, with shift jobs, it becomes simpler because the remaining work will be handled by the next crew to shift, eliminating the need for extra effort. Therefore, less hours worked are advantageous. Educated number of hours worked in shift employment, there are fewer working hours. It's because there is ample downtime and downtime for breaks. In a typical situation, work hours are extended into overtime in order to complete assigned duties. Prospects for training as one have ample time to devote to training activities. One can organize to update their talents without taking time off from work for such training sessions. The best quality of shift employment is this. By controlling time for training and working in shifts, one has the chance to improve his abilities. An effective work-life balance is possible. Avoid peak hours to avoid travelling during rush hour to work. The workers can select a shift that will allow them to commute with less congestion and rush hour. The majority of rush hours are in the morning shifts, allowing one to work evening or night shifts. It allows for flexible travel. The fact that there are no locals or people using the public transportation and they may go without being crowded is highly rewarding for the staff. Working in shifts might help the workers finish other tasks and avoid saving them for the weekend without being restricted to doing so. It might be challenging for regular hour employees to undertake other activities during the day because office hours take up the majority of their time. However, shift employees do not have to wait until the weekends to complete their errands because they have plenty of time during their off-duty hours. Flexibility in that a leave of absence can be requested at any point throughout the week and can be made up in another way. It is easier since employees may trade shifts. Shift workers may go on vacation during the week and make up for it afterwards. Rotating labor offers a range of jobs as opposed to a routine where all the work is done by one individual. Rotating teams can work on different aspects of the same assignment, increasing overall output.

Case study 17: The Effect of Leadership Behaviour on High Employee Turnover Rate in the Internal Audit Department of a Public Listed Company

1. How does high turnover rate affect the efficiency of the department?

High turnover rate indicates that there is something or someone that play major role as the catalyst for the resignation of employee in the department. There is an immediate affect and long-term impact to the department if the high employee turnover rate become a norm in the organization. In general, high turnover rate will have affect to the efficiency as follows:

- Loss of specific talent with technical knowledge will reduce the department's performance to deliver excellent end product or services.
- Loss of experienced employee that understand the working culture and people inside the organization will lead to delay in getting information.
- Reputation will be tarnished as other employee from other departments will perceive that the department is having problem with its people.
- Management and human resource will try to investigate the leadership and employee of the department, which lead to the disturbance to the workflow.
- New employee will be demotivated and reduce willingness to work and try to search for other opportunity, which lead to reduce efficiency of work.

2. How to retain the good employee in the department?

Talent retention is one of the key success factors in the organization. Having a good employee with excellent track record in delivering the output with good attitude, appropriate relationship with his or her superior and team player is the dream of every leader. In order to retain the good employee in the department, there are several key factors that leader should take into consideration as follows:

- Ensure employee job satisfaction by understand their needs, employees are treated with fair and reasonable in any condition.
- Reward and incentive for those contribute to the department and company without any discrimination.

3. How does leadership behaviour affect the turnover rate?

Leadership behaviour is one the key determinant that affect the turnover rate in the organization. Negative leadership behaviour will create uncomfortable working condition that may lead to the job dissatisfaction and end up by resignation by the employee. Without conducive and comfortable working condition, the turnover rate will be increased as the employee will feel that they are not valued by the leader, exposure to the harassment by the leader and possible conflict and communication breakdown with his or her subordinates.

Positive leadership behaviour in contrast will increase the job satisfaction among the employee. The motivation will improve when the employee felt valued and be part of the team where they share the same value and goals. Conducive working environment with supportive leader and understand their issue and problem will improve the efficiencies among employee. Employee will be happy to work with this type of leader and mostly will be loyal to the company in the long term.

4. What can be done to solve the negative leadership behaviour problem?

Human behaviour is complex and not easy to change. Same goes to the negative leadership behaviour problem in the organization, as every individual is having unique characteristic and attitudes that reflect the style of leadership. There is various connection between negative leadership to his or her family background, friends or peer, community, culture, religion, value, and etc. In order to solve the negative leadership behaviour problem in the organization, we must identify the root because first, followed by treatment to the identified root cause and if possible, find solution to control or turn the negativity into positivity. For example, the negative behaviour is due to the lack of understanding and empathy towards the employee. Training and retraining related to the leadership can be done, or perhaps requesting the leader to follow the motivational talk or physiological assessment.

Case study 18: Performance of Employees Working from Home during the Covid-19 Lockdown Pandemic

1. What is the factor that led to Job satisfaction while working remotely?

Personal and household, work-related, and travel-related aspects, according to the case study, have a substantial influence on telecommuting implementation. Individuals and familial, job, and transportation factors, they claim, all have a significant impact on telecommuting effectiveness. Employees appreciate the time, money, and comfort savings that result from not commuting. the time saved by not having to commute for hours every day, as well as the flexibility and freedom they now have with a significantly larger amount of spare time This might be because they have young children or other responsibilities at home and, as a result, need to spare time for non-work duties throughout their professional day. Teleworking allows employees to separate their working hours into manageable chunks, interlaced with rest periods for child rearing, domestic duties, and home-schooling. Teleworking gives workers independence and flexibility and means allowing tasks to be merged with household work and childcare, which consequently improves work-life balance. Every one of these advantages ultimately contributes to improved work performance, which increases job satisfaction when working remotely.

2. The management of organizations is the most vital in the system to increase Job satisfaction during work from home. Would you agree or disagree? Justify your answer.

There is no denial of the upper hand's obligation to establish a better atmosphere to boost employee work satisfaction, especially for the employees working remotely. The upper hand is important in creating a smooth process of working from home with the new normal to implement a new working system. There are many people. There are many people. Particularly for employees who struggled to balance work and household chores or who became victims of domestic abuse and are now confined with their partner. The possibilities are endless. Thus, people in positions of power should improve their abilities to work with more emotional intelligence. Personally, in my opinion, employees should be much more lenient toward their remote employees. The managers' leniency and flexibility in working will put their workers at ease and eventually enable them to work with better performance and relatively higher job satisfaction. Imagine the struggle between a bad spouse, terrible managers, and a crying infant at the same time. This could lead to burnout. But of course, this is not ideal for everyone. This effort and leniency should only be extended to employees who reciprocate the same amount of energy. From one department to the next, from one role to the next, all parts of the system should work to improve job satisfaction. If only one part of the system is trying, the chances of success can be low. In conclusion, I partially disagree that the managers should do everything for job satisfaction in the organization. The employees should play their part to return the energy and create a better work environment.

3. There is a correlation between Job satisfaction and work performance. Answer with your own opinions.

Based on an extensive literature study and evaluation of a number of scientific studies that evaluate work satisfaction, as well as personal interviews with 126 IT employees, it was discovered that there's a good association between employees' satisfaction and their individual performance, which would be medium in valuation, has a bidirectional influence, and is most likely based on some independent variables that were not investigated in the latest research. This finding supports the authors' argument that there is a positive association between work satisfaction and performance (Yanchovska, 2021). According to these findings, it can be believed that employees who appreciate the essence of their job and are also happy with their pay, career advancement opportunities, dynamic working conditions, and associations with their coworkers will perform better in the organization and will be more effective, constructive, and initiative-driven, contributing to the organization's overall asset value.

Case study 19: Effect of Autocratic Management Style on Employee Job Performance: A Case Study of AHM Berhad

1. HOW DOES AUTOCRATIC MANAGEMENT STYLE EFFECT THE EMPLOYEES?

Ardichvili and Kuchenke (2010) and Egwunyenga (2010) stated that an autocratic leader will never allow a decision made by staffs. (Chukwusa, 2018). Based on this case study, the autocratic management style practiced by the AHM Berhad have affected the job performance of the staff. Eny was unsatisfied with the Madam A's announcement regarding the bonus provided to those who are only involved with the project and her decision has demotivated Eny and few other staff who are not involved with the project. On the other hand, Diba also have showed her dissatisfaction towards Madam A's negative attitude which is shouting to staff as her pleased even though the mistake was done by other staff. the 24 hours resignation at once was a huge decision made and the dissatisfaction showed by the Diba's team proved that Madam A have led her management and organization with a wrong way. Other than that, the Atiq's sudden dismissal was real injustice and unfairness treatment by the organization to him. Atiq suffered lost due to hard to get a new job after the sudden dismissal.

2. DOES AUTOCRATIC LEADERSHIP STYLE INFLUENCE EMPLOYEES' PRODUCTIVITY?

Employees' productivity can be described as an assessment of the value produced by an individual employee in each period. Most of the successful organization can be related to the efficiency of their workforce or employees' productivity (BasuMallick, 2020). According to this case study, the leadership style approached by Madam A have influenced the employees' productivity. There is high and low productivity of employees. High productivity by employee which can be seen through the case of Eny's submission of tenders. Due to the strict order by Madam A and due dateline for the submission, Eny must prepare and submit any tenders before they meet the dateline, otherwise she will be blame for not submitting it. Through the Atiq's situation also we can see that there is a high productivity in his job where he is preparing latest orders at home before submitting it to Madam A. His action was to avoid from angriness of Madam A. These situations help work ordered by Madam A done on the specific time.

3. DOES AUTOCRATIC LEADERSHIP STYLE ACHIEVE WILL AFFECT THE EMPLOYEES' PSYCHOLOGY? EXPLAIN.

Employees' psychology is focused on the behaviour of an employee while performing their role. By understanding the psychology of an employee, it is benefits to the companies because it is providing the insight into an organization's greatest asset. This empowers managers to effectively deal with different employee personality types. (Merchant, n.d.) As per this case study, Madam A management's style have affected her employees' psychology where there is lowers morale team between account department and purchasing department. This is because the attitude of Madam A by blaming and shouting to Diba because of purchasing's department staff mistake have caused to the less cooperation between Diba with the purchasing department. This will be hard for them for any discussion and working together. Other than that, employees also cannot develop new skills and abilities because they were unable to give any ideas or voice out on any changes in the management because Madam A do not foster any creativity or problem solving in that organization.

4. BASED ON THIS CASE STUDY, IS THERE ANY SIGNIFICANT LEADERSHIP BETWEEN AUTOCRATIC LEADERSHIP STYLE AND INDUSTRIAL HARMONY?

According to the Otobo (2005) as well as Osad and Osas (2013), a friendly and cooperative agreement situation that can have by employers nd employees in achieving the same objective for their organisation is called the industrial harmony. Meanwhile, Puttapalli and Vuram (2012) defined the industrial harmony as a good relationship between employers and employees as the respect of the employment agreement between each other in their workplace. (Akuh, 2016). Based on this cae study, there is no significant leadership style between autocratic management style and industrial harmony. This is because Madam A have made all decisions by herself without consulting or discussion with her staff. Besides, her decision made was unfair and injustice to some other workers and it is led to the dissatisfaction among the staff. Her attitude which like to shouting and blaming employees without investigation also have caused to the disharmony situation and negative working environment. It can be concluded that, there is no good cooperation between Madam A with her staff because of the veto power showed by Madam A.

5.HOW DOES AUTOCRATIC LEADERSHIP STYLE INFLUENCE EMPLOYEE MORALE? RELATE TO THE CASE STUDY AND BRIEF.

Employees' morale is the morale of employees in workplace environment. Morale also is how employees feel about going to work, how they approached their job or tasks given by employer, and their attitude towards on how to achieve the company's objective or goals. To summarize it, morale can be defined as the peak of the job, outlook on life and employees' job satisfaction. (Harris, 2021). To relate with this case study, in my opinion, the employees in AHM Berhad does not show any morale or good attitude towards Madam A, reflected to her management style. Because of her attitude towards her employees, which does not show any respect and good attitude, three of her staff in account department includes Diba was resigned with 24 hours' notice at once. This showed that the authoritarian leadership by Madam A was failed to develop a good environment in workplace and failed to build a good attitude of employees in AHM Berhad. Apart of that, employees also have a lot of dissatisfaction towards Madam A and this will cause to more resignation by employees.

Case study 20: Toxic Working Culture

1. How does toxic environment affect workers?

Toxic environment will make the employee demotivated and will force and push themselves to work. They will not work to achieve the objective of the company and will just work for the sake to earn money. When the workplace is non-toxic, then the employee will be happily work and always try to achieve the objective and perform more and they will do extra miles. Motivation is very important for the employee to perform in the workplace. Toxic environment will lead to high turnover rate and the organization productivity will be low.

2. What are the toxic cultures are found in this issue as per above case?

The toxic cultures that can be seen in the case above is, the manager is very bias, whereby she will only treat the people that she like in proper way and will promote the favorite person only. Other than that, there is no professionalism in the management style, she always shout in front of all the employee if any of the employee makes mistake. Besides that, the manager always gaslight the employees, she will always make sure any mistake that she did will be blamed on weak employee and the employee will always feel very down because he or she feels that they always make mistake. Other than that, the manager also did not value and appreciate the employee. All the hard work is not appreciated and rewarded, so the employee does not have motivation to work.

3. What the management did to overcome the toxic working environment and improve the productivity?

After management find out the issue that happening in the organization, they start investigate the issue and find the root cause. They found out the manager is toxic person, so they replace the manager and provide the toxic manager with training and counselling to improve her management skill. The management also start appreciating and rewarding the employees who are performing. The employee start feel they are appreciated and perform as much as possible to earn the reward and promotion.

4. How employers can helps the employee to eradicate the toxic environment in workplace?

The employers can helps the employee to eradicate the toxic environment by check on the employee and receive feedback always from the employee. The management should have the feedback system by evaluating the upper level management. The employer must have a feedback box or any channel to provide feedback so that the employees can voice out. Time to time the employers and management should do a floor walk to check the situation and get feedback from the employees.

5. How did the government play their role in order to remove the toxic environment in workplace?

In this case, to remove the toxic working culture government should have a proper law and order. Whoever abusing in the workplace should be fined or punish under the Malaysian law. When the government take serious action on this then the rate of toxic or abusive workplace will be much lesser.

Case study 21:

1. What is the meaning of digitalization?

Digitalization means the process of transforming something to digital. Digitalization is the generic term for the Digital Transformation of society and the economy. It describes the transition from an industrial age characterized by analogue technologies to an age of knowledge and creativity characterized by digital technologies and digital business innovation. As Gartner defines it, digitalization is “the use of digital technologies to change a business model and provide new revenue and value-producing opportunities; it is the process of moving to a digital business. Digitalization moves beyond digitization, leveraging digital information technology to entirely transform a business’ processes, evaluating, re-engineering, and reimagining the way you do business.

2. How does digitalization influence organizational behaviour?

Digitalization is a key to improving organizational behaviour in the context of correctly adapting and responding to the changes. Digitalization also has the good possibility to influence and strengthen organizational values. This can be achieved by fostering a digital adoption that can provide guidance for organizational members to interact both competently and ethically. In organizations where members of diverse groups and teams collaborate using digital technology. Due to this, it has been seen that there is increased potential for conflict resolution, stress reduction, as well as the generation of creative ideas and innovations. The change reaction all of which help to improve organizational effectiveness and performance. However, the latent for ethical issues can also be heightened due to consuming digital technology, or misuse of these technologies. In order for digital technologies to be successfully implemented within organization, as such it is crucial to highlight the role of ethics and ethical behavior in the organization playbook. This is to ensure the effectiveness and performance of the workforce while maintaining their well-being. In addition, there is also an important role for leaders to emulate ethical values in the collaborative use of digital technology.

3. Why is digital technology important in organizational behaviour?

Digital technology is one of the most relevant components of organization's business environment. It offers innumerable prospects for organizations to thrive in their business environment. Digital technology and the workplace are one of the hot topic or trending research areas that researchers are showing keen interest and focus area. The presence of technology in the workplace is becoming obvious and the fear that, it could replace some jobs in the next decade or less cannot be implausible. It was reiterated that the reason for quest for the adoption or adaptation of the latest digital technology was because it helps both employees and organizations to be more effective, efficient, proficient, and profitable. The use of digital technology has helped to break geographical barriers, language barriers and cultural barriers. Whereby allowing employees to be more effective and efficient, which are evident in organizational work processes, productivity, competitiveness, and profitability. Consequently, technological changes cause business practices and processes to evolve, which makes organizations to invest more in it. In fact, organizations have always sought and adopted technologies that enhance the effort of their manpower in production and management in the management of organizational operations. This one of the examples direct influences on both employees and organization. However, the relationship between digital technology usage and organizational behavior had been controversial. It has been argued that the use of technology in the workplace leads to high employee productivity as other variables interfere such as employee's high morale. Part of the advantage of introducing digital technology effectively in the workplace is that employees become more motivated, work processes and managerial processes in the workplace become better organized and structured. Digital technology usage always led to handling large volumes of work at an increased speed, while using less resources.

Furthermore, empirical studies conducted to assess the influence of technologies in different areas of human endeavour such as social sciences and the sciences, medical sciences, engineering, and in business practices. However, most of the studies in the area of business focused on the influence of technological usage on employee productivity or organizational productivity without accounting for its effect on employees' behavior at work. It is worthy of note that employees' behavior is a crucial factor for any organization to optimize the advantages inherent in the usage of any technology. Therefore, monitoring of employees' usage of technologies is now generating debate on how to strike a balance between employer's security rights and employee's privacy issues.

Case study 22: Students interns as a permanent staff in a small company

1. Did you think that Mariama should stop her internship at Awani Services?

I think Mariama should not stop her internship programme in Awani Services because this is a great opportunity for her to learn new things. Internship is just a beginning for her career path. She can learn so many things in this company. According to Abdulghani et al., (2014), the internship is a type of experiential learning where new graduates take the opportunity to use the knowledge and skills acquired during their studies, school exercises to real-world situations, and it provides opportunities for student's graduates to integrate and unify their thoughts and actions.

2. If you are in Mariama and her friends' shoes and you got something emergency to take a leave and they did not bother to hear you, how would you exactly have felt?

Emergency it is a serious unexpected, and often dangerous situation requiring immediate action which is inevitable. The company should not set this law that saying the internship student could not take a leave even though it is an emergency. Different people were facing different kind of problem. The company might just cut their allowances if they are on leave. Pressuring the intern by doing this is not a good thing. According to Wilks (2008), a student's psycho-social emotional health may suffer if they are unable to manage their academic stress.

As Aristotle famously stated, we are not simply rational beings, and we have feelings. Our emotions give our lives meaning because they are the medium through which we experience them. According to Soloman (2008), what fascinates or attracts us, the people we love, the things that enrage us, the things that move us, and the things that bore us all make up who we are. However, this clear fact clashes with an outdated prejudice and must meet a fresh source of zeal. It's a common misconception that our emotions are unreasonable and cause us to disrupt or interrupt our life.

3. How Mariama need to keep her emotions right if she wants to finish the internship?

Mariama just need to enjoy the moment while she is still in internship with her friends. At least she can express her rage and her friends could at least understand it as they are all in the same situations. But it is only that Mariama is the only one who always get angry by the manager. Stress is a personal experience that follows a traumatic occurrence that causes emotional or bodily suffering. Being under stress is common in daily life; it can either unpleasant wholesome or not. For instance, experiencing mild tension up until a resolution is reached is referred to be healthy or happy stress. As a coping mechanism, healthy stress is advantageous for maintaining awareness, equilibrium, and connection. Additionally, it can contribute to the development of positive traits like maturity, self-confidence, and ambiguity tolerance, as well as it may encourage the learning of new information and abilities. Excessive stress, also known as unhealthy or negative stress, can, however, interfere with effective learning, impair memory, increase anxiety, reduce sleep, cause issues with eating habits, increase accident proneness, and reduce problem-solving abilities (Abdulghani et.al, 2014). Unfortunately, unless Mariama can pick up and move to a new job, it seems impossible to escape the deleterious effects of these toxic individuals. But for internship, university would not let their students to change the internship company from the period given.

4. Isn't it typical that people become more emotionally explosive when they are in a bad mood?

Students with mental and physical health issues are more likely to perform poorly in school, which increases academic stress and feeds a vicious cycle of stress, unhealthy coping mechanisms, and deteriorated health (Haines, Norris & Kashy, 1996). This might get Mariama not performing well in the internship period. Her emotions are not stable as it is getting pressured by the manager. Mariama needs to control her emotions by finding how to make her life in peace when the manager keeps demotivating her. Successful adaptations to challenging life situations result in resilience. According to Carver, Steinhardt & Dolbier (2008), it is a psychological phenomenon because the perception of inner strength that enables the physical manifestation of such strength, i.e., the speedy recovery from functional disturbances and return to pre-disruptive level of functioning, is a psychological phenomenon. The company should allow the internship student to do an occasional release process, that is, a brief general discussion about pressures related to the company and the owner and manager need to identify and empathize with each other's feelings. It could lead to Mariama in the most egregious situations, we may have an exaggerated emotional reaction to their toxicity and carry these feelings home to our families, friends, and significant others. The boss is hard to give advice to the manager as the manager itself is a good producer. The manager seems to get away with treating others badly because they produce results.

5. Don't agitated states make it simpler for even a small offence to set off fury outbursts?

As an example, for the manager because of the pressure he holds, he let the emotions move to other people by scolding them. The manager needs to learn how to control his emotions to be a better manager because happy workers produce a happy environment of working. When they know there are not enough staff, they are supposed to look for a new worker not using the internship students to do the overload of the company that the internship is not familiar with yet. It is okay to give them the workload but not pressuring them as they are the one who is going to take the full responsibilities of the work given. As for Mariama, she has experienced the frustration and confusion of having an extremely difficult person to deal with in the workplace. Instead, we identify a toxic personality as someone who exhibits a pattern of unproductive work habits that over time weakens people, teams and even entire organizations. These challenging people have the potential to dominate our thoughts and drain our resources to the point where they threaten to derail our feeling of well-being. They irritate us, invade our personal and professional space, sap our spirits, demoralize teams, and ultimately can even cause us to question our own competence and productivity. They are toxic in every sense of the term.