

Bookcases Publication

13 CASE STUDIES IN HUMAN RESOURCE MANAGEMENT & MANAGEMENT PERSPECTIVE

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Author'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 and INTI International University institutes. She had 15 years' experience in education line and 2 ½ years in the industrial field. 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 (h-index:16; i10 index:12) in Google Scholar, ResearchGate, 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 human resource management topics that were written by our instructors and students. This book has covered some issues with HR and its remedies during the covid pandemic rather than broader HRM subjects.

There are a total of 13 case studies in this book and I enjoy reading this book as each case study will only be written a 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.

Prof. Dr. Benjamin Chan Yin Fah
Dean of Graduate School of Business
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Synopsis of Case Study

Learning 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 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: A case study of Organizational Behaviour and Resistance to changes in Malaysia's Commercial Banking Industry.

Author(s): Hemaloshinee Vasudevan; Nomahaza Mahadi

CASE SCENERIO

In this case study, the application of operationalization is used to determine the terms of a process (or a set of proof tests) that are needed to regulate the nature of an item or phenomenon. In this case, researchers determined some operational definitions in terms of organisational behaviour, negative behaviour, positive behaviour, negative attitude, positive attitude, job satisfaction, job dissatisfaction, and job performance. Organisational behaviour focuses on trying to understand the different types of human behaviour and its advantages as well as its disadvantages. It considers how phenomena like motivation can influence human behaviour, attitude, individual, team and group work in organisations (Veličkovska, 2017). Negative behaviour and positive behaviour can be classified as an organisational behaviour because both of it influences human's attitude in the organisation. Negative behaviours or attitudes act as facilitators and barriers to effective mutual workplace relationships among workers in organisations (Almost et al., 2015). According to Hoppock (1935), job satisfaction is defined as a blend of mental, physiological, and natural circumstances that enable employees to speak honestly about his/her satisfaction toward the job that they hold in the organisation. In this case, Alex is well-educated, and he holds a master's degree from the United Kingdom. Additionally, he has over 25 years of experience in the banking industry. Simon's negative attitude as a senior executive annoys and disappoints him, hence, resulting in him being dissatisfied with his job. Simon also penalized Alex by taking away his promotion, increment, and bonus; leaving the employee to work under pressure. Other subordinates were also not satisfied with the job because of Simon's behaviour, and they ceased from the task. Generally, Alex has his own perception about the job, and he wants a peaceful working environment instead of opposing and conflicting opinions which often lead to arguments between them. How does Alex manage Simon's negative attitudes which create employees' job dissatisfaction? Additionally, how does Alex manage Simon's negative attitudes to become positive attitudes that can enhance employees' job satisfaction? It shows how the managers' negative attitudes and positive attitudes in the workplace can create job satisfaction and job dissatisfaction among employees. The moral of this case study is, a manager cannot control the subordinate's thoughts and opinions, as well as penalize an employee. This is because being a leader; a manager is responsible for the subordinate and the work that they do. A manager should consider the employees' position and behaviour while making certain decisions, as to not disassemble the spirit in the team. Managers and leaders are prone to give a negative comment when employees provide suggestions and thoughts. As employees usually work hard to bring positivity and improvement, harsh and unsupportive remarks may demotivate them. Demotivated employees further express their dissatisfaction by coming to work late, taking frequent medical leaves, and disregarding the works assigned by the supervisor. An employee has the right to take actions on such managers, but very often they do not. Throughout an employees' working life, encounters with ill-behaving managers are unavoidable. As there is no alternative way to ignore this kind of working environment, employees often resort to resignation. As leaders, managers should guide their subordinates and not ignore employees. Managers should cultivate positive thinking, constructive opinions, and ideas to sustain the workplace culture and improve the leader-member exchange relationship.

RESISTANCE TO CHANGE

It is a difficult task for organisations to avoid changes because new ideas can promote employees to grow in the organisation. In organisations, changes occur for many reasons such as new staff roles, increase or decrease in funding, achievement of new engineering, new missions, visions, or goals, to attain new members or customers, and due to changes from negative to positive behaviour. Resistance to change can be a challenge to an employee and employer, especially when resolving the troubles. According to Burke (2008), people protest the imposition of change which is borne as a general truth. However, resistance can also be proactive resignation or planned to damage (Kreitner and Kinicki, 2010). Any form of changes must be discussed at three levels: organisational, individual and team or group level. The reason for resistance to change at the organisational, team and individual levels are because the staffs are outmoded, ego in terms of position, and practice stake and effort indifference. Change produces anxiety, uncertainty, and makes employees feel uncomfortable because everything looks different. Routines, otherwise, are more automatic, hence, making them feel great while standing in the same shoes, in their comfort zone. Employees and managers are the causes of resistance to change.

Resistance mostly occurs at organisational levels because it involves the implementation of new ideas which will be used in all departments in the banking industry. Adjustments implemented by leaders are expected to showcase some resistance within the organisational levels. In this case, the manager will need to enforce the changes at organisational levels. By taking charge, they can lead and develop their skills, knowledge, and ability to execute in an organisation. There are four aspects of organisational resistance that should be considered; the threat to establish, the threat to expertise, limited focus of changes and structural inertia.

CONCLUSION

Every organisation has issues to handle, and the way the management or leaders handle the issues can affect the organisation's performance as well as the employees' performance. As a part of the top management, leaders should encourage employees and avoid demotivating attitude to ensure a better work environment. Emotional intelligence is the most crucial aspect that should be observed by everyone in an organisation. A high positive level of emotional intelligence establishes a high level of organisational citizenship behaviour, which further increases organisational performance. When bank employees can express their emotional experiences, both individual and organisational performance becomes enhanced. Hence, this brings down the workplace stress. Successful organisations know the importance of practising positive attitude in various condition, performance, and employee engagement. Such positivity is very crucial for employees when they later face with a negative work environment. Therefore, training assessment and evaluation of employees are very important as it guides them to learn as well as support the team members at the workplace, while they continue to attain the organisational goals, vision, and mission. In other words, training provides employees with a chance to learn coaching, guiding, and motivating techniques that can be used to improve the team members; creating a supportive work environment for the group members further ensures emotional intelligence development and elimination of negative attitude in the workplace.

Case Study 2: Workplace Bullying and Management of Mistreated Behaviour: A Case Study in the Banking Sector

Author(s): Thevamar Pillai Ramachanthir

CASE SCENERIO

Thiva was a bank employee in Malaysia. Thiva joined the bank under the Branch Operation Department. Thiva was employed in the Operation Division at the entry level. Thiva was a talented employee with high academic qualification. Her presence was welcomed by her co-workers in the operation department. Thiva displayed exceptional personality skills, was highly motivated, could easily adopt new knowledge to develop her self-discovery skills. After a few years, Thiva had decided to transfer to another working environment to explore new knowledge with the advanced skill and confidence that she had gained at her previous workplace. Thiva was transferred to the Headquarters (HQ) of Cheque Operation Malaysia under Callback section. After a few years in the Callback section, Thiva was approached by a supervisor from the Data entry section, which was a newly developing section in the cheque operation clearing department that had only a group of four members. Thiva was excited to explore new experience and decided to try the new work task, as described by the new data entry supervisor. Thiva's work performance was better than her colleagues, to the extent that one of her female co-workers had even complained to the supervisor that she was creating trouble at work and was unsuitable to work in the team due to her inability to work as a team member. Additionally, the female co-worker provoked a similar propaganda about another female teammate in the group of four, but the supervisor did not practice fair dealing treatment in this case. Thiva was continuously mistreated by the abusive co-worker and from the irresponsible supervisor. The higher management drove her to the extent to tender voluntarily resignation or work dismissal without executing a proper examination on the root cause. Thiva, in this case, appears to be an innocent worker with exceptional attitude and outstanding work performance, but unfortunately for her, the organization she worked for, was not on her side.

The bullying situation is seen as a disciplinary problem that creates by the employer towards employees' in which affects the health impairment, such as sick leave, rehabilitation or disability pension while to discharged or internally relocated (Leymann, 1992; MacIntosh, 2005) because of the adverse nature of the working conditions that occur bullying (Berthelsen et al., 2011). This case describes the impact of immoral behaviour by a co-worker and the supervisor in charge on the victimized employee at workplace. The event took place at one of the banks in Malaysia, where the victim's co-worker performed her service. The victim, who moved to another section in the bank at the HQ, became a threat to other employees due to her extraordinary and outstanding work performance. Consequently, the abusive co-worker and the supervisor started to target the victim's work performance and continuously exerted immoral behaviour towards her to demotivate her from performing her good work performance, as well as to paralyze her full involvement and responsibility to complete a job in a quicker and right manner. The few weeks of her employment at the new section under Data entry from the Callback section was all good as she was contented with her new job scope, which was better than performing the boring callback task. Her new job scope as Data entry for cheque clearance section was an advantage for her to improve her innovative technology usage talent, apart from gaining more innovative knowledge and information regarding soft skill. Her new job scope and working climate had been really challenging for her, but she had cooperated with her colleagues to accomplish daily basis work task in a right manner without any defect.

She also felt that she had learnt a lot from the new challenging experiences. Somehow, after spending some time with her teammates, she began to sense some discomfort about her both abusive co-worker and supervisor. Initially, she was clueless about the exact issue being raised by the abusive co-worker and the supervisor. However, she was able to accumulate an imprecise sense of understanding after her abusive colleague began to repetitively communicate and text abusing comments concerning her daily task as merely a joke to demotivate her. The abusive comments about her work task were not only spewed at the workplace, but also in her WhatsApp work group chat daily. Each solution and new idea suggested by her was immediately rejected by both the abusive co-worker and supervisor. The situation turned worse when the supervisor repetitively announced that any new idea suggested by her must be approved by another co-worker as a new procedure that the supervisor implemented, but not stated in the Standard of Procedure (SOP) at that time. The victim was frustrated and was unable to seek help from anyone in that dreadful situation. She realized that she had been targeted by both of her abusers and she could not perform her tasks as accurately anymore. As the victim could not face the dramatic issues continuously raised by the abusive co-worker and the supervisor, she had finally decided to highlight these repetitive bullying episodes to her higher management, the Head of Department (HOD). Unfortunately, she realized that she had made a wrong decision by escalating the abusive and repetitive bullying episodes to the higher management when the chief himself did not stand by her side, but instead, ignored her and remained silent. To make matters worse, the higher management and her supervisor had a short meeting with the data entry team to sort out the highlighted workplace issue by transferring the bully victim to her previous section –the callback section. This decision was made by both supervisors from callback and data entry sections with full agreement by the Head of Department. Clearly, the higher management did not make the right decision to stop the highlighted bullying issue at workplace. The unethical and immoral behaviour displayed by both the abusive co-worker and the supervisor to demotivate Thiva from performing a good job was partly due to ‘zero’ team cooperation in her working environment. Unfortunately, the bullying episodes did not stop after she was moved to callback section. The abusers continuously targeted her to fully stop her from performing any task in the data entry section even as a replacement staff in the event of insufficient headcount. The entire team probed her to do dual check without indicating her name on the finalized daily basis report. The entire team disobeyed the rules and regulations stipulated by the bank for their own team satisfaction. The callback supervisor did not assign her previous work task as the sub-lead of the team, but only requested her to focus on normal callback tasks. The callback supervisor insisted her to e-mail him all the early morning callback distributing tasks, so that once he had finished his jogging in the morning, he could just send the distribution tasks to all employees. Although this horrendous incident was acknowledged by the higher management, no action was taken. Psychologically, the victim felt more depressed and frustrated, while the top management was given wrong information that she was doing a poor job at her current workplace. As a result, the situation worsened and the top management had decided to dismiss her work service and no action taken against the abusers. This case allows us to visualize the effect of misuse of power and position. In this context, the supervisors had the main power of control (Future Leaders in Organizations) over the victim. The supervisors in the banking sector displayed the ability to perform immoral acts towards the victim within the organization. In this case of continuous harassment, the organization must outline five fundamentals to prove the responsible existence of Future Leaders in Organizations, namely: (1) Discuss skills to effectively lead an organization, (2) Describe power in the organizational context, (3) Discuss the positive and negative aspects of power and influence, (4) Explain the different types of conflict, causes, and consequences, as well as (5) Recognize influence tactics and impression management. Future Leaders in Organizations refer to the comprehensive management behaviour that helps to eliminate irrelevant occurrences in an organization, such as unethical harassment at workplace.

Employers and supervisors have the power to hire and fire workers based on the stimulus of power. Thus, the power bestowed to them, such as promotion and pay remuneration in employment, is their factual in an organization, predominantly in the banking sector. This power may serve as an advantage for the employers and supervisors to act immorally towards the employees. Thus, innocent employees often become victims and submissive sufferers due to the irresponsible management's behaviour, which has a propensity to adjustment due to the surroundings. Harassment that occurs between employees due to organizational politics can affect the management's behaviour, either to defend or to ignore. Workplace bully has become an average incident that happens in the working environment. Bully is an unethical act that exerts negative psychological effect on the victim. Consequently, workplace bully can negatively impact and ruin an organization's reputation if not nipped at the bud to halt physical or verbal abuse or humiliation that upsets over long time. Harassment involves the use of harsh words and texting negative comments of about one's abilities and capabilities. Harassment also reflects rising of voice to an employee, highlighting comments on one's physical appearance or personal abilities, making provoking signals, using indecent languages, and belittling movements made by the victim. In this case, the victim was employed under the supervision of an irresponsible supervisor. Subsequently, there would also be no issue if the victim had remained silent and merely obeyed the unethical abusing direction or management. Cases of harassment commonly involve the accused being solely targeted and continuously bullied due to their immoral behaviour. By this proclamation, one can deduce that the organizational climate is one of the leading facts that can affect transformation in management behaviour at workplace. The present organizational structure is led by the top management, who are composed of seniors. When junior employees are more talented and display excellent performance, it is difficult for most senior employees to accept the new comers to conquer the leadership task. The inability to adopt the changes suggested by new comers causes the senior employees to feel ridiculed to obey instruction directed by these new comers to perform their work task. To safeguard their positions, some senior employees choose the harassment method to demotivate new comers and paralyze their ability from becoming an excellent future leader. These new comers are blocked and constrained by unethical or immoral behaviour issues.

Procedure Enactment

In light of the above situation, it can be construed that employees identified as a victim of workplace bully can highlight this delinquent to the Malaysia Labor Court. The victims are required to convey this harassment to the management. As a victim of workplace bully, the victim might be in an exhausted condition and unable to seek proper help or guidance as the entire management is ruled by the mistreating management authorities. Under the SOP in any workplace legislation, there is no encouragement for any supervisor or leader to be able to perform the acts of bully unto another employee or staff by demotivating the particular person and mistreating with corrupt management politics. As a result of this endowment, the respective head of department, upon receiving a complaint, should be fully responsible for the following directions: (a) Obtain complaints regarding workplace bully by an employee, hereby the complaints should be determines as confidential, (b) Sort official records of all complaints acknowledged,

(c) Conduct an examination to sanction whether the substance described is defensible or otherwise, (d) Escalate the consequences of the examination of workplace bully to the Disciplinary Authorities, and (e) Preserve a record of all complaints acknowledged with the up-to-date of the complaints and continuous observation of the acts is obligatory. As an absolute argument, a person who is guilty of committing workplace bully can acquire any solitary or an amalgamation of some or even more of the subsequent penalties as identified to determination, apart from resolving this delinquency by giving cautionary and disciplinary penalties. According to Malaysian labour laws, the police will obtain and investigate the matter under the existing Penal Code (Act 574) (Mallow, 2014).

Conclusion

In conclusion, workplace bully can adversely affect an individual. Hence, it is of obligatory that the top management in the Malaysian banking sector to be extra cautious and be proactive, such as to be additional defensive for employees instead of practicing to be reactive. In order to effectively address workplace bully cases, the top management should follow the rules and regulations according to their legislations and SOPs to ensure employees' safety and health. Besides, workplace bully can be prohibited and exterminated utmost meritoriously if mutual strength and understanding is cultivated among the employees and the top management. Several internal techniques and methods for avoiding and exterminating workplace bully can be established and deployed. The top management can offer help by recruiting an association affiliate to a substantial employee assurance into executing and obeying a positive workplace atmosphere. An employee must be equally treated without compromising their position or status to safeguard the individual's dignity and self-respect. Simply put, an employee should be treated with respect and with full care. The top management should implement promotional plans and positive messages to develop a good and polite work culture, apart from creating a safe and healthy working environment. The top management should understand that employees come first when running a business in any field. Without a team of independent and responsible employees, an organization would not achieve its goals and objectives. The Ministry of Human Resources plays a huge role in ensuring a safe and healthy work atmosphere for employees, besides being able to extend their services to employees who seek aid or guidance.

Case Study 3: Sexual Harassment and Management Behaviour at the Workplace

Author(s): Hemaloshinee Vasudevan; Nomahaza Mahadi

CASE SCENERIO

After her resignation from one institution, Nisha (pseudonym) was employed as a lecturer at a private college of education located in Malaysia. Nisha was a young and attractive female employee with a cute personality. Her presence can turn heads and make everyone want to look at her. When she makes an entrance into her office, her male and female co-workers (lecturers) often stare at her, captivated by her personality and appearance. Nisha's personality can be described as dynamic and structured as noted in people who are uniquely affected by their cognition, motivation, and behaviour, in various situations. Her work performance was good, in fact, better than her colleagues to the extent that some of her female co-workers had even complained to the management that she was creating trouble at work and that she was not good at her performance. This politicking activity of her co-workers turned Nisha into a victim of the workplace to the point that the management began to take the decision to terminate her services. Nisha is an innocent worker who has a good attitude and work performance but unfortunately for her, the organisation she worked for, was not on her side.

This case describes the effect of a superior's sexual harassment and immoral behaviour towards a female worker at the workplace. The event took place at one of the private institutions of higher learning in Malaysia, hereby termed as college X. The female staff who joined the institution became a threat to the other staff because she had been outstanding in her work performance. Consequently, her male superior began developing feelings for her. In the first few weeks of her employment, everything went well, at par to her expectations and she felt happy and contented with everyone's interactions with her. Her working climate was really challenging for her but she cooperated with her colleagues to get work done. She also felt that she had learnt a lot from the new enriching experiences. After spending some time with her colleagues or, in this sense, teammates, she began to sense an awkwardness about her male superior. She did not know what the exact issue was but she was able to gather a vague sense of understanding after her fellow team members began talking about the superior and making friendly warnings about his behaviour to the rest of the team. Despite these friendly warnings, she did not try in any possible way to get to know what the exact issue was because she did not feel the necessity to learn about his personal characteristics or attitude. For her, it was enough and acceptable that in the working environment, the superior behaves in a professional manner that is acceptable and suitable for work. She also believed that the superior would have a certain degree of moral towards the other staff.

However, one day, she discovered that the superior's communication with her did not make sense to her. In fact, it was weird. For several days, the superior had been preying on her and finding faults with her, calling her to his office for unnecessary communications. This made the staff felt uncomfortable. In order to stay away from being called upon by the superior, the female staff then used strategies to ignore this situation imposed by the superior. She occupied herself with other tasks such as having discussions with students or having various interactions with other lecturers. Although the female staff was very uncomfortable, she did not want to report the situation to the management due to certain circumstances. Instead, she chose to discuss this issue with her teammates. Unfortunately for her, the situation worsened and the management decided to terminate the victim (female worker) and not the harasser (male perpetrator). This case allows us to view the issuance of power. In this context, it can be seen that the superior carried the "power to control" (quid pro quo behaviour) the female employee who was the victim. Here, the superior who was holding a position displayed the ability to perform indecent acts against the female worker within the organisation. In this case of sexual harassment, the victim must outline four elements to prove the existence of a quid pro quo behaviour, namely: (1) victim, whether male or female, was subjected to the insured, (2) victim received unwanted sexual harassment, (3) complaints of harassment based on sex and sexual matters, and (4) complaints made by workers who are victims which will affect the

rights of an employee. In situations where a female worker is employed under the supervision of a female superior, rarely do such issues arise. Alternatively, there would also be no issue if the worker was a man working under a male supervisor. Most cases of sexual harassment have noted that the “accused says he/she was sexually abused solely based on gender”. From this statement, it can be deduced that the organisational climate is one of the elements that can affect change in management behaviour at the workplace. Current organisational structure suggests that most of the top management are males. In organisations where there are competitive female colleagues, where most male workers find it extremely difficult to accept a woman as their competitor who is ranked equally (Farley, 1978). The occurrence where the management’s behaviour poses a problem in the workplace is when it is related to the work employment opportunities offered to women. Today’s world showed that more and more women are being employed in industries which used to be dominated by men. More and more women are as capable if not more competent than some of their male counterparts in the respective fields such as engineering, medicine, aviation, business, law and so on. This threat can indirectly affect the status of the male workers. To safeguard their positions, some male workers are willing to assert the practice of sexual harassment on female workers as a way of demeaning them.

Policy Implication

Based on the above scenario, it can be deduced that employees who become a victim of sexual harassment caused by the immoral behavior of others at the workplace can address this problem to the labour court duly. They need to convey this harassment to the management. This is because sexual harassment is any unwanted behaviour consisting of verbal, non-verbal, visual, psychological or physical acts on reasonable grounds, and is/are perceived by the receiver (victim) as a condition of a sexual nature on employment, or is on reasonable grounds, perceived by the receiver (victim) as a violation of the dignity or humiliation or threats against him/her, but has no direct links to his/her work. As a receiver of this reception, the victim may be in a situation where the sexual harassment is inflicted either from a man into a woman, from a man onto a man, from woman onto a woman or from a woman onto a man. In any work policies, no officer can perform any form of sexual harassment towards another employee or staff by approaching the person and behaving in a sexual manner, by demanding for sexual favours from the person, by uttering any word, make any noise or signal or indicate any article or photo so that the word or sound heard, or the signal or object or image being viewed by the person interferes with his/her humility and feelings. As a result of this provision, the head of the department, upon receipt of a complaint, shall be responsible for the following: (i) receive complaints about the sexual harassment by an officer, here, the complaints shall be classified as confidential, (ii) make official records of all complaints received, (iii) conduct an investigation to confirm whether the matter reported is justified or not, (iv) report the results of the investigation of sexual harassment to the Disciplinary Committee, and (v) keep a record of all complaints received, the latest of the complaints and a follow-up is required. As a final point, a person who is guilty of committing sexual harassment can receive any one or a combination of any or more of the following penalties as specified to resolve this problem: warning and disciplinary penalties in accordance with Act 605 (Act Statutory Bodies Tattertib and Surcharges, 2000).

Conclusion

Sexual harassment can have a severe impact on people’s behaviour when it occurs at the workplace. Therefore, it is necessary that organisations be more proactive such as being more defensive for employees instead of being reactive and to be more response driven by taking the initiatives to develop effective sexual harassment policies and procedures. Sexual harassment can be prevented and eradicated most effectively if there is a joint effort between the employers and labor unions. Internal mechanisms for preventing and eradicating sexual harassment can be organised and built together. Union participation can contribute to a stronger employee commitment into adopting and complying with the mechanism. Trade unions have a clear role in helping to create an environment that is free from sexual harassment. Trade unions can also contribute to the prevention of sexual harassment by raising more awareness and sensitivity among union members. In doing so, the union is ensuring that the behavior of its union members is being monitored and this can help to alleviate the problem of sexual harassment.

Trade unions should also work with employers in implementing promotional programmes and education to create a work culture and a work environment that is safe and healthy. Through this, every employee (without calculating the position or status of his/her dignity) is respected and free from any form of harassment, humiliation, and threats of a sexual nature. In Malaysia, sexual harassment at the workplace is still a fuzzy area to be decided. Thus far, there is no clear statistics to determine the extent and the seriousness of sexual harassment within the country. It also appears that data on sexual harassment in the workplace in Malaysia is still undeveloped. However, the Ministry of Human Resources has taken several steps to address this issue. One of these is by introducing the code of practice for the workplace. It is called, 'The Prevention and Eradication of Sexual Harassment in the Workplace'. This code of practice is of great benefit to employers and employees because it raises the awareness of sexual harassment among employees; it emphasises on the negative behavior occurring at the workplace and it also offers some steps that can be taken to address the issue. This proactiveness of the ministry can help to eradicate the problem of sexual harassment more effectively.

Case Study 4: Covid-19 Pandemic in Malaysian Government Hospital: How Motivation Assists Medical Front Liners in Overcoming Burnout

Author(s): Hemaloshinee Vasudevan

CASE SCENERIO

A well-known government Hospital XYZ is in Malaysia. Trauma is a 24-hour accident and emergency unit that serves the entire Petaling district and states. Hospital XYZ was no different from any other hospital in that it had its share of stressful situations. Due to a lack of workforce and equipment, medical frontliners are forcing to work longer hours to keep up with the growing number of cases. Frustration led to an imbalance of excessive detachment from patients, as observed in this study. They also had to worry about contracting the disease and spreading it to their families. These factors have led to burnout among hospital employees. Medical front-line burnout is a serious issue because it leads to patient safety concerns. Perhaps hospital management should seek to address it because it is their core profession in enhancing patient's relationships. The hospital worker's emotional state is more important in this context because it is a personal one. Aware that this type of service or care can be emotionally draining and stressful, the company's management decided to reduce the number of employees involved. Higher management began to realize that their employees were having problems over time. This scenario is characterized by (1) frequent misunderstandings between employees; (2) a lack of motivation; (3) frequent illness; (4) increased frustration; (5) sarcasm; and (6) negativity. According to hospital management, these symptoms were on the rise among hospital employees. Persons with chronic illness usually do not notice the changes in attitude and energy levels that occur. As a result, the medical front-line tend to feel helpless and hopeless most of the time. Work time has increased, but there has been a decrease in productivity and accomplishment. When the management realized that this was a problem, they made a drastic move to fix it. If this problem is not addressing as soonest, it can lead to a decrease in productivity, and Hospital XYZ cannot afford to deal with this situation over time. When working in the medical field, teamwork is the most asset. There was a problem with unplanned absences from the workforce for minorities. Other than this, management feared an increased risk of making mistakes, and they know they are in no position to deal with it. In this case, front-line workers had to deal with an increase in cases, a shortage of COVID-19 test kits, and a shortfall of medical supplies. As a result of all these shortcomings, the front-line staff has also begun to feel the pinch. If COVID-19 cases continue to rise, according to Dr. N. Ganabaskaran, president of the Malaysian Medical Association (MMA), Malaysian hospitals will not be able to handle the burden. They were beginning to feel fatigued. Many hospital workers became infected as things worsened, and other hospital workers lost their passion for work and performance. Because of this, they began to view patients as objects, making it difficult for them to carry out their duties. A pandemic of COVID-19 forced hospital staff at Hospital XYZ to make a tough decision and work under extreme pressure. Since the equipment is limited, they are compelled and feel guilty if they don't, to make difficult decisions about how to distribute it among the many patients in need of it. The medical staff suffered a great deal of moral damage because of this. Indeed, patients who are selfish and do not disclose their travel history to hospital staff pose huge risks. In turn, they began to feel as if though their efforts are not valued. Hospital XYZ's management took a few steps after identifying the problems to manage them and resolve them. They realized that their employees lacked the motivation to continue their current path forward. Management defines motivation as an inner passion fueled by needs, wants, and desires that propel an employee to exert physical and mental energy to achieve predetermined goals and targets. The management has also realized that staying motivated is one way to get through this difficult time. Upon further reflection, they realized that this is a call for coordination. When it came to this case, the hospital's management had reorganized and looking for ways to minimize the damage done. Health workers at Hospital XYZ must have their emotional and psychological needs met while the crisis is still ongoing via counselling and emotional support when needed. For their employees to be motivated at work, management offers a variety of incentives. Multiple motives among the medical front-line may be operating, at the same

time to avoid frustration from blocked motivational expression. Hospital XYZ's management is also aware that it will be tricky to get employees to express their motives. Hence, organizations must understand how motivates their hospital staff. When hospital staffs have high levels of motivation, their job satisfaction rises, and as a result, their performance increases? The hospital management indicated that a common occupational and public-health problem, burnout is on the rise in recent years among hospital staff. Higher officers were assigned to be on the lookout for burnout symptoms among their staff, and stress management techniques disseminated widely.

Mental health professionals have assisted the other doctors in dealing with the patients who refused to cooperate with their treatment plans. For motivational purposes, the hospital XYZ decided to meet with staff in batches and be honest about the situation. Hospital XYZ also chose to implement on hold non-critical cases for the time being and postpone their appointments to reduce the number of staff needed at one time and better focus on the COVID-19 patients. Employees gradually became more motivated as their burdens reduced, and they felt appreciated in the end. To resolve this issues, Hospital XYZ decided to have a part of a COVID-19 fundraising campaign, the hospital has begun reaching out to employees who may be eligible for financial assistance to alleviate their fears and allow them uninterrupted rest. In a way, this step reduces their anxiety about transmitting the disease to their family. An alternative method is using peer motivation now. They began holding forums and discussion sessions during their lunch breaks to facilitate communication about the challenges and successes they share. Peer support groups formed, and counsellors made rounds and ate lunch with the other hospital staff during their lunch hours in motivating the medical front liners. As a result, the clinical staff, the administrators, and political leaders are committed to providing the support and equipment necessary to provide the best possible care for Hospital XYZs' patients. The government is also very concerned about our front-line officers, in addition to Hospital XYZs' management. When the pandemic hit our country, our Prime Minister announced that RM500 million would spend on purchasing medical equipment. Purchases included ventilation equipment, personal protective equipment (PPE), and laboratory requirements for the COVID-19 screening. Accordingly, the government has set aside RM100 million, purely for hiring 2,000 new contract employees for the Ministry of Health. In year 2020, our Prime Minister announced to have more hospitals to treat the COVID-19 patients.

CONCLUSION

Hospital XYZ management are still challenged the staff at Hospital XYZ by the Covid19 pandemic and forced to think and work in new ways. Hospital XYZ has decided to keep moving forward because there is a great deal of uncertainty among the medical front-liners on how to handle the challenges that the pandemic presents to them and about the community and other front-liners reactions to it over time. "We have no choice" is the tagline of the Ministry of Health, and they have decided to keep doing their best.

Case Study 5: COVID-19: Impact of Movement Control Order (MCO) on the mental health of employees and employers in Malaysia

Author(s): Norzuriani Binti Mohamed Seberi

CASE SCENARIO

Since the early part of December 2019, the world has been engulfed by shock, disdain, fear, pain, insecurity, worries, and depression, since the outbreak of the coronavirus pandemic in Wuhan, Hubei Province, China. The Novel Coronavirus (COVID-19) is a type of coronavirus that has never been identified before. COVID-19 can cause respiratory infections including pneumonia, fever, sneezes, and dry coughs. People can acquire the COVID-19 infection through close contact with others who suffer from the viral symptoms including coughing and sneezing and those without the symptoms. In general, the virus is transmitted from human to humans or from humans to animals via air droplets. On March 11, 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic. Almost every country in the world was under its mercy with some countries experiencing more deaths than others. As of the middle of April 2020, the total number of cases worldwide has exceeded 2 million cases, with a record of over 160,000 deaths. At present, there are no specific vaccines or treatment for COVID-19 although there are some on-going clinical trials evaluating potential treatments. As a prevention method, almost all countries in the world are experiencing a total lockdown or self-quarantine as a measure to avoid the outbreak. On March 18th, 2020, the Movement Control Order was implemented by the Malaysian government throughout the whole country as a preventive measure to flatten the curve of the COVID-19 pandemic. This move was officially declared by the Prime Minister of Malaysia, Tan Sri Muhyiddin Yassin, under the restricted activities order of the Prevention and Control of Infectious Diseases Act 1988, and the Police Act 1967. To put this mandate into force, the government and the police stressed the general prohibition of mass movements and gatherings across the country, including religious, sports, social and cultural activities. All houses of worship and business premises need to be closed except for supermarkets, public markets, grocery stores, and convenience stores selling everyday necessities. The closure was also extended to all kindergartens, government and private schools including daily schools, boarding schools, international schools, primary and secondary schools, pre-university institutions, all public and private higher education institutions, and skills' training institutes, nationwide. All government and private premises, except those involved in essential services, were also ordered to be closed.

All Malaysians were prohibited from travelling abroad while all foreign visitors and tourists were not allowed to enter Malaysia. For those who had just returned from overseas, they were required to undergo a health check-up and to do a self-quarantine of 14 days. The COVID-19 pandemic is not just a medical phenomenon; it is also an economic downfall for many countries throughout the world. When the government of Malaysia enforced the Movement Control Order (MCO), most businesses were affected. Many of the company's activities could not be carried out as planned. For companies that were categorized under essential services, operations were allowed, but activities were limited in terms of time and movement of the employees. Obviously, the biggest impact being felt by companies that do not belong under the essential services' category had to close their offices and business premises. Many of these companies suffered huge losses, and their cash flow was disrupted. While there were various initiatives provided by the government of Malaysia to help these companies in terms of financial supports, many were still unable to survive. "In the middle of April 2020 during the MCO, Eric's employer had issued an unofficial memo via the communications system (WhatsApp's Messengers) informing the employees that the company could not afford to pay the employees' salaries anymore, and the management has decided to shutdown the company.

Eric was a bit confused as there was no formal notice issued by the HR Department, except for an unofficial memo order. As the country is still amid the MCO enforcement, it is difficult for Eric and his colleagues to meet their employer. Eric would also be unable to seek advice from the Department of Labor since all government offices have been ordered to close during the MCO.

Meantime, Eric continues to seek new jobs through the job search engines, such as Job Street, Jobs Malaysia, and other platforms. Eric must get a new job as soon as possible because his baby would be born soon. Although Eric knows of the country's situation during the MCO, and that the world's economy has also been equally affected by the Coronavirus disease (COVID-19) outbreak, it is hard for him not to feel stressed, and finally, he fell into a depression. Each night he struggled to sleep; he had lost his appetite; he is easily triggered to anger, and he is beginning to isolate himself from his family members. Meanwhile, Riana has been losing her source of income for a whole month. From 18th March 2020, the government has enforced the MCO four times until further notice. Since the call of the MCO, Riana's entire business operations had ceased completely. Due to an absence of food supplies to the childcare centers, and a loss of income, Riana also had to temporarily suspend her assistant during the MCO. For Riana, this may make it easier for her assistant to find another job because Riana herself was unable to bear the cost of her assistant's salary when her business stopped operating. Her savings may only last another two months. Should the MCO be extended further, Riana would be further confused because she is not certain of what strategies to take to ensure that her business operations can start again. Riana has been staying at home with her son for more than a month already and her situation is causing her to worry even more about her business problems until her emotions have become unstable. She is beginning to neglect her son, her appearance, her home and often, she is scolding her son harshly for small mistakes. She is feeling very distressed during this MCO situation.

From the two cases of Eric and Riana, we can imagine how the MCO predicament had impacted on the mental health of the respective individuals, especially those with business operations like Riana, and those working for others, like Eric. Previous studies, "Perceptions of work stress causes and effective interventions in employees working in public, private and non-governmental organizations: a qualitative study" published in *BJPsych Bulletin* (2016) had noted that there is a relationship between job security and employees' psychological well-being. One of these studies was conducted in 22 countries in Europe in 2014, and the result showed that work-related insecurity affected the mental health of the employees. They suffered from symptoms like headaches, anxiety, depression, and many more. This condition of the mental health and its effects not only applies to employees who have lost their jobs, but also employers who had to close their businesses.

Mental health illnesses also affect those who must work from home due to the restrictions of their movement to the workplace. One's wellbeing is connected to one's health and the World Health Organization (WHO, 2018), defined health as: "Health is a condition that includes physical, mental and social health and not just the absence of disease". Thus, according to Malaysian Ministry of Health (MOH) (2012), mental health is the condition in which individuals realize their potential to respond to stress, to work productively, and to contribute to society. Mental health also refers to how one thinks, feels, and acts, how to deal with problems, how to overcome these problems, and how one interacts with others. Some of the most common mental health problems include depression, panic disorder, general anxiety, compulsive obsession, compulsive disorder, post-traumatic stress disorder and sleep disorders (MOH, 2012).

Challenges that affect the mental health of employees and employers during the MCO

The enforcement of the MCO since March 2020 had created several significant impacts on the people, especially the employees and employers, some of which are connected to mental health problems. It appears that the MCO had affected both the employees and the employers negatively in terms of their finances, and their job securities. During the MCO, the prohibition of business operations had caused a huge drop in income for all involved. While some companies were already facing financial difficulties prior to the MCO, the added COVID-19 pandemic exacerbated the problem even more, causing some employees to have no jobs and no income and yet they had higher expenses due to the stay-at-home requirement. Although some companies and their operations were allowed to run, this was permitted on a limited time only, again contributing to a drop in income. While businesses were slow, employers were still expected to bear all the costs, such as employee salaries, business and operations expenses, various bills, rentals, employees' EPF contributions, and many more. As the world's economy collapsed, some employers were also unable to sustain their businesses such as hotels, travel agents, hair salons and barbers and small-time hawkers. Consequently, these employers had to take the decision to close their business operations and to retrench their employees. Other businesses that were still operating on a small scale chose to cut their employees' salaries. To the employers, terminating the employees during the MCO was not an easy procedure because they need to provide compensations as well as follow certain procedures that had been set by the government. This process was expected to consume a lot of time, with a lot of procedures since many of the government offices were also closed during the MCO. In some cases, the employers chose to implement the work from home basis for their employees. This also means that they had to monitor their employees' performance remotely. In the case of employees working from home, it appears that their work climate may not be conducive such as a lack of facilities, poor work condition, family disruptions and so on, all of which can affect their work performance, and this could lead to bad results for their employers and companies. Companies may also lose their customers when their companies are not performing as expected, thus the MCO has a huge impact on the employer-employee chain.

It was observed that the biggest impact caused by the MCO on employees who were with the private sector was their job security. Many were afraid of losing their jobs as their companies sized down or ceased operations. Others felt uncertainty because their current employers now have the power to retrench those, they are less favourable of, and alternatively, there will be salary cuts due to the world's economic collapse and recession. Many feared a dismissal, hence the difficulty to find a new job. For those employees working from home, they would be working under conditions that are unfavourable hence more discomfort and more stress. As for employees working with companies that fall under the essential service's category, they are still required to go to their workplace to work, but unlike before, they too would also be facing many difficulties such as a lack of support, time restraint, movement restraints and fear because their exposure to work also means that they would incur risks of contacting the COVID-19 disease. Other employees are those who are also parents with school-going children or children placed under childcare centers. Since the MCO was implemented, they would be further stressed because apart from their need to work, whether at home or to be at the workplace, their children and their welfare becomes an issue. There may be no one available to care for the children while they attend to their work; hence their insecurity about their work escalates.

This is particularly true of those attached to the aviation, travel, and hospitality industry as well as those whose workloads have increased due to the outbreak, such as nurses, policemen, medical health officers, and other frontline workforces. To the latter group of employees, the increasing workload is significant as the shortage of labor builds up. Thus, the risk of being exposed to the disease is even higher for these key employees.

As can be anticipated, many of these employees need to be at the forefront of dealing with the disease that they would be unable to see their close family members, such as their spouse and children. Based on this, one can easily comprehend how the MCO had created a new way of working for all employees, and employers. Consequently, the MCO bears a very strong and influential impact on everyone, thus the stress and pressure of these people are expected to increase. While the self-confidence and motivation of the employees during the MCO had degenerated, work productivity is also expected to have declined, hence the possibility of businesses declining. From the perspectives of the employees and employers, there are various issues to bear, and they are mainly negative ones, for instance, the demand of the workload and the other connected factors can cause the people involved to suffer from various mental health problems such as depression, anxiety, stress, denials, anger, and so on. If not addressed, this issue could cost the nation a significant amount of money. A study, “Workplace mental health – The Business Costs” provided by Relate Mental Health Malaysia (RELATE) estimated that mental health conditions among employees may be costing the country as much as RM14.46 billion a year.

The MCO requirement incurred by the COVID-19 outbreak, has certainly contributed to the escalation of mental health issues among the people, both employees and employers. When both parties in such situations as described above constantly worry and become engrossed in their gloomy future especially when thinking about their financial situations, business drops, job losses, unemployment, fear of being infected with the COVID-19, work-related discomfort, change of job roles, family problems, children, food, violence, abuse and so on, the respective individuals can certainly become depressed. This could create symptoms such as eating disorders, isolation, and various other behavior changes. Others may display a change in demeanour, from being happy to sad, from gentle to aggressive, followed by physical symptoms such as fatigue, headache, and muscle aches. While many of them may treat these symptoms as unimportant and possibly even ignore them, they are mental health issues that need to be addressed. The reason these symptoms are overlooked is because many of us are lay persons with little knowledge about mental health issues.

Government support and prevention measures taken by employees and employers in addressing mental health problems during MCO

Mental health problems among employees and employers during the MCO are not a small issue. This is because referring to WHO (2003), people who are working but are suffering from mental health symptoms and are yet untreated, can cause huge losses to the company and the country. This implies that all parties concerned such as the employees and the employers should take appropriate measures to address mental health problems, particularly at an important time like the MCO. Employers facing various issues should not have to wait for the guidelines, policies or laws provided by the government, in their effort to curb mental health issues running within their own organizations. In fact, all employers need to have their own strategies that can be used to address the issue of mental health among their own employees during the MCO implementation. They could further enhance their current strategies by accommodating them to suit the employees’ needs during the MCO.

Employers need to monitor their employees’ mental health by providing on-going support to improve their employees' personal flexibility, and to help them cope with their pressures. Every manager needs to know how to identify employee problems and aid their employees before it is too late. In the MCO condition, employers can increase their level of mental health support by providing online courses on mental health knowledge. They need to ensure that their employees are educated in understanding all the symptoms that can lead to mental health problems.

This information would make it easier for the employees to take the appropriate and relevant action when they themselves are experiencing such symptoms. In addition to the motivation and on-going monitoring of mental health, employers also need to ensure that all facilities and support tools for employees are complete while they work from home during the MCO enforcement. Employers also need to constantly monitor and educate their employees to ensure their capability of adapting to the tools or support system provided before implementing the work from home culture. Doing so can reduce further pressure while they work under unfavourable circumstances. In return, employees need to regularly communicate with their employers in the event of work-related problems. Alternatively, they need to communicate with government-provided assistance if personal issues' affecting their work performance also affects their wellbeing. They should frequently discuss their issues with their colleagues to alleviate any unforeseen problems. During the MCO enforcement, employees and employers need to work together to ensure that the work completed is of the same quality before the MCO was implemented. This shows good work standard while working under different circumstances. If the employees provide the cooperation to the employers in such circumstances, the company has a higher possibility of being sustainable, thereby reducing the employer's difficulty whilst also ensuring job security for the employees. Since the outbreak of the COVID-19 cases in Malaysia from early January 2020, the Malaysian government has continuously provided help and support in every aspect. This includes financial and moral support to all Malaysians especially those below a certain level of earnings. As an initiative to assist employers and employees affected by COVID-19 during the enforcement of the MCO, the government had approved several schemes such as COVID-19 Economic Stimulus. Amongst the help and assistance provided was the deferral of tax payments for certain sectors such as travel, airlines and hospitality, deferment of personal loan payments and corporate loans, and others. The government also offered some wage subsidies for employers to continuously pay their employees' salary during the MCO. The government also made available, an additional fund to assist the SMEs by providing low-interest loans through the Special Relief Fund (SRF). They also aided those who had lost their income during the MCO by providing food and cash hand-outs to certain households. This effort of the government helped to reduce the burden of the employees and employers in Malaysia, hence a reduction to their mental pressure.

Authorities such as the MOH, and the National Security Council (NSC) as well as the media were also noted to be involved. For instance, by always reporting on transparent news, and by promptly acting on any news that may be affecting people's emotions, especially the news of the spread of the pandemic that had worried employers and employees who still needed to work in their workplace. The government's assistance was not confined to financial aids and food supplies only. In fact, the government also extended its concerns to the mental and emotional health of those affected by the implementation of the MCO. For example, the government prepared a special and complete guideline for management to use at the workplaces during the COVID-19 outbreak. The aim was to reduce worries among employees and employers, and to ensure that no infection of the virus occurs while work was being carried out at the workplace. The government also activated helplines for the public, such as emotional and psycho-social COVID-19 helpline, the COVID-19 Special Counselling Service helpline, and the MyCareCov19 helpline. These helplines were for counselling clients on topics related to family, community, and spiritual services, and as a liaison for domestic violence and abuse issues.

Conclusion

Mental health problems among employees and employers during the MCO implementation should not be taken lightly. With the continuing spread of the COVID-19 pandemic, and the increasing number of infected cases of the virus, the MCO duration imposed by the government may take longer than expected. Throughout these hard times, all parties need to take rational steps to ensure that their mental health is in a controlled condition. Previous studies "The psychological impact of quarantine and how to reduce it: rapid review of the evidence" published in Rapid Review (Feb 2020) have shown that conditions in quarantines can lead to an increase in mental health problems.

If an individual is exposed to persistent health problems, and is unable to handle stress, the individual may develop mental illness. There is a clear connection between life's stress and mental illness. The risk for mental illness is higher among those with a family history of mental illness, psychological issues, and certain personality problems due to chemical imbalances in the brain and brain abnormalities. As a result, the individual may eventually develop diseases, such as depression, bipolar disorders, and Schizophrenia and so on. Many mental patients tend to refuse treatment due to shame, and because mental illness does not seem like a sickness. Most mental patients prefer to keep their problems to themselves until the pressure is finally under control. Other patients may act harshly by injuring themselves. The individual's mental condition becomes worse when he/she becomes overburdened, pressured, and have a maximum level of anxiety.

Case Study 6: Motivation Medical Team as Front Liners to Fight COVID-19 Disease

Author(s): Mohammad Azuwar Bin Dol Mofti

CASE SCENERIO

The Malaysian government has enforced the Malaysian Movement Control Order 2020 (Malay: Perintah Kawalan Pergerakan Malaysia 2020) or the MCO, which restricts the movement of people to halt the spread of Corona virus in Malaysia. This execution of MCO is also called "Malaysia partial blockade" or "Malaysia blockade" in some regions. It is essential for the medical front liners in fighting Covid-19 to continuously stay fit, so that they can accurately perform sampling and execute disinfection at targeted locations. The following depicts some cases that ought to be assessed.

Case 1: Dr Siti works at the forefront of a government hospital and responds to the project of supporting hospitals to treat Covid-19 patients in wards. The hospital consultant told her to be prepared because this task might also cause her to be infected, particularly by the patients due to their symptoms and travel history. Dr Siti is willing to accept this assignment, but she is worried about having direct contact with Covid-19 patients and the need for her to be quarantined for 14 days in case symptoms show up. This is very stressful for her.

Case 2: Dr Meor works at the intensive care unit (ICU) and treats Covid-19 patients. The other doctors and he must directly treat the symptoms-laden Covid-19 patients directly. This always makes them susceptible to infection. They are required to wear the complete personal protective equipment (PPE) while working. The PPE is a defensive layer that consists of clothes, coats, masks, gloves, and shoes. Wearing the PPE, though as a protective measure, is tough due to its warm condition and psychological endurance.

Dr Zulkeflee is a consultant in a government hospital. He is committed to help the Covid-19 patients and constantly encourages his team. Even if he is not available at the hospital, he makes sure that he can be reached at any time, in case of emergency. Dr Zulkeflee, apart from assisting the front-line team, generously does charity work by raising fund dedicated to Covid-19 cause. Dr Zulkeflee is often worried that he is not helping in his full capacity. Once, he even donated a large amount of cash to his affiliation so that the front-line team has adequate protective wear and support.

Case 4: Dr Anas Mat Asis, a doctor at MARA Technical University Specialised Hospital (UiTM), has experience in dealing with Covid-19 patients. He realises the fact that the clinical team is constantly exposed to the danger of Covid-19 infection. Hence, the use of PPE while treating Covid-19 patients is essential. Together with a group of engineering experts, Dr Anas has managed to devise a portable gear designed to deal with Covid-19 sampling, even if the medical staff is not equipped with PPE. This minimises the threat of the medical team from getting infected by the lethal virus. It has been reported that a total of 2359 volunteers have provided an assortment of volunteer offerings: composing of 65 health workers in numerous fields, 159 scientific employees, 909 nurses, 220 medical laboratory technicians, 704 assistant medical personnel, 106 X-rays, 56 bodily therapists, 70 clinical officers (microbiology), 7 pharmacists, 44 pharmacist assistants, 11 occupational safety and health officers, 2 psychology officials, and 6 counsellors.

On April 1, 2020, the Director of the General Administration of Health extended his appreciation to the front liners due to their tireless services offered 24 hours a day. In shouldering their assigned responsibilities, health workers need to leave their spouse, children, and parents. Upon making such sacrifice, turbulent emotions are bound to haunt these medical workers. However, these unrest emotions should not get in their way while treating their patients.

MEDICAL FRONT LINERS NEED MOTIVATION TO FIGHT COVID-19

The medical team must work under high pressure for long hours. Many have inadequate management and organizational guide, which appear to be the largest source of strain. In addition, the emotions stemming from fear, danger, and human suffering are very worrying and can affect the mental fitness of the medical workers. Therefore, motivation is imminent to minimize the psychosocial impact of labor during this critical condition. The term "workforce" on this task description refers to paid workers and volunteers, as well as national and global personnel. However, there are some structural variations among them. For instance, country-wide personnel are typically recruited from disaster areas and are more likely to face extreme pressure events or conditions. In addition, compared with global resource workers, if the security situation deteriorates, they and their families are frequently unable to leave the crisis area, whereas international aid employees often have the opportunities for evacuation. For international workers, specific pressures consist of separation from their help base, cultural shock, and coping with hard living situations. These and other differences are regularly forgotten or cannot be resolved at times due to the critical condition at hand. Humanitarian agencies, thus, must strive to enhance their performance in facilitating the medical team, while reducing differential help practices for both national and global personnel. Any man or woman can be emotionally affected during the Covid-19 crisis. Everyone responds in a different way to pressure conditions. A person's response to a disaster is dictated by his personal historical past, differences from others, and the network in which he lives. Individuals generally feel pressured, concerned, and disturbed. Fear and anxiety towards the spread of Covid-19 may be overwhelming and cause depression in the front liners. Studies are unable to distinguish how incentives are evaluated differently by means of specific health professional cadres, which suggests that similar studies are warranted. In the social and political surroundings, other problems must be weighed in as well, but how those elements affect the incentive of healthcare workers have been neglected.

CONCLUSION

Front line personnel, along with the medical team, although seem to be facing diverse demanding situations when treating Covid-19 patients, can provide the patients top service and care. For them to keep on carrying out their obligations conscientiously, motivation is crucial. Their bravery to address the Covid-19 virus has touched the hearts of many Malaysians, whereby they are seen as heroes – like superheroes in fictional films; Iron Man, Spiderman, Wonder Woman, and Superman. Nevertheless, one should also reckon that their life is frequently at the verge of lethal infection, thus the significance of guaranteeing their safety. In combating the spread of this virus, those at the front-line demand constant motivation to keep the country safe. Since every individual has a significant role in line with their job scope, motivation is equally important for them to continue serving the country.

Case Study 7: COVID-19 pandemic during 2020 Malaysia Movement Control Order (MCO) – the case of residential college students' mental health.

Author (s): Farhah Hidayu Binti Mohd Abd Fatah

INTRODUCTION

Kairina (not her real name) is one of the third-year students majoring in Civil Engineering at a local university, and she lives in the hostel of one of the residential colleges. She is fortunate that this residential college takes the welfare of the students seriously. It was during the 2020 Malaysia Movement Control Order (MCO) crisis, that all the students had become close to each other; they got to know the principal, the officers and other staff of the college who were managing the student's welfare. The residential college had certainly helped to facilitate the students' affairs during the 2020 Malaysia Movement Control Order (MCO). Kairina had initially complained of being irritated by her situation, where she had to be confined to herself since she was also in the process of writing her thesis, doing her assignments, and attending online lectures, all of which required her full attention. Yet, she also missed her family who were living in the village. The thoughts of them helped to keep her mind calm as she lived under the 2020 Malaysia Movement Control Order (MCO) restraint which had caused her many difficulties. Her daily activities had changed 360 degrees, and unable to move around freely, she sometimes falls into depression. During her stay at the residential college, the university had announced that all students living in the residential campus was prohibited from returning home, after the government declared the 2020 Malaysia Movement Control Order (MCO). The move was to help the country to curb the spread of the COVID-19 pandemic, but it caused a huge impact on everyone living in the country. During the 2020 Malaysia Movement Control Order (MCO) period, university students living within the campus were only permitted to leave the residential at the time that had been scheduled by the college management. Social distancing was imposed, and each had to keep a meter away from others including taking food supplies provided by the college management.

THE LEVEL OF STUDENTS' MENTAL HEALTH WHEN FACING COVID19 PANDEMIC DURING THE 2020 MALAYSIA MOVEMENT CONTROL ORDER (MCO) WHILE LIVING IN UNIVERSITY RESIDENTIAL COLLEGES

This paper reviews the unique case of the university students at a public university who were exposed to the psychiatric symptoms of stress while living in the residential colleges and confined to the 2020 Malaysia Movement Control Order (MCO) restraint caused by the COVID-19 pandemic. During this time, the general wellness crisis of the students concerned had been one that manifested boredom, anxiety, and restlessness. Many of the undergraduate students in the residential colleges were growing unhappy, with many developing nervousness, and impatience. These feelings had also affected their studies. During the 2020 Malaysia Movement Control Order (MCO), there were countless reasons causing the undergraduates to experience stress, anxiety, restlessness or even boredom. Due to their lack of activity, these students did not know how to cope with the many difficulties or barriers they faced. If these issues were not addressed duly, the students could experience more psychological health issues, and these could affect their personal wellbeing. The universities where these students reside in need to take a deeper look into these issues. They also need to provide the relevant support to these students so that the current 2020 Malaysia Movement Control Order (MCO) environment of boredom and restlessness can be dealt with to enable these undergraduates to experience a better learning and living environment. It became apparent that their stay in the residential colleges was going to be long and uncertain as numerous colleges had to extend their semester leave so that undergraduates could defer their studies, and for the authority to curb the COVID-19 pandemic from spreading.

When the 2020 Malaysia Movement Control Order (MCO) was enforced, most universities had also notified students that they had to be quarantined at the residential campus because of the risks of spreading the COVID-19 virus to others. If confined to the residential colleges indefinitely, these students may lose critical opportunities for their scientific or professional advancement. Social isolation and decreased activities during the quarantine can exacerbate feelings of despair.

The situation is likely to amplify levels of stress, anxiety, and bad moods. In other circumstances, there were also many university students who were not under quarantine and are with their families. Yet they too also experience a lot of stress due to the change of the 2020 Malaysia Movement Control Order (MCO) climate, such as online learning and teaching which they were not used to and which took up a lot of time, both by the teacher and themselves as students. Many had explained how tedious and intimidating the experience was because of the sudden shift to online learning. Additionally, many students were also stressed out by the assignments imposed by online learning, amounting to more work comparatively. Additionally, they were also stressed out by the cancellation of huge events which they had prepared for, such as graduation, performances, presentations, and social interactions.

Many university students were also disappointed by the confinement issue because they were unable to keep up with their momentum such as relationships, and these had caused many to experience more anxiety, depression, and undue pressures. It seemed that the university students were facing a potentially traumatic health crisis, and if left unattended, the issue can lead to clinically significant symptoms and illnesses. The COVID-19 pandemic had created extreme social isolation, and it could possibly lead to worse cases of stress and mental health issues. This paper offers a window into the issue of mental health issues experienced by a group of university students based in the residential colleges of one public university. It aims to describe what students experience and how the university concerned should respond to the situation by developing some plans as support for those students living within the confines of the college residences during the 2020 Malaysia Movement Control Order (MCO) enforcement (from March 18 to May 12, 2020). It is important to support these students during this stressful and potentially isolating experience by providing counselling services. As a mental health department, the Department of Psychology could offer counselling services to students in the residential campus during the 2020 Malaysia Movement Control Order (MCO) while facing COVID19 pandemic. Time or session can be made flexible so that the counsellors are able to communicate with the students who need such services.

The Mental Health Department in the university can typically uses exercises as practices for potential coverage of the semester gaps so that students can become involved and destress. Mental health is defined as a wellness condition where everyone is aware of his/her potential; he/she can deal with normal life stress, can work productively, and is able to make contributions to the community. Mental health is related to the mental and psychological wellbeing. The individual's mental health is comprehensively noted as a mass. It includes looking for ways to promote one's mental wellbeing, the prevention of mental harassment, the protection of one's human rights, and care for one's personal wellbeing, especially when faced with some disruptions in life. The mental wellbeing of a person is very important because about 800,000 individuals in worldwide with mental issues commit suicide. Mental illness seems to be driving force triggering deaths among people aged between 15-29 years old. This category of young people also seemed to be the most vulnerable to mental health issues, with no outlet to share their pent-up frustrations, hence death becomes the number one (1) coping mechanism. About one in every nine individuals with mental health issues is influenced by committing suicide, and the age for such individuals is getting younger by the day.

The rate of emotional wellness among labourers differs slightly from less than two (2) persons for every 100 000 individuals in low-pay nations and more than 70 for every 100 000 people in high-pay nations with around 50% of the population in 139 nations in the world suffering from psychological well-being. These nations have governments that plan to help their citizens overcome mental health issues, but they have not done enough to combat the mental health issues currently affecting their citizens. This is necessary and important because this privilege comes under the human rights law.

Turning to the university students under lockdown, as part of the 2020 Malaysia Movement Control Order (MCO), some attention also needs to be given to them because their lives are most unlikely going to be normal again. During the 2020 Malaysia Movement Control Order (MCO) enforcement, undergraduates from families with less economic means tend to suffer more from money related issues, accommodation needs, transportation, and last-minute lodgings and food consumptions, all of which incur stress and money.

Further to this is that during their 2020 Malaysia Movement Control Order (MCO) quarantine, they may be suffering from perilous nourishment. This is a critical issue that influences undergraduates' studies. With restricted money, their lives can become exasperating when they require food or drinks, and the pressure builds up when they are unable to locate a place to purchase what they need. They could become so desperate that they may lose track of their studies.

In comparison, those undergraduates staying at home also face pressure; they are unable to earn some pocket money to sustain their needs. Further to this, some undergraduates also lack innovative skills such as the inability to deal with online learning and teaching. This could put pressure on their scholastic goals. Moreover, they may also lack the capacity to connect with their virtual social networks, thereby prompting them to undergo more stress. It appears that some undergraduates do not know where to seek for help.

THE EMOTIONAL IMPACT OF STUDENTS FACING COVID-19 PANDEMIC DURING MCO.

Aiming to understand how the undergraduates confront genuine stress over the COVID-19 pandemic, their wellbeing, and their family conditions during the 2020 Malaysia Movement Control Order (MCO) enforcement caused by COVID-19 pandemic, this section outlines some of the undergraduates' issues. With the 2020 Malaysia Movement Control Order (MCO) imposed on March 18 200 and the extension prolonged by the government, the 2020 Malaysia Movement Control Order (MCO) has certainly placed many undergraduates under a lot of pressure. All have had to readjust their ordinary schedules, moving away from attending classes to doing online learning, thereby causing them to have less social contact. Others become more lonesome because they cannot interact with their friends on a close basis. Reports showed that in general, at least 1,260 of the respective university's undergraduates had to remain in college premises or in the vicinity. Many have got bored; grew more anxious by the day, and they have become restless because they had been cooped up in the confines of their residential colleges with no outlet to release their energy, such as going to classes for lectures, interacting with friends or just socialising with others. These undergraduates are young people who feel shackled by the 2020 Malaysia Movement Control Order (MCO), hence they tend to have bouts of dissatisfaction, rebelliousness, and unreasonableness, especially when others do not seem to understand how they feel.

During a difficult period like the COVID-19 pandemic, it is necessary for the students to know how to stay calm and composed despite the hardship. They must also be able to blame circumstances or themselves for the situation because doing so would aggravate their negative emotions, thereby 'fuelling' their mind, body and spirit with dissatisfactions and more unpleasantness.

As a matter of fact, they need to know how to practise having a positive attitude and how to maintain their personal strength and wellbeing so that they do not feel left-out or secluded. Care and concern are important because these empathetic practices would be able to strengthen their endurance and they would be able to feel the benevolence of others. This can help the individual students to develop a sense of mindfulness even though socially distanced from others. The respective students need to have the ability or skill to distinguish their negativity so that they can come out of these doldrums. In this regard, there is a need for their residential college, hence the university to provide these students with informative news-sites, supportive networking channels and the right technology for them to be connected to their families. In the long run, especially over the period of the 2020 Malaysia Movement Control Order (MCO), these students can utilize the wide range of channels and social networking platforms to overcome their stress, anxiety, pressure, and fear. Such positivity inevitably also affects their health and wellbeing. Table 1 illustrates the statistics.

LEVEL OF MENTAL HEALTH	PERCENTAGE (%)
Moderate severe depression	27.5
Severe or extremely severe depression	9.7
Moderate severe anxiety	34
Severe or extremely severe anxiety	29
Moderate severe stress scores (based on the Depression Anxiety Stress Scale-21 inventory)	18.6
Extremely severe stress scores (based on the Depression Anxiety Stress Scale-21 inventory)	5.1

HOW THE UNIVERSITY CAN HANDLE THE ISSUE

Based on the scenario illustrated above, it can be assumed that the undergraduates who were under restraint during the COVID-19 pandemic, 2020 Malaysia Movement Control Order (MCO) had to endure many dreadful and difficult experiences; they worried; they were homesick, they were confused; they felt lost; and they felt bored and lost. In this regard, it is the responsibility of the university concerned to do something about it. It is proposed that the universities provide a tele-counselling hotline for all the students being confined within the campus. This service must be publicized to all concerned. Guidelines must be drawn up and provided to these students to enable them to keep a positive outlook throughout the 2020 Malaysia Movement Control Order (MCO) whilst the hotline may enable them to feel connected throughout 24-hours of the day. (Some students can feel extremely lonely). Universities can utilize numerous innovative methods to provide support to their students, for example, create a texting application which can update the students on the latest status of COVID-19 pandemic. Alternatively, post infographics on social network like the university's Facebook page with regards to words of comfort and solace, or even simple reminders on how to stay in touch with others. Reliable source from university should be provided for the students to either peruse or learn from this suggestion is like the one provided by the Health Ministry and the Malaysian National Security Council where authentic and up-to-date data on the disease is constantly being updated. The universities should also consider developing an e-advising line at the college site to provide mentors or counsellors who can inspire the students to talk about their feelings, difficulties, interests, or matters of concern.

Without doubt, the distancing of human beings posed by the 2020 Malaysia Movement Control Order (MCO) can develop a devastating effect on the mental situation for the students, including intense pressure response and long term post-horrendous issue. Research from Health Ministry and the Malaysian National Security Council have shown that people placed in isolation for more than 14 days can react to the situation negatively.

Alternatively, there should be videos and tips on managing emotions for the students because students are young people with very little exposure to hardship, hence they need to be guided to become more independent on their own. If not guided, their pent-up feelings and frustrations can cause them to suffer more stress. Depending on circumstances, human experiences, and the distress cause by those experiences, can make the individuals do things they seldom do. As mentioned above, undergraduates experience stress when under the 2020 Malaysia Movement Control Order (MCO) they are homesickness; Muslim students are affected by the fasting month of the Ramadhan, and then the auspicious festival of the Hari Raya. While some remain strong, others may be mentally upset because they have no idea when they get to be home with the family, hence they would be even more heartbroken and frustrated. To prevent these undergraduates from having these feelings, they may need to be involved in the buddy system so that there is an additional friend who can keep them company in times of aloneness, and for them to be able to keep in touch with someone who cares. The buddy system may also offer them a conversation partner who may be able to talk with them, guide them, enable them to be strong mentally, and to be able to overcome their loneliness and frustration.

Alternatively, the universities concerned may introduce books or articles which the undergraduates could have access to and read, not just for knowledge, but also as a hobby. Relevant NGOs could be introduced, and links can be added to enable these undergraduates to access such NGOs not just as a community service, but also for the young students to learn more about the deeds and mission of such NGOs so that there is a purpose in life, to be of service to others.

It may also be the duty of the respective universities to ensure that the diet and food intake of these confined, confused, uncertain undergraduates are well taken care of. The universities concerned need to put up reminders to encourage these students to eat and drink carefully, to have the mechanism or strategies to de-stress, to practise their exercises regularly, to diminish stressors, to practice unwinding their frustrations, to find someone to converse with, to look for information from dependable sources, and to maintain an individual schedule every day. During the 2020 Malaysia Movement Control Order (MCO), these students must be reminded to maintain a safe correspondence with friends and family, companions, and interpersonal organizations through the existing web-based life channels. Doing so would alleviate their forlornness and psychosocial separation. They may also remain connected through emails, WhatsApp, WeChat, Skype, Messenger, Instagram, video meetings, phones, and others. They may also be involved with other recreations such as playing carom, chess, repackaged games, and others. The World Health Organization (WHO) had noted the issue of Mental Health and Psychosocial Considerations during the COVID-19 pandemic Outbreak, and there has also been various reports on the same topic. Thus, this issue on mental health and wellbeing is of utmost importance.

CONCLUSION

This study is about understanding the specific components that can cause discouragement, uneasiness, and worries among undergraduate students who had to be confined within their place of stay during the COVID-19 pandemic 2020 Malaysia Movement Control Order (MCO) enforcement. This paper has also discussed the occurrences and the seriousness of the student's psychological wellbeing, and how this issue can be alleviated through the intervention of the university's innovative methods. University students are the future of the country, hence finding ways to improve their mental health and wellbeing is important. By improving their current condition, and by supporting their mental prosperity, the country has taken steps to elevate their scholastic achievements, and accomplishments so that they can become better professionals. By focussing on their mental wellbeing, the country is also enabling them to become emotionally stronger so that they become more resilient adults who can take the stress of daily living in good stride.

To date the COVID-19 pandemic and the 2020 Malaysia Movement Control Order (MCO) enforcement had created a huge impact of immobility on many young people especially, thereby causing them to become stressed, edgy, anxious, worrisome, fearful, lonely, and many more negative feelings. Clinical specialists from Health Ministry and the Malaysian National Security Council have forewarned that data overload pressure may prompt psychological wellness issues, and yet every one of us responds or reacts differently to the negative and upsetting circumstances. It is often the individual's personal experience that would cause him or her react to accordingly, hence it affects how he/she deals with the circumstances. An undergraduate who has a sentiment of dread and uneasiness about COVID-19 pandemic can find him/herself being overpowered, and this can trigger compelling feelings of anxiety or fear. Another individual could likewise, experience nervousness and frenzy manifestations because of realities or the influence of juicy gossips and fake news could further exacerbate their anxiety. At the point when certain events occur, the investment of energy into the experience could cause an alternate mental effect on the individual, such that the response may be detrimental because the experience is a negative one. Alternatively, it may be one that incites a positive mental effect due to the feeling of social connectedness. Based on this, it is thus recommended that universities with students staying within the campus grounds develop a few mechanisms that can enable the undergraduates being studied to have an avenue to seek resolutions to their mental despair.

Case Study 8: The psychological impact of working from home during corona virus (COVID-19) pandemic

Author(s): Pravinah Marimuthu

INTRODUCTION

This paper begins by focussing on the case of an individual who had to work from home during the Covid-19 pandemic that happened not so long ago in our country, Malaysia. Sara is a senior employee in a prestigious automotive organization in Malaysia. She has been working for 25 years in this organization and was employed as an associate at the Logistics Division where she enjoyed the privileges offered in her category. Sara is a very talented employee, and an asset to her organization. She is well-motivated, has a great personality, and is well-qualified in her educational background. Her experience and dedication had enabled her to reach her current position as a Logistics Division Manager. Sara embraces a very demanding job responsibility in the organization where she coordinates storage in the ports and plants, organizes shipment, operates the IT system to monitor costs and stock levels as well as prepare official documentation for regulatory bodies like the Malaysian Customs Department, the Transport Ministry of Malaysia, and the Inland Revenue Board of Malaysia. Sara also manages and mediates with colleagues to ensure that stocks are maintained and transported efficiently, besides liaising with Malaysia's Regulatory Bodies in rectifying the compliance of policies for automobiles and parts. Sara works on weekdays, from 8.00 am to 5.00 pm; she also represents her organization by attending meetings at various places. Her constant outstanding performance is well recognized by the higher management. The affliction of the Coronavirus (COVID-19) disease in early March 2020 had overwhelmed Malaysia and shocked the whole world simultaneously. On 16th March 2020, the Prime Minister of Malaysia, Tan Sri Muhyiddin Yassin, announced the implementation of the Movement Control Order (MCO). This was the first time it happened in Malaysian history. In compliance with the MCO, all facilities including government and private premises, except for premises engaged in the provision of essential services, were ordered to cease operations, and remain closed. In the same breath, the Covid19 pandemic had also forced Sara's organization to comply with the lockdown policy. This compelled Sara to move towards the unique experience of working remotely from home for survival. This unexpected pressure had imposed a huge challenge on Sara psychologically.

THE PSYCHOLOGICAL IMPACT OF WORKING FROM HOME DURING COVID19 PANDEMIC

The case describes the psychological impact faced by an experienced automotive manager, Sara, during the unexpected Covid19 outbreak. The unanticipated pandemic had frozen most of the industries in Malaysia including the automobile industry. After a virtual meeting, Sara's organization decided to provide a new personal laptop for her to work from home. As an experienced staff with crucial responsibilities, Sara was now forced to perform her duties in a new norm. Sara then proceeded to obtain her new laptop which has been pre-set for her daily job from her organization. Upon reaching home, she immediately logged into her website to commence work. It was at this point where she discovered her first challenge - IT technical issues. She confessed that her privacy setting of the laptop did not allow her to access her company portal. The restriction caused by the privacy setting, connectivity capability, and server limitations caused Sara much anxiety and restlessness to the point that she was unable to focus on doing anything. She tried numerous attempts to resolve the issue but failed. Finally, Sara contacted an IT technician who was supposed to assist her in addressing all her software problems. Due to the accessibility to only phone-call instructions, Sara had many complications in unravelling all her IT issues by merely following the instructions. Sara had never faced such issues before.

Moreover, Sara also tends to receive many telephone calls from her superior daily, thereby making it difficult for her to focus as she had to take telephone instructions, and confirmation for orders, followed by numerous other work tasks. Even though Sara was given a laptop to work from home, she was also facing time-challenge because her work from home experience was no longer confined to the 9.00 am to 5.00pm schedule. This means that she was on constant telephone conversations even though she also had to work on her laptop to facilitate operations.

Sara seemed to be doing almost everything herself, with no assistance. Her experience indicated that she received calls as early as 6.00 am and as late as 12.00 midnight. During this Covid19 crisis, the Employee Act 1955 XII 60A on Hours of Work did not apply. Soon, Sara was overwhelmed with so much work and so much input from her organization to the point that it caused her weariness caused by so many distractions.

Moreover, Sara was also a parent with young children who required her attention since they too were confined to the home during the Covid19 pandemic. Sara confessed that the most difficult part of her responsibility was managing her children while also working from home. School closures impacted by the MCO had created the option of "distance learning" for school children. As a parent, Sara was compelled to take on the additional full-time teaching job while as a mother, Sara also had to cook and feed the children every meal. She also had to do all the household chores since she was also without a house help. Other challenges which were encountered by Sara included noisy environment, family presence and other minute details that required her attention. All of these reduced her level of focus, hence her productivity. As a result, Sara became more disturbed than expected of a work from home employee. She was shouldering all the job responsibilities, such as preparing notifications and documentations for the suppliers, distributors, and regulatory agencies without any help. This had ultimately exhausted her tremendously at the end of each day. Clearly, the need to switch to different roles daily for Sara had caused her immense anxiety, exhaustion, and pressure. Following this, Sara also began to feel that the boundary between work and home life was blurred and invisible. Then Sara lost control; she did not really know how to balance her roles between work and home since this was almost everyone's first experience. To enable her to function well in operating her job responsibilities, Sara worked until late at night. This caused Sara more stress, exhaustion, and finally burn-out.

Her efforts at blending her work with home life had drained and depressed Sara. The condition worsened when Sara encountered a very bad network problem upon using her laptop. The circumstance was not only irritable, frustrating, but also discouraging because it obstructed her from performing her job well. As had been noted, Sara had been assigned with several tasks by the management, such as to submit several reports to several government agencies for approval. The poor network caused her immense problems. Throughout the day, the government portal server was not responding due to high traffic from all the industries. Since most of these submissions were also created by those working from home, all the Telco provider network services were under high usage. As a result, poor network connections prevailed throughout the country, causing many work-from-home employees many inconveniences, including Sara. Regardless, Sara still needed to find the resources to summarize and update her top management daily. Over the period of the MCO caused by Covid19, Sara was badly affected psychologically.

This incident is a case study of just one individual working from home, but it allows us to envisage the psychological impact of the MCO on a senior manager in the automotive industry, working from home during the Covid19 pandemic. In this context, distraction in performance due to unplanned and pressured situations contributed to the condition of the employee. In this case of psychological distress, the employee must notify the organization of the psychological impact encountered. In brief, the employee was affected by: (a) IT technical Issues, (b) multitasking and distraction issues, (c) work life balance issues and (d) network connection issues.

CONCLUSION

The Covid19 pandemic is a once in a generation experience, and it has certainly pressurized many people into drastic transformations. Undeniably, the situation had caused most organizations and employees to conduct their work differently, especially to work from the limitless boundaries of their homes for business survival during the MCO (Movement Control Order). Due to the stretch of time involved, the implementation of the MCO was one way to embrace many unexpected outcomes. The pandemic is the first of its kind throughout the world, and it had created many challenging issues, and caused many to suffer mentally and psychologically. In a nutshell, it can be said that this experience had opened our eyes to many issues one of which is the psychological impact caused to employees.

Thus far, such a condition is an unexplored area, but this paper has provided a small window into looking at how one employee working from home had to endure various issues such as IT technical issues, sharing workspace with family, and having distractions while maintaining her mental wellbeing. Based on this input, it is therefore, worth acknowledging that such a situation needs more focus, and so a working outline which can offer the best of SOPs would be beneficial. Moreover, given that very little is understood about its impact on home and family life, a more proactive approach would be appropriate. Generating a balance between work and home life is surely a goal worth pursuing. In retrospect, employees also need to build their respective framework and patterns for working from home to lessen any constraints imposed by their work from-home demands. It seems clear that if precautions were not taken to mitigate the onset, the psychological impact may persevere causing more employees to suffer from their mental wellbeing. Nonetheless, further studies are necessary to make such assessments and the application of the proposed strategies.

Case Study 9: Safety and health at the workplace during COVID-19 pandemic

Author(s): Gaithri Chandran

Introduction

In December 2019, the pneumonia cases were reported in Wuhan, China. Visiting or working at a Wuhan seafood or live animal market is alleged to have triggered this incident. Several research was carried out, and it was discovered that COVID 19 is a new coronavirus. COVID-19 expanded throughout China and the world. The World Health Organization (WHO) labelled the epidemic a Public Health Emergency in January 2020. Coronaviruses are viruses that cause sickness in both animals and humans. This coronavirus can cause respiratory infections in humans, ranging from the common cold to life-threatening illnesses. This highly transmissible disease, which causes fever, cough, and breathing issues, is spread by contact with other affected people. It can also spread through droplets from an infected person's coughing, talking, sneezing, or when infected droplets land on surfaces like a table, switch, or other similar items. When another person encounters them and contacts their eyes, nose, or mouth, they become infected with the virus. The onset of this symptom takes an average of five to six days, although it can take anywhere from one to fourteen days. The signs can range in severity from very minor to extremely severe. Some people may not show any symptoms but test positive. Fever, exhaustion, weariness, a runny nose, a dry cough, and breathing difficulties are common symptoms. Border closures, lockdowns, travel restrictions, social distancing orders, school closures, and business interruptions have been critical global reactions to stop the spread of the COVID-19 pandemic. Workers, businesses, and my department X, an agency under the Ministry of Y, all departments suffered significant consequences resulting from the unexpected lockdown.

Case Scenario

A well-known Department X was established on 11 October 2000 and officially operated on 1 January 2001 under the Ministry of Y. This Department is in Kuala Lumpur. The main objective of this Department is to assist Malaysian Armed Forces retirees in improving their socio-economic status once they retire from service. It is headed by Director General from armed forces (2-star officer) assisted by one Deputy Director-General from non-armed forces (Gred 54). There are 8 divisions in this Department which are the Human Resource Division, Finance Division, Social Media Division, Policy Division, Pension Division, Welfare Division, Socio-economy Division, and Information & Technology, Division. All this Division is headed by both Armed forced and non-Armed forces officers. Besides the headquarter in Kuala Lumpur, there also have branches in 9 states which are Perak, Johor, Pahang, Selangor & WP Kuala Lumpur, Kelantan, Pulau Pinang, Melaka, Sabah, and Sarawak. The total number of MAF veterans registered with this Department is 204,923 which consists of Service Provider Receiver 105,259, Derivative Pension Receiver 26,105, and Non-Pension Veteran 73,559.

Safety weakness in the public sector

Employees in several divisions are now at risk of contracting COVID-19 at work. It could be a factor that originates from the workplace and has several qualities that could help COVID-19 spread. Close social contact with colleagues or superiors, public venues, and frequent connections with clients are all examples. In this case, workplace safety is vital. Employers' responsibilities are outlined in Section 15 of the OSHA Act, which states that "it shall be the duty of every employer and every self-employed person to safeguard, as far as practicable, the safety, health, and welfare at work of all his employees" (OSHA,1994).

Every employee has the responsibility to take reasonable care for his or her safety and the safety of others who may be affected by his or her actions or omissions at work, as well as to cooperate

with his or her employer or any other person in the performance of any duty or requirement imposed on the employer or that other person by this Act (OSHA Act 1994 Section 24). Any regulation made thereunder:" and "to wear or use at all times any protective equipment required by this Act or any regulation made thereunder" (OSHA Act 1994 Section 24). Employees' health may suffer because of the danger of infection at work.

As we connect and deal with clients who are MAF Veterans at my company, there are numerous hazards. They came from various locations, states, and backgrounds, among other things. Employees are subjected to a range of threats, including the COVID-19 malware. The company's core business is Veterans. Workplace safety is critical since it affects the entire organization, not just the employees but also their families. Although we have safety measures in place, such as wearing a mask, social distancing, and sanitizing, the problem does not stem from there. It begins the moment employees leave their homes to go to work. Most of them take public transportation, such as trains, cabs, buses, or even walk from home to work. Before they enter the office, they are exposed to crowds. Some employees take things for granted, such as not adhering to upper management's norms and regulations.

Management fails to monitor their employee on their safety. Work from home was imposed on those who are affected by this virus. The problem is we are not supposed to act once someone was infected but to prevent it before it happens. The government had come up with policies such as the percentage of staff per day to reduce the risk at the workplace. Since we are dealing with Veterans where 5000 veteran retires every month, we couldn't cope with those percentages. We had to increase the number of staff working as there are many issues regarding Veterans such as their retirement benefits and claims.

Besides that, employees feel stressed with workloads given during this pandemic for example since this Department is responsible to pay Veteran's pensions, employees must work overtime to settle as they must cover jobs for those who are affected by COVID-19. This makes employees feel exhausted and stressed of their work and that will also affect their health as well. Management fails to tackle this problem.

Another issue is Veterans are not comfortable with zoom meetings. They will somehow come direct to the department to deal with their pensions, claims, welfare issues, and so on. This will create unsafe working conditions as some of the veterans will not be IT-friendly. They tend to forget to scan when entering the premises without any safety measures and furthermore they are elderly veterans who are prone to be easily infected. This has a huge potential of spreading the virus into the workplace. Currently, there is no screening besides temperature which at times is not accurate. The new virus which is known as Omicron doesn't have symptoms but when tested, they are positive.

Face shields must be always made compulsory at the workplace as they protect the entire face including the eyes, nose, and mouth which it's a gateway for any virus or bacteria to enter the body. Finally, poor signage or poster regarding this virus at the workplace is also a weakness that I found in the organization. There is no alert signage, the do and don't at all important places such as meeting rooms, one-stop center, lifts, pathways, and so on. This kind of information should be available and placed according to people, employees, and clients to see and alert themselves on the rules and regulations enforced in an organization. Therefore, it's all the responsibility of the Human Resource division in ensuring a safe and healthy workplace during this pandemic.

Step to be taken to resolve the issues

There are many steps to tackle these issues. Top management plays an important role to come up with a good standard of procedures (SOP) as per OSHA 1994. Top management must make an active decision towards ensuring all preventive measures are taken under the OSHA Act and under the Prevention and Control of Infectious Disease Act 1988 (Act 342).

People perform jobs more efficiently and their performances influence the quality of organizations' operations and social affairs. Human Resource Management in the Department plays an important role. They must be well educated about the safety of all employees and the consequences to face if action is not taken. Training and knowledge must be given to them on the importance of self-care as well the latest updates on the pandemic such as how the virus spreads, the symptoms of the infection, and how to minimize the exposure. This is because the workplace at the main platform where this virus can easily spread, and employees are exposed to it since they carry out much work and deal with many people.

Top management which I'm referring is the HR department must explain to employees about this and come up with preventive measures to reduce the risk of infection among employees. Besides that, top management must implement the work from home policy. This can be divided into essential divisions such as pension and claims division and human resource division and non-essential divisions. The essential one can work from home on a rotation basis meanwhile non-essential divisions can totally work from home. This is because it's all paperless nowadays and IT-based. The risk of getting infected by this virus can be reduced as they will be working from home and I'm sure productivity will be increased as well. It not only protects the organization's image but also can save lots of life.

Second, safety measures such as sanitizing the office should be done daily and not be done when there are cases at the workplace. They must also provide alcohol-based hand rubs with at least 60% alcohol and keep all the places. This is to ensure the working environment remains safe and hygienic all the time. Employees will also feel comfortable and safe at work. Employees who are satisfied with their work environment can lead to more positive work outcomes. Disciplinary action should be taken on those who fail to obey the rules and regulations so that other employees will not take things for granted.

Third, frequent mental health assessments should be conducted among employees and carry out measures to reduce stress in the workplace during this pandemic. This is because many of the employees are stranded and loaded with lots of problems such as children's school closure problems, how to handle their kids at home, education challenges of their children, financial crisis plus the workload that occurred during this pandemic. Many of them might end up with depression due to these prolonged pandemic issues and end up with unwanted problems such as absenteeism and as well negative impact on productivity and performance in the organization.

Besides that, reducing physical contact with other employees is one of the steps that can be taken in the organization. Zoom meetings can be conducted between employers, employees, and clients. Since we are dealing with lots of issues like pensions, claims, welfare issues, and so on zoom is not wisely used. Veterans are more comfortable dealing face to face rather than zoom meetings. The current practice is based on appointments that were very difficult to handle and furthermore these clients or veterans are mostly aged people who are easily infected.

Suggestions to control risk safety management

There are a few suggestions that an organization should think over. To begin, always have a full Covid Test Kit on hand. Before entering the premises, the HR department should distribute this kit to all workers and clients. It means that the Human Resources department should appoint someone to be administering the exam to employees and Veterans every day before they enter the building. It ensures that they are safe and will not infect others, lowering the risk of infection.

Secondly, hazard alarm detecting a person whether they are infected or not should be placed at the workplace. For example, the alarm will trigger once a person is already infected. Currently, we have cameras detectors in the shopping mall to detect this virus on people but there is no specific built-in alarm in buildings and other premises. This alarm can be directly linked to hospitals and other front liners for further actions. Having this alarm, helps the frontliners to detect whom and where the infected are.

Besides that, the government had come up with a new feature in MY Sejahtera which helps to assist in managing the outbreak of COVID-19. It has a new feature which is the SOS feature where people can press the SOS icon to get help in case of emergencies, but it will be good if there is a platform where auto-detection is available whenever we use the handphones.

My Sejahtera also provides Risk status but doesn't provide accurate information regarding the places visited which had infected. IT just turns out yellow colour stated Casual contact or red colour indicates Close contact. It is suggested if could state the places which were infected so that everyone can stay alert and will be more careful of their safety. They will be more precautions about what they are supposed to do and the don'ts.

Conclusion

In a conclusion, safety and health in the workplace are very important in handling these pandemic issues. OSHA Acts is just a guideline for employers and employees to ensure safety and health in an organization. It depends on the employer or employee to follow the rules and guidelines. Everyone has their roles and responsibilities towards ensuring safety and a healthy workplace to achieve organizational goals. Safe and healthy working conditions are fundamental to decentwork.

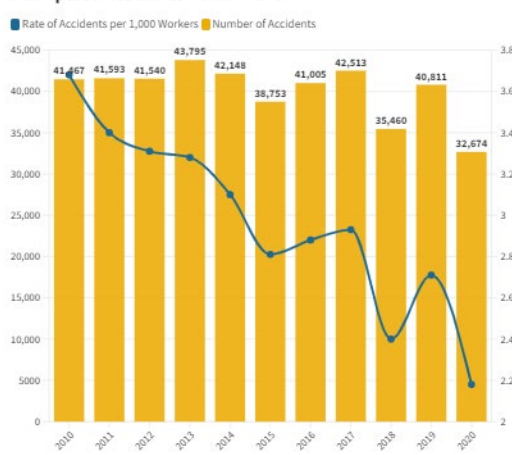
Case Study 10: How to Provide a Safe and Healthy Working Environment to Employees: Malaysian Manufacturing Perspective

Author(s): Harinee Surya Prakkash

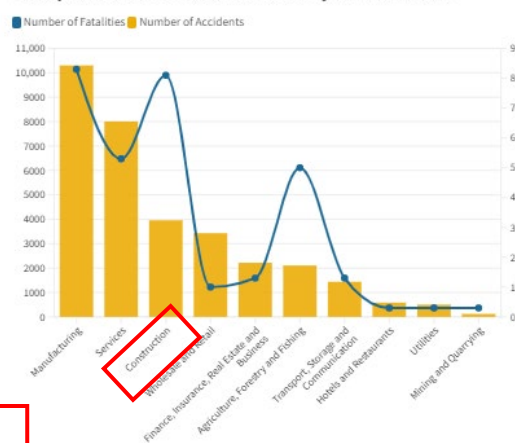
Introduction

The unsafe working environment will give a huge impact on employees who must put themselves at high risk. Occupational accidents can happen to anyone who is working in any sector, especially whoever did not aware of or follow the rules and regulations. An occupational accident is referring to uncontrollable events that might causes harm to anyone at the workplace, worst come to worst it might lead to dead too (Study.com, 2022). When discussing occupational accidents, the manufacturing company is holding the highest rank according to data provided by the Department of Occupational Safety and Health (DOSH). In the year 2020, most companies were forced to shut down due to the Covid-19 pandemic. The year 2020 can be said that the safest year compared to the previous 10 years. This is because when looking at the statistics, there is a 19.9% drop in occupational accidents from the year 2019 to the year 2020. Below graph shows the number of occupational accidents occurs between the years 2010 – 2020 and occupational accidents according to the sector from the Statistics Department:

Workplace Accidents 2010 - 2020



Workplace Accidents and Fatalities by Sector in 2020



(Allison.L, 2021)

Even though the year 2020 holds the title of the safest year, the manufacturing sector still holds first place with the highest rate of workplace accidents compared to other working sectors. In such circumstances, manufacturing companies need to take immediate action on how to stop such issues keep happening. As soon as the manufacturing company became aware of the safety measure, it eventually will provide a safe and healthy working place to the employees and XYZ Plastic Moulding Manufacturing Sdn. Bhd. was one of them.

This company conducts the manufacturing process of plastic mould by segregating with a few teams to run the process smoothly. The manufacturing process of plastic mould can divide into 4 categories which are extrusion moulding, compression moulding, blow moulding and injection moulding. All the manufacturing process above needs higher-quality technology and services to produce a quality product. Since it required a high variation technician, problems and issues that need to handle are also high to meet perfectionism.

So, this firm trained to focus more on post-sales service. To maintain its reputation, the firm hires a team called trial assistance to do the weekly tooling progress reports, and SCAR reports and take all the necessary measures just to make sure that the plastic mould that has been produced causes the least possible problem to their valuable customer. So basically, the firm very concerning about their products rather than providing a safe and healthy working environment to their employees. In this case study, the authors described are safety weaknesses applicable in XYZ Plastic Moulding Manufacturing Sdn. Bhd and how they improve the weakness to provide a good working environment to their customers.

Case study

XYZ Plastic Moulding Manufacturing Sdn. Bhd. is located at Subang Jaya, Selangor and it is a single branch. This company is specialized in the manufacturing of plastic moulds as per customer request and successfully gained 30 years of experience in this journey of a highly technical industry. Having this much experience in this field by the company makes them specialists even in making complex moulds. The company could not get this position and success without their employees. As employees, they should create and provide a safe roof for their employees who are willing to work for the company to achieve their mission and vision.

In their record-keeping, there are several accidents keep occurring at the production site especially due to the safety weakness of the company. The primary issue in this company is the uncomfortable working environment where all the employees need to work in a high heat environment. This occurs because the company do not have any proper heat absorber in the manufacturing area. One of the employees Alex was affected with heat stroke due to the excess heat being released into the environment, and perspiration ensues when the heart rate rises to pump more blood through the exterior body parts and skin (Canadian Centre for occupational health and safety, 2020). The body is put under more stress because of these changes. To overcome this issue, XYZ management decided to fix fans at the production site. This helps the employees to work in a less heat environment and it's a better decision than nothing. Even though they fix the fans, the best solution will be the heat absorber. The company could not effort for that due to the high cost and it also needs to incur maintenance costs.

XYZ company was fined RM10,000 due to failing to monitor their employees to wear proper PPE during working at the manufacturing site. Devan is also one of their employees who oversee working in the chemical department. Since he never wears his personal safety suit as per instruction and failed to monitor by the supervisor, he was affected with a chemical burn and one of his fingers was dysfunctional. This incident really makes the management worried because they lost a quality employee who is an expert in plastic moulding. So, the company took the initiative to send their supervisor and team leaders for safety training and from the training, they will get a bigger picture of how to monitor and examine their employees to follow the safety procedure during their work. In addition, the management come out with a tight regulation where any of the employees who fail to where their whole safety suit and did not follow the safety procedure their monthly incentives will be deducted. From the author's point of view, an effective safety induction must conduct by the XYZ management because an employee can get a better understanding of safety awareness and their responsibilities during their job. In addition, the employees will be familiar with how and what they should do and should not do. A safety onboarding session for new hires also is the best practice that can be done by the XYZ management.

According to an internal report, the cleanliness of the XYZ manufacturing site did not meet the requirement of per Department of Standard Malaysia. This is proven with many incidents where there will at least one slip and fall case will occur in a week. This is due to the slick nature of the resin pellets or beads. When employees walk on the spilt resin pellets or beads will provide them low traction and this makes them slip and fall (United states department of labor, 2021). The author would recommend XYZ management hire a team for housekeeping. Good housekeeping will assist organizations in creating a safe working environment, which can result in significant benefits such as reduced workplace injuries and increased overall productivity. Cleaning up areas with flammable materials, such as sawdust and paper, and ensuring that any chemicals are securely kept away, can help prevent workplace fires. It's also a good idea to double-check that any electrical boxes or wiring have enough clearance and that no combustible things are stored close.

Sometimes it might be very difficult to identify the cause of certain workplace accidents. If the XYZ management fails to identify the root cause, then unable to work towards getting a proper solution. The best solution is to work together with occupational clinicians or hire a team for the clinicians' department. This team will assist the organization to examine the workplace and identifying locations where there is a significant risk of employee injury. This activity assists the organization to focus more on those areas to improve the safeness.

Conclusion

In conclusion, an unsafe working environment is not fair to any individuals who work in the organization. Hence, it is obligatory that the top management in the XYZ Plastic Moulding Manufacturing company be extra cautious and be proactive, such as to be an additional protector for employees instead of being a troublemaker and providing high risk and dangerous working conditions. To effectively meet a good safety measure, the top management should follow the rules and regulations according to their legislations and SOPs to ensure employees' safety and health.

Case Study 11: A Strategic Approach Towards Achieving Employee Retention and Job Satisfaction in Public Sector

Author(s): Gaithri Chandran

Introduction

Human Resource plays an important role in any organization both public and private sector. They are responsible in the selection, staffing, development, compensation, safety and health, and labor relations. This is all linked for employee's wellbeing and ensuring the organization treats their employees that benefits both employee and the organization. Staffing refers to hiring new full time or part time employees and terminating contracts. This includes salary and other benefits. Development refers to providing training opportunities to enhance employee's knowledge and skills. Compensation refers to salary and benefits based on role, performance, and legal requirements. This includes educational benefits, bonus, rewards, health insurance, retirement plans and recognitions. Employee compensation includes all forms of pays given to the employees arising from their employment (Dessler, 2008). This is an important tool used in to attract and retain their valuable assets which refers to employees in the organization. An ideal compensation policy in an organization encourages their employees to work harder to benefits the compensations offered and it increases their job satisfaction in their respective fields.

Public sector is comprised of businesses that are owned, controlled, and funded by government. It is clearly stated in Article 132 of the Constitution of Malaysia that public services are the armed forces, judicial and legal services, public services of the Federation, police force, railway services, joint public services mentioned in Article 133, the public services of each state and the education service. There are 1.3 million civil servants working in public sector in Malaysia. There are 20 Ministries under the Government of Malaysia. There are two types of commission under the Government which are Education Service Commission (ESC) and Public Service Commission (PSC). ESC is the appointing authority for members of the education service in matters of appointment, confirmation of service, placement in permanent or pensionable posts, promotion, transfer of appointment and permanent transfer of service and exercise of disciplinary control where else PSC is responsible for the general administration of the Public Services of Malaysia's Federal Government. It establishes the rules and regulations for the conduct of all members of the Federal civil service. The Public Service Department (PSD) was established under PSC. The vision of this organization is "Dynamic and citizen-centric Public Service with high performance and integrity" and the mission is "Leading the Development of Public Service's human resource". PSD acts as human resource manager to the management and development of high-performing, dynamic, effective, efficient, and fair human resources to establish an outstanding and people-oriented public sector.

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Case Scenario

Although there are different types of commission in charge, yet public sector encounter employee retention. Public sector managers have a direct influence on employee retention. This means it depends on the organization how they treat their employees. In public sector there are few strategies involved to increase employees job satisfaction and to retain their employees in the services. Presently, there are few basic practices being used in public sector such as hiring the right person, empower employees, training and development, appreciation, and compensation benefits.

Compensation in public sector employees plays an important role in attracting qualified workers joining the government sector and well retaining and increasing their job satisfaction in their respective fields. Compensation includes financial and non-financial benefits. Financial benefits are bonuses, increase pay and rewards where else non-financial refers to health benefits, educational benefits, and retirement benefits. This compensation benefits urges employees to work more efficiently and proficiently. For example, in public sector they are given increase pay according to their performance. This performance is evaluated every end of the year by their supervisor and the top management will decide of the increments and those names will be sent to PSD for approval. Besides that, fully sponsored scholarships are provided to employees to further their studies. This is to encourage and make the civil servant more knowledgeable and can enhance their working skills which lead towards increasing job satisfaction and as well meets the organizations goals and objective.

This kind of compensation is used to motivate and retain employees and as well improving the overall effectiveness of the organization. It also helps employer to worker harder to achieve certain targeted goals to obtain the extra benefits offered. Compensation benefits both employer and employees. For employer, it lowers the absenteeism rate where else for employees it creates the happy workplace and increases their job satisfaction. By offering this kind of benefits, employer will retain and will not exit the public sector.

However Strategic Human Resource Management (SHRM) is one step further which take all the responsibility of Human Resource Management and align them with overall organization goals and objectives which consist of Vision, Mission, goals, and values. It’s a process that creates a link between the company’s strategic goals and the management of human capital. Human capital is the collective value of the capabilities, knowledge, skills, life experiences, and motivation of an organization’s workforce. In this regard, the HRM function can be thought of as having six menus from which firms can pick out the most appropriate practices: job analysis/design, recruitment and selection, training and development, performance management, pay structure/incentives/benefits and labor relations. These six menus are associated with productivity.

There are many differences and challenges in the public sector compared to private sectors. First, the bureaucracy binds in the public sector. This refers to the recruitment of the employees into public sector. There are many layers compared to private sector. For example, hard to find job listing, slow response time makes employee who has well knowledge and skills to withdraw from public sector.

Second, the pay structure. In public sector the pay is based on grades, seniority and time based. In public sector there are various position assigned with different grades and level and that differentiates the pay structure. For example, a clerk position is considered a lower grade compared to managerial level in an organization. Besides that, all employees will be compensated in term of seniority. This refers to incremental salary scales based on seniority and grades as well where else in private sector their pay is based on job performance, skills, and knowledge. There are advantage and disadvantage in incremental salary scale. Linking pay increase helps employees the length of service on the job and reduces turnover where else the disadvantages are since its time based pay it develops incompetent or lazy civil servant to get the same raise as productivity and energetic employees. This will lower the motivation of good employees and will affect the productivity and efficiencies in the public sector.

Third, on- the job opportunities. This refers to promotion and increased compensation. This is related to job satisfaction because an employee's performance is based on how much opportunities such as training, and development are being offered in enhance and learning new skills and knowledge. In public sector budget is always an issue. This makes employee to feel demotivated and will not be happy to work in public sector and it would lead to issues like turnover. Other factors that contribute to employee turnover include terminations for poor performance, job dissatisfaction, job change, relocation, downsizing, medical issues, and retirement. This is where Human Resource Department plays an important role in identifying the skilled employees and offer them this additional compensation where they can send their employees overseas to obtain and enhance their skills and knowledge.

Besides that, motivation had become a rather slow-paced factor in the public service which affects the work performance and productivity. Communication between departments and high position individual tends to be deficient and minimal. For example, not all top bosses communicate with their employees. This makes employees feel demotivated and not appreciated and as well decrease their job satisfaction. Now days employees or co-worker's scared to confront of their bosses because they don't communicate each other. Many problems like disciplinary or job-related issues arise when there is communication breakdown. Employees don't feel happy to work and they will work in silo which could even lead into mental stress and depressions. Employees who experience high levels of job strain, communicate poorly, make mistakes, and create conflicts, which add up to the already high job demands.

Recommendation

There are many steps to tackle these issues. First, the role of Human Resource Management. Functions of HRM have been considered strategic because they are often theoretically related to overall organizational performance. They should identify which types of reward should be given to employees in the public sector. There are two types of rewards which are Intrinsic reward and extrinsic reward. Intrinsic reward refers to praising for completing a project given where else Extrinsic reward refers to are tangible, having the form of both monetary and nonmonetary. Rewards in this organization refers to bonus, promotion, sponsored education fees and many other more. This makes the employee feels more confident and happier at the workplace. It's as a token of appreciation for them because of their work. This increases their commitment towards their job and indirectly they will perform even better towards achieving the organization goals. Besides that, they will be more focused on the job and will indirectly compete with other employee to gain the benefits offered in the organization. These compensations keep the workforce motivated to achieve more. Motivated employees are the sign of the prosperity which means it creates a good impression to public sector.

Second, pay for performance is a compensation strategy that uses salary, bonuses, and other benefits to directly incentivize employee performance. Employee performance usually measured by qualitative evaluations such as performance appraisals. Its closely connected with the high-performance culture which encourages employees and manager to stretch and the goals and to pay the best employees more than others. Training and development are an essential part of the pay for performance concept as it involves budgets that should be focused on employee in developing their managerial and leadership skills and competencies. The most used pay for performance model is individual incentive plans where this plans tie pays increases to individual levels, quantitative performance measures. Individual incentives have positive effects on individual employee performance. Second is merit pay based. Merit pay is an approach to compensation that rewards higher performing employees with additional pay, sometimes called incentive pay. It is a tool that employers can use to make sure that their best-performing employees feel as if they are adequately compensated for their contribution. There are also disadvantage of pay for performance. Performance based pay disadvantages include the possibility of contention among employees. Employees who are not earning bonuses can show jealousy toward those who are earning performance bonuses. Jealousy and contention create hostile work environments, which can reduce productivity. Therefore, there are pro and cons on pay for performance, but the organization is the one who decides how to make it more attractive so that it benefits both parties.

Besides that, Variable compensation, also known as variable, pay, is an incentive on top of a base salary can be used to motivate and retain employees. Variable pay is based on employee performance. For example, if an employee meets the target or goals in the specific division or department, they are rewarded with this variable pay incentives. Their morale remains high, and their job satisfaction levels increase. High morale ensures that employees are motivated enough to come to work every day and deliver work to the best of their abilities.

Creating more creative benefits is also one of the ways to retain and increase job satisfaction in public sector. There are benefits given yet creating benefits for example, a home after retirement, online yoga, or exercise classes during working hour, paid off for voluntary services like helping the need, points system which can be trade off with money, sending good employees overseas to work and experience their nature of work and so on. By creating new benefits, employee will tend to perform better and even will compete employee to gain the benefits and this increases their job satisfaction and as well will create a new image to public regarding the efficiency of public sector.

Equity of fairness should be implemented in the public sector. It means there should be a balanced between employees' contribution and remuneration compared to others. They need to be treated fairly for example top management or top bosses must identify employees who are hardworking, less hardworking, responsible, and so on. They should know how to differentiate their employees rather than treat everyone as equal. This will make the employee to be comfortable and happy to work at their workplace and this will indirectly create job satisfaction and as well increase the productivity in an organization. This will help the top management to identify how many employees contribute to their team success and the organization.

Another way to improve job satisfaction is prioritize mental and physical well-being of employees. Many organizations in public sector have a culture of workaholism that contributes to stress and burnout which will affect their health. Organization must focus on employee's wellbeing for example conduct yoga classes every week, Zumba classes and sports activity like badminton, football and so on. By doing this this will not only improve their health but also creates a good network and relationship among employer and employees.

This will make things easier and creates a health and good environment and therefore contributes to job satisfaction and they will retain in public sector. Therefore, ways to improve and attract employees should be identified and implemented from time to time to create a health and harmony workplace.

Conclusion

As a conclusion, by offering this kind of compensation it not only retains employee or create job satisfaction, but it helps to create a good impression to people about the public sector. Therefore, compensation is an important key factor in retaining and as well to increase job performance in the organization.

Case Study 12: Impact of Poor Compensation on Employee Performance and Ways to Overcome It: A Case Study in the Accounting Sector

Author(s): Harinee Surya Prakkash

Introduction

Compensation is the tool that is received by the employees in return for their contribution to the organization they worked for. Compensation is an important aspect of human resource management since it aids in employee motivation and organizational effectiveness (Eddy, 2016). Employees should be appropriately managed and motivated according to the industry standard of salary and compensation. In addition to attracting and retaining the top staff, the generous salary will help. Compensation and benefits have varying effects on employee performance and organizational effectiveness, depending on the organization's compensation and performance management programs. Most employees, when their compensation and benefits are increased, have a more pleasant and productive attitude (Eddy, 2016).

If the organization fail to do so, they will lose their potential employees and the performance of employees will eventually drop, this can be seen in ZZZ Accounting and Consultancy Services. Initially these firm implemented and had a poor compensation strategy which gives a huge negative impact to the extend they had to lose their potential and productive employees; Mr. Edward was one of them. To prevent this issue, HR Manager and the team must conduct a survey and implemented a good compensation strategy so that they able retain their talent employees and boost their performance to increase the productivity level. In this case study, author explain the procedure to develop a best compensation strategy and how to collect honest opinion from the employees regarding the new strategy.

Case Scenario

ZZZ Accounting and Consultancy Services is providing a full range of professional services which including accounting, consulting, and secretarial services. In addition, in year 2014 the business was expanded their business solution by including business training and become GST advisor to their clients. The mission of their business is to become a friendly and reliable business advisor to their clients. This firm gives so much of attention to their business development by putting so much of pressure on their employees. Besides that, the human resources of the company don't have an effective compensation plan for their employees. This really effecting the employee's satisfaction and performance. Due to this issue many of their employees started to leave the firm which includes their potential employee, Mr. Edward. Mr. Edward was the senior executive in accounting department. Several working experiences specially in accounting and tax field, Mr. Edward able to develop his accounting skills. He had his degree in Bachelor of Taxation and professional cert from Chartered Tax Institute of Malaysia.

Since he has the skill and ability to provide a good financial report for a business, ZZZ firm hired him for the position. Mr. Edward join this firm in year 2018 and leave the firm in year 2020. There are many problems and challenges face by him between the two years while working together with ZZZ firm.

Mr. Edward was performing well and the firm able to capture many new clients due to their best services. He shares his knowledge and train his team very well which makes them more productivity and efficiency in doing their jobs. Together with the firm able to achieve their goals and achieve the requirement as per their mission.

As an employer, ZZZ firm in return should motivate and value them by providing a good compensation either in monetary or non-monetary form but instead they just follow the fixed monthly salary, and the bonuses did not provide as per promises made to their employees. In addition, the firm did not have any incentives for their employees to boost their motivation to do work and makes them happy instead pressuring them to handle more tax and accounts cases and ask them to do overtime. This is where the problem begins. The employees started to feel that the firm is not appreciating them and feel insecure towards their working environment. If the firm really look at their employees as an important asset, they will come out with a good roof to protect and keep their employee happy and satisfied. In addition, the firm is not transparent to express the whole investment and compensation plan to their employees. This problem was extended until the employees started to leave the firm one by one include Mr. Edward who was being the right hand for the firm in assisting to reach the goals and mission. From this point, ZZZ firm started to go downhill and not reaching their target and not able to submit their client report as their promises.

This case allows us to visualize the importance of having a good compensation strategy. When the firm compensated their employees fairly, the employees will feel that they are playing an important role for the firm that need to add value for it. When employees are rewarded, they enjoy coming to work. As a result, employee morale has improved, and employees are more motivated to come to work and perform well. Furthermore, knowing that they will earn a bonus or incentives will motivate them to work at a greater level. Bonus and incentive compensation systems have become essential to a company's success. This is where ZZZ Accounting firm fail to do so. Compensation is closely proportional to employee morale and job satisfaction.

Besides that, ZZZ firm fail to protect their employee's loyalty towards the firm. Employees who are appropriately compensated and happy are more likely to stay with the company, as previously said. One of the reasons why employees stay with their jobs is because they are well compensated. Business owners don't have to waste time, money, or energy on recruiting new staff because of reliability. According to the current situation, ZZZ Accounting firm need to spend in recruiting new employees to fill the position of Mr. Edward and others. If the firm treat their employees accordingly, this spending can be avoided. Employee retention and low separation rates benefit employers who support a team that knows what it's doing. That squad is likewise ecstatic to be a part of the team, and they perform admirably. Employee productivity is very important because that is key to reached business goals and plans. Employees who are happy are the most productive. Employee appreciation boosts motivation and reliability, which leads to increased compensation efficiency. Workers are not only more driven to do a good job, but they also remain longer with the company, learning more and becoming more proficient. All of this translates to higher productivity.

No matter small firm or big firm, to keep a competitive edge recruitment is a compulsory for every organization. This is because every employee or individual will look for a best promising position in terms financially aspect. Those are worth a specific salary figure are generally aware of their worth and will look for a position that pays properly. So, management are required to conduct a survey regarding what kind of compensation and benefits packages are providing by their competitive companies. ZZZ Accounting firm must provide a fair and comparable remuneration package so that can retain the potential employees like Mr. Edward. Hiring the right person, the first time saves time and money, allowing business owners to focus on other things. The recruitment and retention of talented employees is the most common goal shared by most organizations. The availability and cost of eligible applicants for vacant positions are determined to some part by market variables beyond the recruiter's control. While a business may establish recruit pay levels and market those wage ranges, it does so in the context of other companies competing for the same pool of candidates.

As an employer, ZZZ Accounting firm is responsible to follow the law State and federal employment regulations that affect several aspects of a worker's compensation and hours, including the minimum wage and the number of hours they can work per week before getting overtime pay. The firm must compensate workers in accordance with compensation standards to prevent litigation and measures by state or federal governments. Some restrictions change based on nature of the business.

Being transparency towards employee is crucial part in organization. It might be tough to persuade executives to reveal firm information and how they make important choices. Being transparent with employees about the company's performance and future intentions, on the other hand, eliminates conjecture, reduces worry, and can even foster a sense of ownership and trust (Payreview, 2020). All these characteristics are associated with a highly engaged workforce, and it's no secret that employee engagement has a direct impact on the bottom line. When employees see senior management being open and communicative with the rest of the firm, they will feel emboldened to offer information. This could be coming up with new ideas, putting new processes in place to optimize workflows, or giving comments during performance reviews. Businesses flourish when employees believe they may safely bring forth new ideas and remarks.

Who is responsible towards the issue that happening in ZZZ Accounting firm? When comes to compensation and benefit plan and policy, the person in charge is the Human Resources. The mandatory functions of HRM are to provide and maintain a balance of human resource to run smooth operations in organization. Many firms assume that HR only need to concern about traditional activities of recruitment, selection and training and development.

This assumption is fault because HR scope has been expanded into many areas. When comes to rewards can divided into two categories which known as direct and indirect. Employees receive direct compensation in the form of monetary rewards and Indirect compensation refers to non-monetary rewards in exchange for the services they deliver to the company. Elements that cover under direct and indirect compensation are as following:



Direct Compensation



Indirect Compensation

(Tulaseem.A.N, 2018)

HR department must ensure provides and set an appropriate compensation for their employees to have soothing effect on organizational and employee performance. To motivate and improve organizational effectiveness, human resources management need to look compensation as an integral part. The effect of compensation and benefits will reflect on employee performance and organizational effectiveness and is depends on the compensation and performance management strategies that currently used in the organization.

HR specialists in this field must be numerate, commercially knowledgeable, and have a thorough understanding of financial rules and regulations. HR may be needed to investigate and analyze the wage rates of their competitors in addition to monitoring their own company's salary structures and benefits. It's not all about the figures, paycheques, and payrolls, though. HR professionals must have great communication skills to give recommendations to employees about pension and insurance plans, as well as to communicate with government departments and labor unions about compensation and benefits concerns. Indeed, these jobs have a strategic component, as the company's and employees' needs must be successfully matched. The most important thing, whatever have discussed with employees regarding the salary and benefits must be implemented fairly.

Due to poor compensation strategy in ZZZ Accounting firm, the performance of employees and organization effectiveness is not doing well, and the business started to go downhill. To overcome this problem, human resources of the firm need to figure out on how to plan to improve and develop an effective compensation strategy. So, the management of ZZZ Accounting firm need to arrange a meeting with their human resources to discuss about creation of a good compensation plan.

The department have to analysis on several factors to develop a compensation strategy and make sure create a best plan so that ZZZ Accounting firm can operate their business smoothly and treat their employees fairly. In next part author will explain the procedure of implementing good compensation strategy that ZZZ Accounting should do to overcome the problems that they are facing right now.

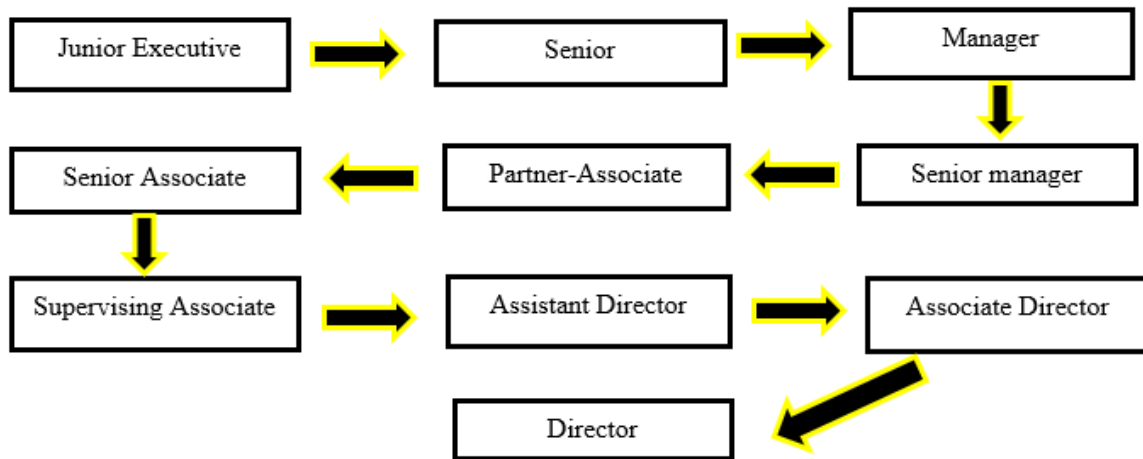
First and foremost, the team must start by determining their compensation philosophy. What is compensation philosophy? It's basically referring to a formal statement that used by the firm to draw the position about employee remuneration plan (Eddy, 2016). This statement also explains the purpose of the pay and this statement will used to create a framework for consistency. The reason behind compensation philosophy is to motivate, attract and retain those potential employees. Factors that consider under this philosophy is company's financial position, size of the organization, organization objectives, salary information and challenges in the business. After creating the compensation philosophy, the management need to review consistently and update accordingly based on the current position of the firm. A well-designed compensation philosophy supports the organization's strategic plan and activities, corporate goals, compensation and total reward plans and methods.

Second step is reviewing and analyzing the current compensation strategy that using by the ZZZ Accounting firm. This step is required to do comparison and cross check with compensation philosophy to determine whether is aligned accordingly or not. If the compensation philosophy and the current strategies are not aligned, the firm need to highlight those elements to do the adjustment and improvement (Eddy, 2016). The third step is to evaluate jobs and descriptions. Before sifting through data and devising new pay scales, ZZZ Accounting management must assess current job titles and descriptions. If the management want to make sure that all job descriptions are updated with the most up-to-date information, should do so at the very least.

The fourth step the team need to create a plan for analyzing market data and information. As discussed earlier, management need to conduct a survey regarding what kind of compensation and benefits packages are providing by their competitive companies. This process also can be done through reviewing market information and data. After creating the market plan the team need to go through process of reviewing salary surveys.

With all the information gathered in previous steps, now the team need to discuss with their management to establish a pay system. A pay system must align with the position of the individual and the pay should be fair for employees and organization. To set the pay system, the team need to look at the individual's working experiences, knowledge, skills and working attitude and behaviour. Another reminder for the team is the pay system should create based on the compensation philosophy that they choose. When discuss about pay system, there are many types available for the firm to choose based on their company position and arrangement such as following (Eddy, 2016): (1) pay grade levels; (2) skill-based pay; (3) competency-based pay; (4) broad banding; and (5) delayering and banding.

After choosing the appropriate pay system, now the team need to reset their job title and position according to market study tittles. The organization chart of ZZZ Accounting firm is as following:



So, now the team must compare the job descriptions, responsibilities and skills that required for each position above than restructure the titles according to the market information and survey. Even though the team conduct market research and survey, that process will never give 100% information for all the position above but still the team can use the information as benchmark positions. After completed this step, the team can start working on matching jobs according to salary grades.

The next procedure is very critical part where the team need to address and highlight possible financial implications due to the new compensation strategy. After creating the new compensation strategy, some of the current salaries that employees are receiving now are possible above the salary range and this circumstance named as red circled and if the employee is receiving below the new salary range named as green circle (Eddy, 2016). Green-circled employees' pay should typically be adjusted to the revised range required in the new grades. Employees in red circles should not have their salaries decreased to the new maximum, but rather should have their salaries frozen at their existing level. This part must carefully observe by the team.

Now the team is at last third step, which they need to make sure the new compensation strategy created is compliant. How to ensure this? The team must review the Employment Act 1955 or any other local legislation that may affect their compensation strategy. Now the compensation strategy is ready to implement in the organization but before that Human Resources need to communicate and present regarding this new strategy to their executive stakeholders to get their approval. If the team received green light from them, finally they can discuss with their management and employees should learn and aware at the same time. To launch the plan, hold an all-hands meeting and follow up with emails, social media posts, and other forms of communication with employees. Most crucial, ensure that the company has readily available resources for employees to use. Employees face several issues, one of which is a lack of transparency in terms of compensation plan. Each employee should get a message with their existing rate, the new rate, the effective date of the raise, the pay period that will reflect the increase, and the reasons for their pay adjustment outside of the all-hands meeting.

Above author explained detailly on each step that need to follow by the ZZZ Accounting firm but is that enough? Implementing a new compensation strategy is not enough, the firm must do the evaluation of post impact from it. The management need to evaluate and measure the

employee performance and are they happy with the new strategy or not. One of the ways, try to have an honest conversation with employees. A good and healthy conversation will assist the firm to get to know what the needs of the employees are. During the conversation, ask employees for their opinion regarding the new compensation strategy whether it's meeting their expectations. This practice will make employees feel that their opinion really matters to the firm and respected which will build a good relationship with the management. From the conversation itself the firm can gather information to improve their strategy. Another way is conducting research in the firm by setting survey questionnaires to employees. This survey questionnaire should not request for the individual name and gender so that employees will feel open to give their honest opinion regarding their compensation plan. All the firm needs is an honest opinion towards the new compensation strategy. So, this survey will help ZZZ Accounting firm to receive results on how effective the strategy is.

These two processes mentioned above are conducted with the existing employees but how about the new employees? For the new candidates, during the interview session, HR of ZZZ Accounting firm needs to maintain open lines of communication with candidates on their compensation needs and expectations. Inquire about the elements of remuneration that are most important to them. Compensation is a personal and emotional experience. Besides that, HR needs to create phases in the hiring process that allow the candidate to see a sample of salary. To begin, establish salary ranges and important features of the compensation plan. Inquire about the candidate's reaction and what they value the most. Companies frequently fail to express the whole investment in an individual like what ZZZ Accounting firm is doing currently. Yes, salary is crucial and should be competitive, but going a step further and showing individuals the overall amount, the firm's investment is much better. Use total compensation statements for employees and total investment outlines to accomplish this.

Author would like to recommend ZZZ Accounting firm on different techniques that can be used to provide benefits to their employees. Millennials currently account for over 35% of the workforce who are ambitious and active individuals so they eventually will look for a greater offer of benefits package from employer as a return for their job (Volper, 2012). So, ZZZ Accounting firm can focus on providing them resources and time to explore their interests by paying for their hobbies is one of the ways to do this. This will keep them to remain in that firm longer and able to keep them satisfied in their job. Another technique is to use SMART goals which refer to specific, measurable, ambitious, realistic and time-bound (Volper, 2012). For instance, a junior executive responsible is to submit e-filing for the expatriates within the due date. There are thousands of clients in the department, so the upper level needs to focus those who are submitting more e-filing, conducting consultation frequently to the clients and answering the questions from LHDN effectively. Those effective employees are entitled for the extra benefits. It's fine to pay less based on the team's overall results but the most important is to observe the individual results that contribute to the firm's success.

Conclusion

Employees are regarded as one of a company's assets, the ZZZ Accounting firm must be managed effectively and efficiently. Companies utilize compensation management as one of their tools for attracting, retaining, and inspiring their personnel. As a result of behavioral science theories and the emergence of labor and trade unions, employees began to demand their rights (Payreview, 2020). Employee performance was evaluated and appraised based on both organizational and individual outcomes. The remuneration system was developed based on the job duties and necessary abilities of the employees. Compensation facilitates a company's smooth operation and attainment of its goals. Salary is one part of the compensation package and ZZZ Accounting business must recognize that employees also have psychological and self-actualization requirements to satisfy. Competitive compensation will assist the company in attracting and keeping top talent. The remuneration plan should follow industry standards. Employees need to be motivated to increase their performance and the productivity of the company, so a good remuneration plan is essential.

Case Study 13: Recruitment Issue: Compensation Management and Measurement Improvement in the Food and Beverage Industry.

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Introduction

Compensation management is the most important issue in human resource management. It can be said that compensation is the "glue" that holds employees and employers together in the food and beverage industry in Malaysia. This is codified in the form of a contract or a legally binding agreement that specifies the amount of compensation and the components of the salary package. According to Maslow's hierarchy of needs theory, compensation is at the middle to the bottom rung of the pyramid, while other factors such as job satisfaction and fulfillment are at the top. This is no surprise because if not all workers accept a new job, it is primarily because of the pay package offered. Employees are more likely to work harder at their job if they believe their job offers what they value. Therefore, employers need to adequately quantify the employee's contribution if they want to get the most out of them. Clearly, effective compensation management not only helps stabilize and retain employees, but also reduces turnover within the company.

Case Scenario

In the current situation, there is a lot of interest in compensation management in the food and beverage industry, which affects business decisions in Malaysia. This is because the employees in the company are the most important and valuable resource. One of the main goals of the company is to ensure that they are satisfied with their work and give their best to the company. Let us take as an example the coffee store ABC in Malaysia, which belongs to the food and beverage industry. Currently, the company is facing recruitment problems and must compete with its competitors to attract the best talent to its business. One of the reasons is the effectiveness of their compensation system compared to their competitor. In a company, employees often receive a variety of perks in the form of wages, salaries, bonuses, commissions, etc. If their compensation package is not in line with their level of training and education, most of these employees who have a good and solid education will not be motivated to give their best, leading to dissatisfaction, disengagement, and turnover. A company with good compensation packages that are acceptable and reasonable has a positive impact on employee performance, which leads to a decrease in overall turnover and employees' willingness to stay with such companies.

Coffee Store ABC notes that its compensation package is not as attractive as its competitors, resulting in high employee turnover and absenteeism. Management notes that employee productivity began to decline due to labor shortages that force them to work long hours, double up on tasks, and feel demotivated. Management conducted a salary survey of other competitors and found that they did not have salary packages, even though the nature of the work was similar. When management realized there was a problem, they decided to fix the problem immediately. If management did not take drastic action, the problem could worsen, resulting in a decrease in productivity and a decrease in sales.

A hiring problem faced by the coffee store ABC causes it to rethink its compensation system, which affects the overall business decision. A difficult decision must be made to solve the hiring problem, which will lead to an increase in the overall cost of the business. According to Colquitt et al. (2009), "factors affecting business decisions include workforce diversity, changing organizational culture, good working relationships within the organization, employer management style, job-related influences, employee personal characteristics, organizational structure, better employment opportunities, and work environment."

In designing compensation systems, the food and beverage industry want to focus on technology, techniques, and other criteria but leaves out certain important decisions in other areas. With the problem of recruitment in coffee shops, ABC in Malaysia, and globalization, the food, and beverage industry are facing increasing hurdles. Compensation management issues are becoming more prominent, as evidenced by the following factors. First and foremost is the inadequate performance appraisal and poor compensation incentives implemented at the Coffee Shop ABC. The coffee shop has implemented a performance-based compensation system in which employee compensation is divided into fixed and performance-based compensation. However, the fact is that employees' compensation is essentially unrelated to their performance. The long-term goal of the performance-based compensation system in the coffee shop results in limited employee focus on the company's long-term development goal. In addition, they are not able to benefit from the Company's long-term goals. The Coffee Shop also does not have an appropriate standard for performance evaluation, which results in employees' performance not being properly evaluated. As a result, compensation incentives are weak because pay is not commensurate with performance.

In addition, due to its small size, lack of financial support, and other considerations, the coffee shop cannot support excessive salary costs. Therefore, the attractive salary level of the employees is lower than the average market level. In the food and beverage industry, compensation criteria are not based on employee performance and contribution. It is determined by the profit/loss margin that the company itself receives, which leads to a lack of competitiveness in the food and beverage industry and greatly affects the initiative of employees, resulting in employee demotivation. In addition, there is an incomplete system of employee welfare. Employee welfare plays an important role in the development of the compensation system. Employees are rewarded in the form of material things or services provided by the company. Employee welfare can satisfy their needs in various ways by providing short-term and long-term incentives in addition to basic income and bonuses. Most companies view employee welfare as a cost to them. They invest little in employee welfare. Although some companies have their own welfare system, the welfare items are cleared only when the company's performance is sound. In a word, a welfare system has no incentives.

From the above analysis, we can see that the compensation management system in the coffee shop ABC has several weaknesses that greatly hinder management's advancement in the company, especially in recruitment. To solve this problem, they need to address their own current situation and combine to improve the above problems and retain employees. First, management must identify and clarify their corporate strategy to have a good compensation management system. In the food and beverage industry, especially coffee shops, management needs to establish the company's mission and vision, as well as operational goals. Once they have clarified their goals, they can redesign or restructure their compensation strategy to meet the current market standard. In this way, the coffee shop can link corporate strategy and employee compensation strategy requirements. As a result, employees' behaviours and attitudes will change and they will be more focused on the company's goals instead of looking for a job at other companies or competitors.

The second measure to solve the hiring problem is to create a perfect performance-based appraisal system and strengthen the compensation system. As we know, compensation strategy plays the main role in determining employee behavior. Management needs to increase the percentage of performance-based compensation in the whole structure. This is because the results of employee performance appraisal are directly linked to employee compensation. To ensure the effectiveness of performance appraisal, the company can adopt a scorecard in designing the perfect performance appraisal, which may include finance, employees, customers, operations, learning, and growth. Management can reasonably set the performance indicators for each department and position. In this way, the performance indicator system can be achieved from the enterprise to the employees in the end.

In addition, the coffee shop must investigate compensation. This is to ensure that the current compensation strategy is effective. As we know, a good compensation strategy can help attract the best talent and retain current employees for a longer period. The salary survey can be conducted by phone, interview, questionnaire, communication with the competitor, and consultation with the recruitment agency. The information and data that the company receives are from the same market industry with the same position level. Based on the data obtained, the management can identify and improve the problems in the company's compensation system. At the same time, the company can predict the future compensation level in the market. In this way, the company can decide about the next actions in the future. The result of the salary survey shows that the salaries of those who can be hired easily are in line with the market level and consistent with the industry. In the case of the coffee shop, the reason for the hiring problem in a non-managerial position is that the compensation package is not in line with the market industry.

As for the social system, the coffee shop ABC must conduct a social investigation. The method is the same as for the investigation of compensation. The investigation must include the situation of the competitor's welfare system that meets the needs of the employees. Different employees may have different welfare requirements and preferences. The survey can also be conducted among internal employees, making the welfare system more relevant. The coffee shop should be aware of two main issues that arise when developing a new welfare system, namely the financial situation and the effectiveness of welfare spending. In addition to improving employee job satisfaction, management must relate the welfare system to employee performance, company strategy, etc. Employees should be briefed about this information to avoid misunderstanding in the future.

The recruitment problem can be solved when management begins to consider non-monetary compensation in compensation management. The demands of employees are complex. In the current situation, employees want something in return, such as personal development, professional growth, participation in decision making, and others. If Coffee Shop ABC provides more advancement opportunities for its employees to develop their skills, participate in decision making, etc., then employees can be better activated to contribute to the company. For example, if employees lack development opportunities, they will not receive recognition and appreciation from the company, which will result in employees being bored and demotivated to do their jobs. The turnover rate will increase, and employee retention will decrease because employees will look for new external opportunities.

Finally, the coffee shop can review and restructure the effectiveness of the compensation management system. Management must establish effective communication about compensation. In this way, management can eliminate employee confusion, increase employee confidence in the company, and increase the company's transparency about the compensation system. Management can disseminate the information through a memo to all employees, bulletin boards, team meetings and so on.

Conclusion

Coffee Shop ABC and most of the food and beverages industry still facing recruitment issues until now. Coffee Shop ABC facing a difficult time during this because they are running the operations with a shortage of manpower. Hence, Coffee Shop ABC still need to run the business with under staff because this recruitment issue will continue for a certain period. At the same time, Coffee Shop ABC still look at and review the compensation management system. It is because compensation management is the main character to ensure the stability of the company. Coffee Shop ABC should formulate a compensation strategy that suits its vision, objective, and development. Besides that, Coffee Shop ABC needs to do adjustments to the current compensation system to continue to meet the employee needs, goals, and employee retention.

Discussion Questions

Case Study 1: A case study of Organizational Behaviour and Resistance to changes in Malaysia's Commercial Banking Industry

1. What causes the employee to feel dissatisfied at the workplace?
2. Managers should do everything to enhance the job satisfaction of employees. Would you agree or disagree? Support your answer.
3. Positive attitudes can create employee job satisfaction. State your opinion and example to substantiate this assertion.
4. Do you think Simon can stay longer in Bank X? Why?
5. How Simon's negative attitudes affect to the employee's job dissatisfaction?
6. Why is resistance so important in organizations? Discuss briefly and relate to the case study.
7. What kind of change strategies should this organization adapt to turn around its performance and move to a greater height?

Case Study 2: Workplace Bullying and Management of Mistreated Behaviour: A Case Study in the Banking Sector

1. When did the bullying harassment incident start?
2. Why was the victim targeted for this unethical behaviour of workplace bullying harassment?
3. What are the tactics of bullying harassment executed in the workplace?
4. Who face the unfair dealing and the negative impact of workplace bullying harassment?
5. How can the top management address and solve issues related to bullying harassment at

Case Study 3: Sexual Harassment and Management Behaviour at the Workplace

1. What are the effects of sexual harassment at the workplace?
2. How can management prevent sexual harassment at the workplace?
3. Based on your understanding, discuss how a management's behavior can be implemented in resolving sexual harassment at the workplace, in terms of the organizational perspective and the Islamic perspective.

Case Study 4: Covid-19 Pandemic in Malaysian Government Hospital: How Motivation Assists Medical Front Liners in Overcoming Burnout

1. How does burnout affect workers?
2. Which symptoms of burnout did management notice among their workers?
3. To motivate their staff, what did the hospital's administration do? Briefly explain.
4. How did the government assist management in resolving this issue?
5. Which organizations are most motivated to solve the Covid 19 pandemic, according to your opinion? What was the government's strategy for motivating these people?
6. Does the government, in your opinion, have a crucial potential to reduce medical officers' intention to leave their jobs? Make a strong argument for your viewpoints.

Case Study 5: COVID-19: Impact of Movement Control Order (MCO) on the Mental Health of Employees and Employers in Malaysia

1. What is the cause of mental health problems among employees and employers during the MCO in Malaysia?
2. What is the effect of the MCO on the mental health of employees and employers in Malaysia?
3. How does the Malaysian government control the mental health problems among employees and employers during the MCO?
4. Based on your experience, explain how your organization prevented mental health problems in the organization.
5. Comment on the level of effectiveness of the mental health assistance provided by the

Case Study 6: Motivation Medical Team as Front Liners to Fight COVID-19 Disease

1. What is Covid-19?
2. Who are the front liners, as gazetted by the Malaysian government?
3. Where are the treatment centres for Covid-19 patients?
4. How are health workers at risk due to the novel Coronavirus?
5. When does the medical team need motivation? Why?

Case Study 7: COVID-19 pandemic during 2020 Malaysia Movement Control Order (MCO) – the case of residential college students' mental health

1. Why do students need motivation?
2. How does the university handle the mental health of students who stayed in residential colleges within the university campus?
3. When are the affected students able to see the counsellors (during the counselling sessions)?
4. What impact did the COVID-19 pandemic 2020 Malaysia Movement Control Order (MCO) enforcement have on the mental health of the students?
5. Which students living in the university were most affected when facing the COVID-19

Case Study 8: The psychological impact of working from home during corona virus (COVID-19) pandemic

1. How does the Movement Control Order (MCO) have affected the working people?
2. What are the challenges of working from home while Covid-19 pandemic?
3. What is the resolution to overcome this challenge?
4. Based on your understanding, what is the suggestion to solve the psychological impact due to working from home?
5. What is the organizational sustainability management plan for future pandemic outbreak?

Case Study 9: Safety and health at the workplace during COVID-19 pandemic

1. How can safety and health help employees obtain job satisfaction during COVID-19?
2. How can this job satisfaction boost an organization's performance during this pandemic?
3. What are the challenges and impact of ensuring safety and health in organizations and how the government can help to assist and improve to solve this issue?

Case Study 10: How to provide a Safe and Healthy Working Environment to Employees: Malaysian Manufacturing Perspective?

1. Why safety onboarding session is important to new hires?
2. Why do organizations fail to reach their health and safety performance targets?
3. What are the employee rights and responsibilities when comes to health and safety at their working place?
4. What is an emergency action plan and what should include in the emergency plan?
5. OSHA offers what kinds of free onsite consultation services?

Case Study 11: A Strategic Approach Towards Achieving Employee Retention and Job Satisfaction in Public Sector

1. What is the factor that encourages people to retain in public sector?
2. What is the concept of job satisfaction in public sector?
3. How employee satisfaction can be improved in public sector?

Case Study 12: Impact of Poor Compensation on Employee Performance and Ways to Overcome It: A Case Study in the Accounting Sector

1. How does companies escape of paying overtime to their employees?
2. What is the legal procedure for employers who is failed to pay their employees working overtime?
3. What are the elements in of employee performance?
4. What are the problems of compensation?
5. What Covid-19 means to compensation?

Case Study 13: Recruitment Issue: Compensation Management and Measurement Improvement in the Food and Beverage Industry.

1. How can compensation management affect recruitment?
2. How to measure compensation management?
3. In your opinion does good compensation management can resolve the recruitment issue in the food and beverages industry? Explain.
4. To improve the compensation management system, what is the main measurement?
5. What is the benefit of having good compensation management?

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Appendix: Solution for Discussion Questions

Case Study 1: A case study of Organizational Behaviour and Resistance to changes in Malaysia's Commercial Banking Industry

1. What causes the employee to feel dissatisfied at the work?

In this case, employee feels dissatisfied at the work because of Simon's attitude that always penalized the staff opinion and suggestions when employees are giving suggestions and ideas. Moreover, employees feel dissatisfied because of few issues such as constructive criticism on an employee, penalized employee with unreasonable matter and demotivated employee in all situations. Consequently, employees feel dissatisfied at the work because all employees are functioning under pressure that formed by Simon toward them. In this case, Simon wanted employees to follow his footsteps and control everyone's activities in the workplace. In this case, the employees feel dissatisfied and unhappy with their post, and they can make the decision to quit their job because employees do not like to stay in the demotivated situation. Simon's negative perceptions of employees earn them feel dissatisfied at the workplace because he does not desire to appreciate employees' work while the employee is to be trapped from giving any opinion and suggestion because Simon's thought that employees' creativity and innovation are not good. However, employees felt low morale and demotivated, yet employees are let out after Simon showed his negative behavior toward them.

2. Managers should do everything to enhance the job satisfaction of their employees. Would you agree or disagree? Support your answer.

Yes, I concurred with this statement because managers must understand the employees' feelings and emotions so that the manager must give a top priority to enhance employees' satisfaction with their job. Managers are interested in job satisfaction to avoid the effect on employee performance. And then, workers' productivity in the task tends to provide evidence to job satisfaction because employees who are more satisfied tend to be more effective than organizations with employees who are not satisfied toward organizations. However, this statement might be true because happy organizations tend to be more productive and give high satisfaction to the employees. Moreover, employees satisfied with their job because of the managers' motivation and reward. Managers should encourage and support the staff by rewarding them because employees are investing their time, effort, and money in ensuring the results of organizations are higher in terms of productivity and profitability. Organ (1988) stated that manager's characteristics and participation in decision making influenced employees' satisfaction while it can enhance employees' performance in organizations. In this case, manager required to provide a positive working climate that enhances employee's job satisfaction because motivating working climate can make the employee to work beyond the call of duty perhaps it provides for the workers' needs. The manager needs to develop the employee's potential and skills by providing proper training and education to the employees to ensure employees are motivated and make them be more productive and innovative. Well-educated employees are able and keen to control over their job with less supervision, which management or manager feel free for other jobs. Employees who are gratified with their job are capable to answer and build better employees' loyalty while they are more motivated. All this contributes to better management-employee relationships or leader-member relationship.

3. Positive attitudes can create employee job satisfaction. State your opinion and example to substantiate this assertion.

Yes. A positive attitude can create employees' job satisfaction because employee feels more motivated and run on their task properly if manager encourages them in a dissimilar direction. There are few benefits that a positive attitude can create employee job satisfaction: 1) Increasing productivity - Satisfied workers are more fertile and more productive workers are more gratified - Worker productivity is higher in organizations with more satisfied workers. 2) Reduce employee absenteeism - Satisfied employees have fewer avoidable absences. - Employees' is fewer absences to the work if the working climate is right 3) A better working climate - Increase work attitude and confident thinker - Make employee be more productive and proactive 4) Less employee turnover - Satisfied employees are less likely to drop out. - Organizations take actions to keep high performers and weed out lower performers. 5) High organizational Citizenship Behavior - Satisfied employees who feel fairly treated and are trusting of the organization are more willing to engage in behaviors that go beyond the normal expectations of their job.

4. Do you think Simon can stay longer in Bank X? Why?

No. Simon cannot stay longer in Bank X because human resource department will act toward his attitude that makes other employees' feel dissatisfied while the turnover is very high in DSS department of Bank X which did not encourage the employees to work in positive working climate. At the same time, Simon lost his trust and value from the subordinate. The interpersonal communication between leader-member was lower-quality relationships between Simon and employee that make both misunderstood in all the situations when facing each other. In other words, Simon's attitude can be classified as the conflict of interest with employees without a valid reason. From this dilemma, researcher believed that poor management, leading can discourage employees to leave the organizational while they can hold a low degree of loyalty.

5. How Simon's negative attitudes affect to the employee's job dissatisfaction?

Simon's negative attitudes affect employees' job dissatisfaction can be separated into five facets: 1) Simon's negative attitudes did not contribute to achievement of worthy destinations 2) Simon's negative attitudes that did not concern the subordinates' benefits, promotions, and increments that lead to negative responses. 3) Negative thinking and feeling toward employees make them do mistake all the time. 4) Bad interpersonal communication with employees not permitted them to partake in their opinion and suggestions. 5) Loss of employees' commitment to task These positions reflect a particular person's likes Alex and dislike towards other employees' activities in that person's surrounding environment.

6. Why is resistance so important in organizations? Discuss briefly and relate to the case study.

Resistance is so important in organizations because it can promote new ideas and their members to grow in the organization. In organizations, resistance will be occurring because of many reasons such as new staff roles, increases or decreases in funding, achievement of new engineering, new missions, vision, or goals and to attain new members or customers and changes in attitude from negative to positive behavior. On the other hand, resistance can allow an employee and employer to get challenging in resolving the troubles that happen in formations the organizational. In this case, resistance is so important among manager and employees because a manager must change his negative attitude to the positive attitude to encourage employees' feel satisfied with their job at the same time employees feel more productive while can work beyond of the job that assigned by the manager not to leave the organization. Simon's negative attitude should be changed to ensure

employees are a willingness to hold up or establish a desired change in the organization and their work task. Moreover, employees protest the imposition of change which is borne as a general truth. However, resistance can be proactive resignation or planned to damage. Therefore, resistance is so important in terms of organizational because Bank X must provide training and development to the manager and employees to ensure they can develop their leader-member exchange relationship which can lead and develop their sciences, knowledge, and ability to execute in an organization. On that point are four aspects in organizational resistance such as a threat to establish, the threat to expertise, limited focus of changes and structural inertial can make Bank X develop their training programme very well. In terms of individual level, Simon's must change his personalities and attitude toward employees to allow them to feel a reaction process towards their career area is positive. This modification serves to evolve an individual indifference measure of their capacity and encourage them to do their job. On the other hand, resistance is so important in this case because Simon's communication with employees is very poor. The lack of communication that occurred among employees will result lack of information or inaccurate information analysis receive by the employee that makes them feel lack sufficient knowledge to perform their jobs. However, poor leadership style makes employees feel dissatisfied with Simon's attitude and behavior that not allowed them to work in comfort zone.

7. What kind of change strategies should this organization adapt to turn around its performance and move to a greater height?

There are four kinds of strategies should these organizations have to adapt to obtain a higher performance among employees in Bank X. 1) Leadership style The manager must change his leadership style when providing direction, implementing plans, and motivating employees. Transactional and transformational leadership styles are most important for every leader and manager because they need to understand employees feeling in handling the working climate. 2) Training development the better training programme should be given to all employees especially in management side to ensure manager know how to handle and lead the staff without demotivated them. Effective training can create better working climate because a manager can share their skills and knowledge very well. 3) Evaluation and measurement of training pre-and post-training should be carried out for employees to increase and enhance the staff skills and knowledge. Training Need Assessment (TNA) should conduct for employees in developing their capability in respective fields to ensure they are competent toward their job. The reward should be given after the post-training to motivate them to work hard such as increment, bonus, and promotion and so on. 4) MBO strategies Management by Objectives, or MBO, is a management strategy that uses the S.M.A.R.T. goals method-setting objectives that are specific, measurable, achievable, realistic, and time-based for employees in organizations to ensure they can function comfortably while they can receive high satisfaction toward the task. Management by objectives (MBO) is a management model that purports to better performance of an organization by clearly specifying the targets that are agreed by both management and employees. Granting to the theory, having a goal setting and action plans should ensure better participation and commitment among employees, as well as the alignment of targets across the system.

Case Study 2: Workplace Bullying and Management of Mistreated Behaviour: A Case Study in the Banking Sector

1. When the bullying harassment incident started?

- Bully harassment incident started when Thiva joined the new data entry developing section in her department, as approached by her new supervisor in the form of group of four members.
- This declared when Thiva's work performance was good, on the aspect it was better than her fellow colleagues to the extent that one of her female co-workers had even complained to the supervisor that she was creating trouble at work and not suit to work in the team due to her inability to work as a team, whereby false propaganda provoke by the female co-worker. Additionally, to highlight the problematic female co-worker does provoke the same propaganda about another female teammate in the group of four but however the supervisor did not practice fair dealing treatment in this case.

2. Why was the victim targeted for this unethical behavior of workplace bullying harassment?

- Why the victim targeted for this unethical behavior of workplace bullying harassment is due to inability of some irresponsible co-worker who urging to come up or to get promoted. Inability to accept newcomers or juniors than them able to give 100% commitment and have the high level of potencies to show good work performance and the right leadership skill. It's proven when the victim targeted by the co-worker and the new supervisor who provoke propaganda of the victim that of not able to work as a team, whereby the victim performed good teamwork manners in the previous team with huge amount of group members.
- Additionally, the victim targeted for this unethical behavior of workplace bullying harassment due to irresponsible leaders who failed to perform their responsibilities in right path. Bad leadership skill who does not perform the right management skill which the main source to encourages the bullies to continuously target and bully the innocent victim with no regrets or of the "fear" to get "punish". This happens when the bullies realized the Head of department would not take any disciplinary action against the bullies' unethical behavior. The Head of department or can be classified as the higher management in the department practice lack of right management skill by just avoid the problem or issue highlighted by the victim with improper solution meanwhile just ignore to take right decision by warn or punish the bullies to stop the unethical behavior which could arise psychological problem to the victim and could affects the banks reputation in future.

3. What are the tactics of bullying harassment executed in the workplace?

- The tactics that executed in the workplace is psychological abuse. This declared when the bullies continuously condemn the victim psychologically. It's proven when they targeted the victim and keep on texting irrelevant comments and unwanted or irrelevant arguments in the official work chat and in the WhatsApp work group chat. Consequently, the new supervisor encourages the unethical behavior by the co-worker. Moreover, the head of department and those supervisors quit her from the assisting new data entry section with no reason whereby so much effort and outcome done by her to run the work task smoothly in the new team and damned her back into callback section. The worsened when she back to her callback section her previous work task has been decline by her previous supervisor and just direct her to perform normal callback instead.

- In addition, there are 25 bully tactics declared in the journal as below
- Falsely accused someone of "errors" not actually made
- Stared, glared, was nonverbally intimidating, and was clearly showing hostility
- Unjustly discounted the person's thoughts or feelings ("oh, that's silly") in meetings
- Used the "silent treatment" to "ice out" and separate from others
- Exhibited presumably uncontrollable mood swings in front of the group by the superior
- Made-up rules on the fly that even they did not follow
- Disregarded satisfactory or exemplary quality of completed work despite evidence (discrediting)
- Harshly and constantly criticized, having a different standard for the target
- Started, or failed to stop, destructive rumors or gossip about the person
- Encouraged people to turn against the person being tormented
- Singled out and isolated one person from other co-workers, either socially or physically
- Publicly displayed gross, undignified, but not illegal, behavior
- Yelled and screamed in front of other co-workers to humiliate a person
- Stole credit for work done by others (plagiarism)
- Abused the evaluation process by lying about the person's performance and not promoted
- Declared target "insubordinate" for failing to follow arbitrary commands
- Used confidential information about a person to humiliate privately or publicly
- Retaliated against the person after a complaint was filed
- Made verbal put-downs/insults based on gender, race, accent, age or language, disability
- Assigned undesirable work as punishment
- Created unrealistic demands (workload, deadlines, duties) for person singled out
- Launched a baseless campaign to oust the person; effort not stopped by the employer
- Encouraged the person to quit or transfer rather than to face more mistreatment
- Sabotaged the person's contribution to a team goal and reward
- Ensured failure of person's project by not performing required tasks, such as signoffs, taking calls, working with collaborators

4. Who face the unfair dealing and the negative impact of workplace bullying harassment?

- The unfair dealing and the negative impact of workplace bullying harassment faced by Thiva. There is no respect shown as an independent co-worker nor as an employee of the respective bank who service the bank for several years. There is no proper investigation nor examination executed to define and determine the root cause. The abuser maintains in their safe position while the victim faces unfair dealing by the bank. There is nether respect for the bank itself as the "Rules and regulation" of the bank has been ignored by indicate other party name into another person's workforce. Continuous psychological abuse happens to the victim with the acknowledgement of the authorities alike as the both In-charged supervisors and Head of Department.

5. How can top management address and solve the bullying harassment at the banking sector workplace?

- The top management required to act and execute their responsibilities in right direction such as a result of this endowment, the respective head of department (HOD), “suppose” upon obtain a complaint, should be fully responsible for the following direction:
- (a) Obtain complaints regards the workplace bullying harassment by an employee, hereby the complaints suppose be determined as confidential.
- (b) Sort official records of all complaints acknowledged.
- (c) Comportment an examination to sanction whether the substance described is defensible or not.
- (d) Escalate the consequences of the examination of workplace bully harassment to the Disciplinary Authorities.
- (e) Preserve a record of all complaints acknowledged, with the up to date of the complaints and a continuous observation of the acts is obligatory.
- As an absolute argument, a person who is guilty of committing workplace bullying harassment can acquire any solitary or an amalgamation of some or even more of the subsequent penalties as identified to determination and resolve this delinquent by giving cautionary and disciplinary penalties.

Case Study 3: Sexual Harassment and Management Behaviour at the Workplace

1. What are the effects of sexual harassment at the workplace? Harassment can create a work environment of unrest and unattractive. Victims of sexual harassment will be disrupted thoughts, feelings of fear when alone, and feel weak (powerlessness) when encountered with a sexual harasser (Lussier, 1996). The emotional and mental trauma suffered by the victim while making it loses focus and interest in his work. Victims are more likely to decide to continue to stop working at the company. Sexual harassment can affect the health of victims. It leads to the loss of self-esteem, and it may even compromise personal relationships. Physical and emotional health is closely linked. The victim will suffer from anxiety, pressure, fast-rising inflammation, and other signs of workplace stress. Job satisfaction and the victim's work performance will decrease. Eventually, the workers involved dismissal or resignation (Lawson and Shen, 1998). Sexual harassment is also found to cause a negative impact on productivity. Wilson (1995) reported that sexual harassment can burden a Fortuie company at a 500 cost of approximately US\$ 6.7 million years due to declining productivity, decrease morale, increased workplace absenteeism, and employee rate. Lengnick-Hall (1995) also noted sexual harassment can affect the competitiveness of the company due to problems such as psychological problems, decreased productivity, unwanted publicity, and action law.

2. How can management prevent sexual harassment at the workplace?

There are many steps and ways to prevent the sexual harassment at the workplace such as (1) a proper or clear policy from management, (2) management should be aware on the employees' problem and rights, (3) a clear complaint and disciplinary procedure from management, and (4) sexual harassment education or training to create awareness for employees. 1) A proper or clear policy from management must have a clear and proper definition and policy of sexual harassment. This policy should also help employees to be aware when the first employment. 2) Management should be aware on the employees' problem and rights Managers and all employees (male and female) must become aware of the problems inherent in harassment and must know how to handle it.

If a clear policy exists and it is well promoted among both person (employer and employees) so as the individual will know what the right is - what's acceptable and what is not and where the person harassed and how to lodge a complaint. 3) A clear complaint and disciplinary procedure from management A clear guideline on reporting and disciplinary procedures must be communicated to all staff members while qualified staff members should be appointed and trained as complaints officers with authority to institute disciplinary measures when necessary. In large companies or educational, counselors can be appointed and trained to give advice to the staff who are sexually harassed, or to counsel harassers if required because sometimes the harassers are not mean to do that maybe he/she has passionate feeling on the respective which he/she wants to know whether the person is interested or not.

If the victim is not interested or uncomfortable with the harassers then, the management should take an action and it could possibly also sensitive and train managers and supervisors in the implementation of the policy. 4) Sexual harassment education or training to create awareness for employees Employers should include the issue of sexual harassment in their orientation, training, and education programmes for employees.

3. Based on your understanding, discuss how a management's behavior can be implemented in resolving sexual harassment at the workplace, in terms of the organisational perspective and the Islamic perspective.

In my point of view, management by objective policy and procedures should implement and practice in organisations in resolving the sexual harassment at the workplace. In organizations, that are not using the MBO approach, most planning and objective setting to achieve these common organizational goals is directed downward but in cases of harassment, the plans and policy should pass down from one managerial level to another, and subordinates are told what to do and what they will be held responsible for it to resolve this issue in organisations. In organisational perspective, sexual harassment can occur at any level in the organisational and the employers should implement best practice and concerns it with in a serious manner. Sexual harassment training would alert everyone in organisations and the impact of sexual harassment on an employee's credibility and authority. So that, prevention is the best tool; a quick response is the second-best strategy for dealing with suggestion. The best-practice employers in organisations are actively monitor the workplace climate and employee's perceptions about sexual harassment. Employers are responsible and committed in creating and maintaining a respectful workplace climate while implement zero tolerance approaches to sexual harassment in the organisational. In case of sexual harassment, the organization is practiced among workers against other employees' and employers of their employees'. However, it is quite difficult to imagine a worker interfering with his employer's sexual activity except for the employer a woman. However, the power of a female employer, as well as a male employer, should enable him to reject the disruption once it is done against him unless it involves elements of force and criminal offense. Sexual harassment is undesirable because it brings various consequences such as causing injury when it comes to sexual assault, damaging the economy of an organization and employee, harboring individual dignity, dignity, dignity, and dignity. It may also involve acts such as threats, bribes, and threats that are used to force women to do something that is sexual because sexual harassment involves a great deal of regret to the victim, efforts must be taken to stop it. In the Islamic perspective, management can resolve sexual harassment if we adhere to the prescribed teachings. Islam does not imply a mix of men and women, the boundaries of association according to Islamic projections should be protected because if it denies the law is illegal. In the command of an-Nisa 'verse 14, Allah says that means: "Whoever disobeys Allah and His messenger and transgresses His limits, Allah will bring him into the Fire and abide therein, and for him will be the disgraceful torment".

Case Study 4: Covid-19 Pandemic in Malaysian Government Hospital: How Motivation Assists Medical Front Liners in Overcoming Burnout

1. How does burnout affect workers?

- By reducing the overall output quality and quantity of the organization's workforce
- By increasing turnover rate
- By reducing employee engagement

2. Which symptoms of burnout did management notice among their workers?

- Emotional, mental, and physical exhaustion
- Disengagement
- Increased absenteeism
- Isolation
- Higher sensitivity to feedback
- Emergence of physical symptoms
- Decreased productivity

3. To motivate their staff, what did the hospital's administration do? Briefly explain.

- Motivating by Keeping Personnel Informed
- Motivating by Establishing Connections
- The Hospital of the Future

4. How did the government assist management in resolving this issue?

- Giving rewards
- Segregate duty of the workers.
- Reschedule the work
- Recruit more doctors and frontliner
- Propose new technology and equipment to the ministry

5. Which organizations are most motivated to solve the Covid 19 pandemic, according to your opinion? What was the government's strategy for motivating these people?

- W.H.O.
- Motivate to innovate through engagement.
- The role of leaders is to support the self-motivation of others.
- Get to know your people
- Only the employee can motivate oneself.

6. Does the government, in your opinion, have a crucial potential to reduce medical officers' intention to leave their jobs? Make a strong argument for your viewpoints.

Yes. A person can overcome challenging physical conditions and develop a positive self-image with the aid of a healthy, supportive social environment. Rejection, neglect, verbal abuse, and other bad behaviours can lead to poor mental and emotional health in those who grow up in unhealthy social environments. Perhaps the most significant socioeconomic factor of health is income. The total standard of living is influenced by wealth, which also has an impact on psychological health and health-related behaviours such as excessive drinking, smoking, and poor eating.

Case Study 5: COVID-19: Impact of Movement Control Order (MCO) on the Mental Health of Employees and Employers in Malaysia

1. What are the causes of mental health problems among employees and employers during the MCO in Malaysia?

The enforcement of MCO in Malaysia has led to mental health problems among employees and employers. This is due to several factors. Some companies have already faced financial difficulties even before MCO is implemented and now have added more when COVID-19 pandemic is attacked. This problem indeed has given a huge impact to the employers in Malaysia. Some company's operations are allowed to run limitedly causes the company's income decline and some company is not allowed to operate and totally has lost their income. However, the employers still need to bear all the costs such as employee salaries, premises bills, premises rental, EPF's contribution and many more even the company run limitedly or closed for operation. As the world's economy is collapse, some employers could not bear the impact and have taken action to lay off their employees, cut employees' salaries and in worst case they must shut down their companies due to their financial failure. But getting rid of the employees during the MCO is not as easy as they think. Employers need to provide compensations as well as must follow certain procedures that has been set by the government. This action will also take a lot of time and a lot of procedures as most government offices are closed during MCO. There are also employers who has implementing working from home basis for their employees. However, employers need to keep remotely monitored their employee's performance. Lack of facilities of working, unsatisfied working place at home and disruptions of family members at home likelihood will led to declining of work performance and will also giving bad result to the company. For companies that are compulsory to close and not taking any initiative to implementing working from home basis or are unable to carry on operations as normal when MCO is enforced, it is possible that their regular customers will looking for another substitutes product that may resulted them in losing of their customers in the future.

For employees, the biggest impact to them is when there is no job security. At any time, their current employers can lay off the employees, salaries cut and shut down of the whole companies with the situation of country's economic and global recession. In the event of a dismissal, it is certainly not an easy to find new job in MCO situation as well as the declining of global economic. On the other hand, everyone at this moment who is an employee has no guarantee of their job. Whereas for employees who are require working from home, some of them facing the problem such as lack of work facilities and discomfort in working conditions. For those who works with company that fall into the essential service's category, it is still compulsory for them to go to their workplace, and they will be facing a difficulty in their task as they cannot completed promptly due to restriction of movement and time constraints. They are also more disposed to the risks of the COVID-19 pandemic when they are out to workplace. Another important issue is for employee who are parents as schools and childcare centers are completely closed while the parents still must go to workplace. No one can look after their kids while they must go to the workplace. Besides no job security impact for those who in the sectors such as aviation, travel, and hospitality, there are also have employees who has receive workload demands such as nurses, policemen and frontline workforces during the COVID-19 outbreak especially during MCO enforcement. The increasing of workloads has significantly increased with the challenge of continuous labor shortages and heightened risk of exposure to the pandemic for the key employees. Some are unable to meet their close family members such as their spouse and children at home due to excessive workload. The changing of the new way of working that they have to adapt to the MCO situation is also one of the reasons than can lead to increase the pressure on employees.

2. What are the effects of MCO on the mental health of employees and employers in Malaysia?

When employers and employees has facing situation, such as thinking too much about financial difficulties, business drop, job loss, unemployment, fear of being infected with the COVID-19 outbreak, work-related discomfort from home, job roles have changed, family problems and other factors; this is how mental health problems begin. All these factors can cause a person to become depressed, facing eating disorders, often isolated them self from family and it also might cause behavior changes such as from happy person become quiet person or from gentle person become easy to get angry. In addition, most employees or employers are more likely to show physical symptoms such as fatigue, headache, and muscle aches. These are also some of the main symptoms that cause a mental health problem but are often ignored by them because of their lack of knowledge about mental health issues.

3. How Malaysian government control the mental health problems among employees and employers during the MCO?

The Malaysian government has continuously to provide help and support in every aspect including financial and moral support to all Malaysians especially to employees, employers that has been affected during this outbreak. As an initiative to assist employers and employees affected by COVID-19 and enforcement of MCO, the government has approved several schemes such as COVID-19 Economic Stimulus. Amongst the helps and assistance that the schemes is provided is deferral of tax payments for certain sectors such as travel, airlines and hospitality, deferment of personal loan payments and corporate loans and wages subsidies for employers to continuously paid employer's salary during MCO. The government also has made available an additional funds to assist SMEs, and to help SMEs in the form of low-interest loans through the Special Relief Fund (SRF). They have also added assistance to those who have lost their income during the MCO enforcement by providing food and cash handouts for households. This government's effort will certainly reduce the burden of employees and employers in Malaysia and might reduce their mental pressure. Authorities such as the Ministry of Health and the National Security Council as well as the media are always reporting transparent news and promptly acting on any news that may be affecting people's emotions, especially in news of the spread of an epidemic that is worrying employers and employees who still need to work in their workplace. Furthermore, government efforts are not only limited to financial aid and foods supply, but the government is always concerned about the mental and emotional health of those affected by the implementation of the MCO. For example, the government has prepared a special complete guideline for management in workplaces during COVID-19 outbreak to reduce worries among employees and employers to ensure no infection happen during working in workplace for those who is still working during MCO. The government has also activated helplines for their peoples such as emotional and psycho-social COVID-19 helpline, COVID-19 Special Counselling Service helpline, and MyCareCov19 helpline. Those helplines are for counselling related to family, community & spiritual services and liaison for domestic violence and abuse issues.

4. Based on your experience, explain how your organization preventing mental health problems in the organization.

I used to work at one of the SME companies in Malaysia. Being in a company with a small number of employees has made the employer never come up with a formal strategy for mental health issues in their organization. Nonetheless, the role of the employer who are always aware of their employees makes it easy for employees to meet them either to talk about work task or for personal problems. The employer often sits together with employees to have conversation about daily activities that are not necessary about their work task, getting family days with employees, celebrating important days such as Hari Raya, birthdays celebration, and so on. If any employees are facing financial difficulties, the employer is never doubtful to provide assistance.

This enables each of employees of this organization always be in control of their mental health problems because they constantly feel that their employer cares about them and they have a place to speak about their feelings. The role of this employer automatically has become as a method of preventing mental health problems in this organization. The employer frequently reminds their employees that family is matters, if any family members of the family is unwell, the employer always advises to keep family first. The employer does not care if the employee is working from home if their child or family members is unwell. Employees feel valued and happy because they have an employer who understands their personal life. When employer understand in such issues, employees are less likely to suffer from mental health problems.

5. Give your opinion on the level of effectiveness of mental health assistance in Malaysia.

In my opinion, the level of effectiveness of mental health assistance in Malaysia is still at a moderate level as it involves assistance from all parties, including people, families, employers and even the government of Malaysia. A lot of strategies from the government have been developed to provide information and assistance on mental health to Malaysians. The 24-hour psychological line, awareness programs at schools, government, and private offices and as well as residential and village areas have given the people more knowledge about mental health. However, the level of acceptance of people is still low. Many people who are know that they have mental health problems remain silent and do not want to get help from family members, employers, or the government because they are worried about the people around them giving them negative stigma. The stigma of being afraid about others know they are suffering from mental health or the stigma of giving negative looks to people with mental health issues needs to be paid more attention by everyone else. Otherwise, no matter how good the strategies and programs are designed to help mental health problems in the country, it is still not possible to reduce the number of mental patients with each passing year.

Case Study 6: Motivation Medical Team as Front Liners to Fight COVID-19 Disease

1. What is covid-19?

Due to the strong acute respiration syndrome of coronavirus 2 (SARS-CoV-2), the COVID-19 2019-20 pandemic, also known as the coronavirus 2019-2020 pandemic, is a global coronavirus 2019 outbreak. The outbreak became first identified as an outbreak in Wuhan, Hubei, China, in mid-December 2019, and become shown as a pandemic by using the World Health Organization on March 11, 2020. As of March 20, greater than 246,000 COVID-19 instances have been mentioned in at the least 180 nations and regions, causing more than 10,000 deaths and 87,000 rehabilitations. On March thirteen, WHO introduced that Europe had ended the new mid-epidemic.

The maximum uncommon manner for those viruses is to motive respiratory leaks caused by coughing or sneezing and spread to people in a way just like the flu. Although people unfold these symptoms even earlier than once, they seemed, it's far taken into consideration to be the maximum contagious. The time among exposure and the onset of signs and symptoms and symptoms is usually five days, however, can range from 2 to fourteen days. Common signs consist of fever, cough, and shortness of breath. Complications may also include pneumonia and acute respiration misery syndrome. There are presently no unique vaccines or antiviral capsules; efforts encompass symptom relief and supportive treatment. Suggested precautions include washing fingers, gargle while coughing, keeping distance from others (specifically people who are sick), and tracking and separating suspected inflamed people for 14 days.

2. Who are frontliners as gazette by Malaysian government?

List of Frontliners

The Malaysian government has launched a reputable listing of key employees issued by means of the Malaysian authorities, outlining the help and professional employees vital to the Malaysian Covid-19 reaction. The listing currently includes however isn't constrained to the following key departments:

a) Health and social care: including doctors, nurses, midwives, nursing body of workers and social workers.

b) Important public services: inclusive of reporters, judicial gadget workforce, spiritual workforce or charity group of workers.

c) Local and crucial governments: for instance, folks who work on the payment of advantages.

d) Food and goods rules: as an instance, workers inside the food production and distribution deliver chain and employees in sales and shipping. This additionally consists of employees engaged inside the manufacturing of sanitary and clinical merchandise.

e) Public protection and countrywide protection: which includes police, civilians from the Ministry of Defense, defense force, firefighters, security guards, prisons and probation officers.

f) Transportation: For instance, people in the air, water, road, and rail transportation systems.

g) Utilities, communications, and main financial offerings: for instance, workers needed to provide the essential finances, telecommunications, oil, fuel or power providers, postal and delivery services, waste disposal, and so on.

3. Where are the patient's treatment centres for covid19?

At gift, a total of 2359 volunteers have provided special sorts of volunteer offerings, along with: 65 health workers in numerous fields; 159 scientific employees; 909 nurses; 220 medical laboratory technicians; 704 assistant medical personnel; 106 X-rays; 56 bodily therapists; 70 clinical officers (microbiology); 7 pharmacists; forty four pharmacist assistants; eleven occupational safety and health officers; 2 psychology officials; and six counselors. On April 1, 2020, the Director of the General Administration of Health. Today, because the covid19 epidemic sweeps throughout the use of a, the scientific team becomes a miles-wished service because the frontline offers services 24 hours a day. Therefore, with a view to make sure that each one assigned responsibility can be achieved successfully, health workers should leave their husbands, kids, wives, and dad and mom, and some humans need to sacrifice their families within the village to carry out their duties. When this sort of sacrifice needs to be made, uneasy emotions and emotions will appear within the employee's soul. This lets in all obligations assigned to them to intervene with their work performance.

4. How are health workers at risk for a novel coronavirus?

We recognize that the primary line is for COVID-19 in fitness and scientific employees in hospitals, clinics and different places, and the fitness care group performs sampling and disinfection at specific locations.

Case 1, Siti (now not her real name) works at the forefront of government hospitals and responds to the project of supporting hospitals to pattern sufferers and treat them in wards. The hospital consultant told her to be prepared because this task might also cause her to be inflamed, particularly in sufferers who do now not know the infection repute and do no longer realize their travel history. Dr. Siti is willing to accept this assignment, however she is worried approximately how and by way of whom she could be taken care of if she is in direct contact with COVID-19 high-quality sufferers and if she is required to be remoted for 14 days. This enjoy may be very stressful.

Case 2: Dr. Meor (not his real call) works within the health facility's authorities intensive care unit (ICU) and participates in affected person care directly within the ICU. He and other doctors in the ICU are most of the first-line sufferers to be dealt with, because the patients in this branch are all COVID-19 tremendous, have scientific signs and signs and symptoms and are in a important nation. In different phrases, they're susceptible to infection every time. Therefore, as a strict hospitalization remedy, every worker has a duty to use complete personal defensive gadget (PPE) all through ICU remedy. Wearing a complete PPE approach a defensive layer consisting of clothes, coats, masks, gloves, and shoes. PPE truly makes the movement of non-COVID-19 sufferers extra tough than regular. According to him, PPE's psychological endurance and daily warm temperature are very tough.

Case 3, Dr. Zulkeflee (not his real call) is a consultant in a government hospital. He has full-size revel in in helping sufferers with COVID-19 and is at the leading edge. On a everyday foundation, Dr. Zulkeflee usually encourages and encourages his team, even if he isn't always in the health center, especially throughout communicate time. Dr. Zulkeflee also actively participated within the association and made his personal contribution to assisting the front-line team of workers. Donations are available a variety of bureaucracy together with non-public protective system or other primary requirements. In a rush to carry out this charity work and to serve as a specialist physician, Dr. Zulkeflee also worried that from time to time matters that wanted help had been past his capacity. Due to panic, he contacted strangers one night and desired to donate a large amount of cash to his affiliation in order that he may want to hold to help the front-line employees and purchase suitable belongings for them. Given the many contributions made during the COVID-19 outbreak, this revel in changed into defined as surprising.

Case 4, Dr. Anas Mat Asis, who's a doctor at MARA Technical University Specialized Hospital (UiTM), has full-size experience in dealing with COVID-19 patients. Based on their own experience and work area, specifically the clinical team of workers exposed to the danger of COVID-19 contamination stimulated docs and a group of local engineers to do something for them. The use of PPE during paintings may be very unsightly, and the uncertainty of the affected person's fame may also lead to the speedy unfold of COVID-19 instances. This is a portable device designed to deal with COVID-19 sampling, or even if medical staff aren't equipped with PPE, it is able to lessen the threat of medical team of workers being inflamed by viruses.

5. When the medical team needs motivation? Why?

Medical teams running in emergencies often paintings underneath strain and hard safety constraints for lots of hours. Many aid employees have inadequate management and organizational guide, and that they tend to record it as the largest source of strain. In addition, the emotions faced by terror, danger and human suffering are very worrying and can affect the mental fitness and properly-being of paid and volunteer resource employees, whether they come from the use of a concerned or from abroad. The motivation to reduce the psychosocial impact of labor in crisis situations is a moral responsibility and the obligation of businesses that put employees in excessive conditions.

For the Ministry of Health to function, managers need to hold employees healthful. At all degrees of employment (including in emergencies) and at all stages of the organisation, a scientific and complete technique is wanted to take care of personnel to hold worker nicely-being and organizational efficiency. The term "workforce" on this task description refers to paid and volunteers, national and global personnel, together with pilots and translators, who are associated with resource companies. In precept, help measures for national and international body of workers ought to be same. However, there are some structural variations among them. For instance, country wide personnel are typically recruited from disaster areas and are more likely to face extreme pressure events or conditions. In addition, compared with global resource workers, if the security situation deteriorates, they and their families are frequently unable to leave the crisis place, and international aid employees often have correct opportunities for evacuation. On the other hand, for international workers, specific pressures consist of separation from their help base, cultural shock, and edition to hard living situations. These and other differences are regularly forgotten or cannot be resolved in the employee support device. Humanitarian agencies must strive to enhance their performance in group of workers help and reduce differential help practices for national and global personnel.

During a disaster / catastrophe / outbreak, any man or woman can be emotionally affected during the COVID-19 crisis. Everyone responds in a different way to pressure conditions. A person's response to a disaster / disaster / outbreak is tormented by his personal historical past, differences from others, and the network in which he lives. Individuals generally feel pressured, concerned, and disturbing. Fear and anxiety approximately COVID-19 may be overwhelming and purpose robust feelings inside the person. Due to the fact the expertise of motivational elements may additionally range in line with the cultural historical past of the enterprise and the use of a in which it's far located. Research can't distinguish how incentives are evaluated differently by means of specific health professional cadres, which suggests that similarly studies is wanted. In the social and political surroundings wherein the enterprise operates, other problems to be taken into consideration and how those elements affect the incentive of health workers are not taken into consideration.

Case Study 7: COVID-19 pandemic during 2020 Malaysia Movement Control Order (MCO) – the case of residential college students' mental health

1. Why student need a motivation?

Motivation can be described as *a state that energizes, directs, and sustains behavior*. That involves goals and requires activity. Goals provide the impetus for and the direction of action, while action entails effort like persistence to maintain an event for an extended period. **A student who stays in a residential university campus facing Covid -19 during MCO needs motivation** because people who in extreme environments can survive and come out mentally intact because they have appropriate coping mechanisms. A structured plan can be beneficial in keeping motivated, so do not just fall away into feeling listless and depressed. It because all student has a different level of mental health and mental endurance to deal with this situation.

2. How the university handle level of mental health student who stay at campus?

Most universities are playing their roles to support students who living in residential university campus such as providing food, internet, and some going the extra mile to provide mental health support too, which students living off-campus are getting need a help. Some students are facing medical difficulties who are not getting the help they need. These students need to assist. The issues faced by students during the MCO are related to their academics, fear of getting infected and homesickness. Who student is living alone and lack self-care would be the most affected. One way to be brave this period is to take care of mental state by talking to other people. When it happens, **the university has played their role to handle level of mental health like** encourage students to use the e-counselling service in the university's website where students can set an appointment to talk to the counsellor about their concerns and who to handle that problem. The university also offers a channel like tele-counselling services or telephone counselling services from 8 am to 6 pm daily, where counsellors on duty can reach through WhatsApp and online support groups counselling for their students in case, they need psychological support. Students can also discuss with the counsellor on duty via Google Meet, or another web meeting deepens on conformity upon their request.

3. When the student needs the see department psychology (counselling) session?

The student who stays in a residential university campus needs to see department psychology (counselling) session during MCO when adverse psychological outcomes from their mind and have a sign social problem, emotional distress, common mental disorders, including acute stress reaction and long term post-traumatic stress disorder. It because the negative impacts appear to be worse if the quarantine is over ten days for some individuals who cannot manage their level of mantel healthy. When it happened there must see the counselling to get some advice on how to manage their level of mental health and keep safe facing Covid -19 in a residential university campus during this MCO.

4. What impact covid 19 and MCO to the mental health student?

Spending time indoors can cause a different psychological impact, depending on how a person reacts and responds to the situation. On a positive note, some can have a positive psychological impact, such as improving social connectedness with friend members staying in the same indoor environment or keep and touch in their family members. However, for some a negative psychological of mental health impact Covid 19 during MCO impact is as follows:

- It can create negative feelings and fear is 'fuelling' our mind it will make it worse student when to stay in a prolonged period.
- Increased stress due to not being able to perform outdoor routines and activities, not being able to see friends.

- Worry and anxiety about not being able to be a physically present example like to help loved ones.
- Helplessness, boredom, loneliness, and depression can also set in.

5. Who was affected in university during facing Covid-19 during MCO?

During crisis/disasters/outbreaks, any individual or student may be affected less or more emotionally when facing the COVID-19 during MCO crisis depend on their level of mental health. Everyone reacts or responds differently to stressful situations. How a person responds to the crisis/disasters/outbreaks is influenced by personal background, the differences compared to others, and the community they live in. It is common for individuals to feel stressed, worried, and anxious. Fear and anxiety about COVID-19 can be overwhelming and cause strong emotions in an individual. Fear and anxiety about a disease can be overwhelming and cause strong emotions in a person. Coping with stress will make the individual, the people they care about, and the whole community stronger. These feelings can be reasonable, given the outbreak. However, how you respond to a difference, it can make a different result of your mental health.

Case Study 8: The psychological impact of working from home during corona virus (COVID-19) pandemic

1. How does the Movement Control Order (MCO) has affected the working people?

In compliance with the MCO, all facilities include, government and private premises, with the exceptions of premises engaged in the provision of essential services, has ordered to close. This has freeze most of the industries throughout the nation. The Covid-19's pandemic has forced working people to isolate themselves at home because MCO has restricted all the travel from one place to another. The apparent effect on businesses is that all workers are prohibited from reporting to work at their appointed workplace to ensure social distancing. This has gravitated employees a unique experience of working from home remotely for her organization survival. This is a challenging and a novel experience for all the working people.

2. What are the challenges of working from home while Covid19 pandemic?

The initial challenge is the IT technical issues confronted was the privacy setting, **connectivity capability and server's limitation**. That denied access to the company portal due to the privacy setting which pre-set by the IT technician. Subtle things, like software problems, get more complicated to address when not in the office. It's harder to try to reach someone over the phone, and it takes longer than it would be in person which pressured more.

In response to Covid19 outbreak, the employees felt physically isolate and dysconnectivity from their colleagues and the rest of the regulatory departments and agencies made them feel disconnected and lonely. Working from home caused depression as an effect of the unexpected long-term disconnection from workplace social interactions. There is less contact between workers, which, reduce an aspect of teamwork. This can also indicate that at functions losing out on "everyday issues," such as updates and future advancement, as less engaged.

Next, the employee starts to get stressed of wearing multiple hats, which caused ample of distractions. Those parents with younger children, the most difficult part of is managing children while working from home. School closures due to MCO and shifting students to "distance learning" has compelled to take on the additional full-time teacher job. Besides, distraction to cook to feed the kids every meal and all the house chores must be done. Another greater rate of distractions at home was lined up like Influences like noisy neighbours, family or friends who mean the levels of productivity and focus that decline. They got more disturbed than expected.

Despite all that, they must do the office job by preparing notification for the suppliers, distributors, and regulatory agencies without any help of colleagues. Switching hats numerous times, a day made them tired and pressure the whole day.

Nevertheless, the employees felt the boundary between work and home life is blur and invisible. They don't know how to apprehend well balance between work and life, since this is the first time. The employees blended work and life together, which made them to works till late night to complete their task. Consequently, became more stressed and felt a lower sense of balance and health. Blended work into family life, made them more drained and depressed, as recovered less. The lack of activity for recovery triggers the low sense well-being.

Regardless of all this, the employees encountered very bad network problem which really irritate. They are being assigned to send numerous applications to government agencies for approval for the necessary procedures. Throughout the day the government portal server is not responding due high traffic from all the industries. Since most of them working from home, all the telco provider network services are highly in usage. This result, in poor network connection throughout the nation. The delay caused them to become frustrated.

3. What is the resolution to overcome this challenge?

Initially to work efficiently from home, it is vital for the employee to ensure that she have the device or technology that suits her skills and needs and in workable condition before leaving the office facility. Despite, keep in touch with the company IT expert, hence, to communicate when issues as soon as they arise so it can be fixed instantly. This is to ensure that an issue is resolved before it intensifies, thus save time for everyone, and reduce unnecessary stress and anxiety. Besides solving the issue, the IT professionals should share tips on preventive actions to avoid recurrence of similar problems. Ensuring staff knowledge beforehand is also a good idea. It is cost-effective, and it makes sense.

Other than that, interaction with your boss and colleagues to discuss or ask for suggestion is the significant challenge in this MCO environment. The employee can utilise latest technologies like Zoom, Skype, hangout, or WhatsApp Group Videocall to deliberate about progress and update work issues. In the case of overloaded, the employee can always segregate job task to another employee who has less workload. This will reduce the psychological impact of the employee while this Covid19 pandemic.

In addition, working from home employees should plan their time and working days, and commit to it. In most multitasking situations, focusing on the work hours schedule and the family time will ensure a peaceful situation at home. A traditional routine not only makes you more efficient but also helps you to dedicate time with the people you care about. Other than having usual office schedule, the employee can plan to have early morning office hours, so later they can spend time with children as a teacher to teach in this MCO period. This will reduce the distraction and relief your psychological impact due to working from home while this pandemic. On the other hand, working from home while this Covid19 pandemic, you don't have to spend too much for childcare. Moreover, there is no one is allowed to operate childcare while this Movement Control Order implementation. This enabled to personally care for your children safe and security at home.

To solve the work-life balance issue, working from home has personal and psychological significance, including personality as well as proven work methods from home. Effective characterised employee should consider as a primary focus to have a designated workspace. This designated workspace will mentally and physically detached work-life with a door you can lock.

The workspace barrier will ensure a well-balanced healthy lifestyle. There will be fewer interruptions at home, when set up office space separately where you live. The quieter environment will mean that you can get things done without being disturbed. Owing to the reduction in commuting and travel time, motivation can be improved as well.

The network issue arises while Covid19 Movement Control Order (MCO), is a nationwide problem due all telco company's kind promotion of daily 1GB free internet, has created high intense usage from each household with multiple devices. To seize this, off time working hour would be a great solution. This allows the employee to have smooth usage of network. Has there been number people has followed this strategy to complete the job fast and efficient? Even government portal work uninterruptedly at off office hours. As well, the rise in Wi-Fi and Cloud software systems has made it easier available to "work from home" Working away from the workplace environment has its benefits as well as its drawbacks in a relaxed setting.

4. Based on your understanding, what is the suggestion to solve the psychological impact due to working from home?

Honestly, other than finding solution for existing challenges and obstacles, the employees should go a mile due to some alteration to overcome their psychological impact due working from home pressure defeat the tendency to persist inactive and plan productive time to stimulate your blood in between your working hours like Stretching or do some yoga. You will also stimulate endorphins and serotonin to cheerfully overwhelm the brain. Regular exercise 20 to 30 minutes a day will drastically reduce rates of anxiety. Basically, it has been proven in many scientific studies that increase physical exercise and movement will reduce your psychological and mental impact swiftly.

Besides, the employees must start saying no. They may need to do as much work as they can, there's only so much that they could do in a day. Understand the limit and capabilities, define limitations depending on the timetable and responsibilities, and don't go beyond them. The employee could leverage the workload with the other available employee with the required device.

The employee's working from home must learn not to work additional time. One of the greatest faults that people make when they're working from home is doing more. Most do so because they feel sympathy because they're working remotely and don't want their supervisor or colleagues to think they're laying people off, or they don't know what to do with the extra time and, consequently, use the opportunity to "catch up". They need that quality time to be spend with your loved one at home.

Seriously, we wouldn't exactly how long this pandemic will last at this time and there are possibilities that we'll be home longer than we want. So, look at the bigger picture and watch your home. Even if you lived in a small room, shifting your chair from one position to another gives the brain a sensation of being in a new space now. That will certainly be important to those who work on a laptop. Alternatively consider adding decorations to your workspace or redesigning it somewhat to make it look a little different for those working on a laptop. Changing your laptop to an environment that has plenty of sunshine will also benefit as it will enable it brighter where you are working. Irrespective, the goal is to seek places in your home where you can travel around all day, even if it effectively suggests taking a call from your phone other than your office.

5. What is the organizational sustainability management plan for future pandemic outbreak?

Given the unforeseen variables concerning the current coronavirus outbreak, the organizations throughout the world must determine their Business Sustainability Strategy plan for the possible effect it could have on their activities, supply chain and well-being of employees for sustainability. Through investing in establishing, implementing, and ensuring a business sustainability management plan, companies can have the most reliable way to restore and resume vital functions and operations. And most importantly, they provide a protective layer for their most valuable assets: employees, data, liquidity, and credibility. Business Sustainability Strategy plan should:

Developing a Business Sustainability Strategy plan speed the recovery by ensuring to focus on significant issues. Getting back from a disaster in time is much easier by implementing a detailed strategy. Identify the organizations revenue impacts on main suppliers and vendors from possible disturbances. Consider the possibility of substitute suppliers sourcing products, materials, and raw ingredients. The management should know the production or output limit according to circumstance.

The organization IT professional might have equipped with necessary devices for employees to work from home. But **the connectivity capability and server's limitation might not allow the people to be productive**. Organizations should ensure the employee assign to work from home are capable to manage the issues while working away. Data privacy policy compliance is another issue the organization should consider beforehand.

Employees are your greatest asset. It is essential for each employee knows what to do, whether for their personal well-being or those around them. Despite adequate instruction, preparation and transparent interaction, workplace can be prone to uncertainty. This unexpected epidemic of coronavirus is covered in speculation and false info, it is important to collect the precise information and check its credibility before the speculation.

Organization should develop an effective internal communication strategy while the crisis management which define clear key messages, a consistent mechanism and the medium to provide ongoing updates and obtain employee feedback.

The management should clarify organizations policies, explain prevention and healthcare plan coverage, employee attendance, continued payroll, travel, and group meetings. Besides, explain the possible impact of the outbreak on the organization performance and operations. Arrange accessibility employee assistance for psychological support when needed.

Evaluate and plan a work-from-home policy to help the telecommuting activities in those areas of your business. It requires access to critical resources of technology, and workplace communications. Clearly articulate the policies and standards which employees will meet. Develop procedures and strategies for restraining physical meetings and travel especially when movement control order implementation.

Management without proper communication it is very difficult to manage things going smoothly. Establishing channels of communication which can survive through everything is important. The management and employee need to be able to respond promptly, with accuracy and confidence. There is a need to target several different people with knowledge relevant to their desires and needs. After all, the reputation of the company can be influenced positively or negatively by the public views of the dealing of any crisis by the organizations. A good strategy will help you control the information process and ensure that the right message at the right time reaches the right people.

Keys to business resilience are awareness and strategic planning, since the organization have a Business Sustainability Strategy plan identified and your team trained, it's no time to sit back and wait. If you don't give have team the ability to work remotely, then you can start now. The accurate position of the stress points is challenging to know. So, start training now to find out which systems and methods you need to implement.

Examine and update your pandemic plans against a possible pandemic scenario with your HR team. Build several scenarios for the staff to test their skills, execute suitable drills, recognize weaknesses in the plan and rehearse team tasks and responsibilities. Management might eventually find stuff that can handle better and gain insights into enhancing daily operations too.

Case Study 9: Safety and health at the workplace during COVID-19 pandemic

1. How can safety and health help employees to obtain job satisfaction during COVID-19?

The terms Safety and health are generally used in Occupational Health and Safety, and it refers to the prevention of accidents at the workplace such as injuries, illness, and deaths. Job satisfaction refers to a set of attitudes towards work and the work environment. According to OSHA Act, the duty of employers is stated under section 15 which is that "it shall be the duty of every employer and every self-employed person to ensure, so far as impracticable the safety, health, and welfare at work of all his employees" (OSHA, 1994). Duties of employees are stated in OSHA 1994 "it shall be the duty of every employee while at work to take reasonable care for the safety and health of himself and of other persons who maybe affected by his acts or omissions at work", " to co-operate with his employer or any other person in the discharge of any duty or requirement imposed on the employer or that other person by this Act or any regulation made thereunder." and " to wear or use at all times any protective equipment or clothing provided by the employer for the purpose of preventing risk to his safety and health" (OSHA Act 1994 Section 24).

A safe and healthy environment creates harmony in the organization. This is because when employees feel safe at their workplace, they will be comfortable performing their jobs without any fear and will work harder to achieve the organization's goals. To achieve and encourage employees to feel happy and comfortable employers are responsible to ensure the safety measure taken to protect their employees, especially during this pandemic. Safety measures such as implementing work from home policies, frequent sanitizing of the premises, enforcement of new standards of procedures for example frequent hand washing, always wearing a mask and face shield, and so on. Human Resource management plays an important role in ensuring safety at the workplace to prevent illness or viruses to spread. Training and awareness programs can be organized for the employee to understand the symptoms n consequences of this virus. Therefore, by having good safety and healthy precautions, employees will feel secure and happy at work, and this has a major effect on overall job satisfaction.

2. How can this job satisfaction boost an organization's performance during this pandemic?

Employee engagement is the level of enthusiasm and commitment an employee feels toward his/her job (Chandani, Mehta, Mall, & Khokhar, 2016). Employee engagement leads to job satisfaction and that leads to organizational performance. It refers to the mindset of each employee. Engaged employees support the organizational mission, vision, and objectives. They do care about their work, performance, how they feel about the job, and effort which could make a huge difference to the organization. An organization that supports the employee's engagement know to their knowledge and skill could boost the organization's performance.

In this case, both employer and employees are depended on each other to fulfill the organizational goals. Career development programs such as training, and mentoring will also be one of the factors to increase employees' job satisfaction. Career development prospects, encouragement, communication, recognition, the flexibility of employee's hours, fair pay structure, transparent and open work environment, and participation in decision-making are the factors contributing to employee engagement at the workplace (Patro,2013) The Human Resource department should identify those committed employees and provide them the necessary training and skills to upgrade their knowledge. By doing this, employees feel that they are appreciated and recognized. In this era of a pandemic, training is restricted because it involves huge numbers of employees, and this is a kind of threat that might arise due to COVID-19.

Compensation benefits such as an increase in pay, bonuses, rewards, health insurance, and retirement benefits have an influence on job satisfaction and organizational performance. When employees are offered this kind of benefit, they tend to work harder toward achieving the organization's goals. For example, during this pandemic, many employees might face financial issues due to health problems arising from the virus. This is the best time when an organization can offer compensation benefits such as an increase in pay to those who have achieved their target for the month. Therefore, by having this kind of compensation benefits employees will feel happy to work and will tend to work towards it and this indirectly increases the organizational performance.

3. What are the challenges and impact of ensuring safety and health in organizations and how the government can help to assist and improve to solve this issue?

There are many challenges and impacts of ensuring safety and health in an organization. One of the challenges is Risk of being infected at work may have negative consequences on employees' health and well-being. Safety at the workplace is very important as it may affect the entire organization not only employees but their families as well. Although we have safety measures like wearing masks, social distancing, sanitizing, and so on, the problem is not from there. It starts as soon as employees step out of their houses to work. Most of them use public transport such as trains, grab taxis, buses or even walk from their home to workplace. They are exposed to crowds before they enter the office. Some employees take things for granted such as not following rules and regulations imposed by the top management. This is where work from home policies can be implemented to ensure the employee's safety. Although the cases had gone down there is always a risk in this matter. We will not know how this virus will react in the future. The Government must take this seriously and monitor the cases effectively.

Besides that, employees feel stressed with workloads given during this pandemic. This is because most of them must cover other employees' jobs for the ones who are quarantined. This makes employees stress up with the workload and this will lead to serious effects on mental health such as depression. The human resource in the organization must identify and share the jobs among other employees rather than dumped into one employee. Employees can be affected by psychosocial hazards such as work-related stress and violence at the workplace.

Maintaining self-care and rules and procedures are difficult to monitor especially during this pandemic. It depends on the individual on how they take care of themselves and their surroundings. Employees must follow the rules and regulations such as hygiene protections washing hands, wearing masks and face shields, and so on. Therefore, safety measures must be implemented to ensure safety and health in the organization.

Case Study 10: How to Provide a Safe and Healthy Working Environment to Employees: Malaysian Manufacturing Perspective?

1. Why safety onboarding session is important to new hires?

A safety onboarding session is very important to new hires of XYZ plastic manufacturing company. This is because new hires especially those who do not have experience in the safety department might not be aware of the safety measure in the manufacturing site. A good safety onboarding is a sign of protecting the employees from risk and danger. New recruits will need to know how to operate properly and without putting their health in danger; nevertheless, when evaluating what level of knowledge, instruction, and training are required, a proportionate approach should be followed.

2. What should a safety onboarding session cover?

A further discussion about company safety policy is needed. So XYZ management should address all the elements in the safety policy of the company to the new hires. By doing these employees will be familiar with the provisions of the Health and Safety Policy which keeps them and members of the public safe, as well as the safeguards in place to guarantee that risk is kept to a minimum. Besides that, on-boarding should be a reminder for the employees regarding their legal duties and what are their dos and don'ts. A risk assessment or questionnaire should conduct by management during the session. The questionnaire should be related to their job duties and this act will assist the organization to detect any health issues that may make certain types of work difficult. Ascertain that all health risks associated with the employee's job are documented. Finally, XYZ management should discuss about the accident report and records procedure to the new hires. This is because new hires need to know how to report accidents and potentially dangerous situations, as well as who to report them to, whether it's their immediate line manager or others.

3. Why do organizations fail to reach their health and safety performance targets?

There are two main reasons why XYZ plastic moulding manufacturing company fails to reach its health and safety performance targets. The main reason is the company did not concern about safety measures in the first place. This is proven by their business objectives. Their objective is to deliver quality plastic moulds as per customer requirements. They did not emphasize the safety of their employees since its not their goal. If the company that incorporates health and safety goals into their overall business objectives demonstrates a commitment to their employees' health and retention. Making employee health and safety a priority and a component of every aspect of business demonstrates a dedication to their well-being. Quality health and safety systems are implemented and adhered to by firms that do better on all other indicators of success.

XYZ management does not establish visible and empowered leadership teams. If they have one, the team will assist them in highlighting the issue and problem faced by the organization towards reaching the health and safety standards. These leaders should be personable, visible, and involved in day-to-day tasks. In addition, good leaders should model actions that are consistent with the company's health and safety policies. For instance, do XYZ company leaders is wearing his or her safety attire while walking at the manufacturing site? So, a good sample should show by the leaders to their followers.

4. What are the employee rights and responsibilities when comes to health and safety at their working place?

Rights and responsibilities toward health and safety are two different things and employees should be aware of them. This difference can understand well by the employees if XYZ management provides training tools to their employees. The employee's rights in the company are as follows:

- the right to be shown how to work safely
- the right to appropriate safety equipment
- the right to speak up about work conditions
- the right to say no to unsafe work

While employees of XYZ company are responsible to take the necessary care for their own health and safety. There is no "one-size-fits-all" option for implementing this, and it is very dependent on the nature of the workplace and the everyday hazards that come with it. Employees also need to know about the meaning of "Duty of Care". This phrase basically refers to the act of an individual towards others to keep them safe from immediate substantial danger and to protect them from being put at risk of significant injury.

5. What is an emergency action plan and what should include in the emergency plan?

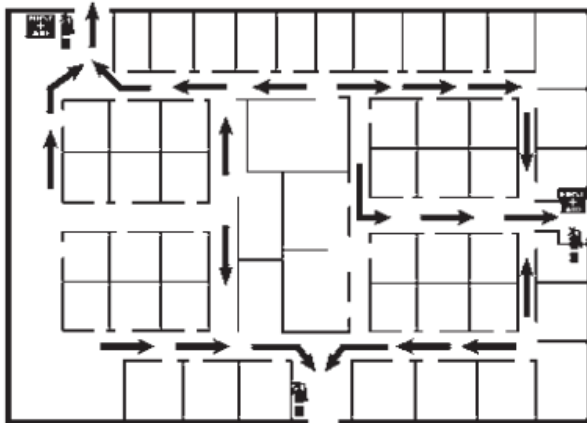
An emergency action plan outlines the steps that companies and employees must do to protect employee safety in the event of a fire or other disaster. An emergency plan is a procedure for emergency evacuation which includes types of evacuation and exit routes. As a manufacturing company, XYZ management must come out with such a plan by reviewing a wide variety of potential emergencies that could occur on the site. Information and procedure that need to include in the emergency plan by XYZ management are as follows:

The best way to report fires and other emergencies

A policy and method for evacuation

Emergency escape plans and routes, including floor plans, workplace maps, and safe or refuge places.

Example of the workplace escape plan and routes:



(OSHA 3088, 2001)

Names, titles, departments, and phone numbers of people within and outside the organization that can contact for more information or an explanation regarding the emergency plan's tasks and obligations

Procedures for employees who must remain to perform or shut down critical plant operations, operate fire extinguishers, or perform other essential services that cannot be shut down for every emergency alarm before evacuating

Rescue and medical duties for any workers designated to perform them before evacuating

6. OSHA offers what kinds of free onsite consultation services?

In the case study, the author explains about hiring a team for the clinicians' department to assist the organization to examine the workplace and identifying locations where there is a significant risk of employee injury. By hiring this department XYZ management need to incur a cost for it. So, to cut such expenses, the management can obtain consultation services from OSHA for free. OSHA Consultation Service provides free onsite safety and health consultations to assist employers in creating and maintaining safe and healthy workplaces. For safety and health issues discovered by an OSHA consultant, no penalties are proposed, and the service is kept private. The employer, on the other hand, is required to promptly rectify any major job safety and health concerns discovered and agrees to do so when seeking the service.

Case Study 11: A Strategic Approach Towards Achieving Employee Retention and Job Satisfaction in Public Sector

1. What are the factors that encourages people to retain in public sector?

There are many factors that encourages people to retain in public sector. One of it is by improving the compensations and benefits. For example, higher pay based on performance and not grades and seniority. This is because in public sector there are various types of background, knowledge, and skills. By offering this kind of compensation, employees tend to be more motivated. Motivated employees are the sign of the prosperity which means it creates a good impression to public sector. When employees are adequately compensated, they feel motivated to come to work. Their morale remains high, and their job satisfaction levels increase. High morale ensures that employees are motivated enough to come to work every day and deliver work to the best of their abilities.

Proper compensation is another one factor to retain in public sector. Employee retention and low-turnover rates are great for employers who cultivate a team that knows what to do. That team is also motivated to be part of the team, and they get the job done well. This leads to job satisfaction. Besides that, they will be more focused on the job and will indirectly compete with other employee to gain the benefits offered in the organization. These compensations keep the workforce motivated to achieve more. Therefore, compensation is an important key factor in promoting effective delivery of goods and services and as well to increase job performance in the organization.

2. What is the concept of job satisfaction in public sector?

Job satisfaction is defined as the level of contentment an employees feel about their job. It is an emotional response experience when during job or at work. When employees are satisfied with their job, they prefer to work in an organization for a longer period. People leave they jobs when they don't see any opportunities for promotion and growth, low compensation and as well the pay or salary paid. This is the most common factor in any organization.

There are many factors leading to job satisfaction which are good leadership practises, good communication and manager relationship, recognition, personal growth and clear direction and objectives. When all these factors are optional, job satisfaction will increase. Job satisfaction in public and private sector differs from one another in which the effect of age, salary, job types, job level and work environment towards the employee's performance and job satisfaction. It depends on the nature of job and sector that employee works. If employees are satisfied with the working environment, the benefits that's given, rewards and so on if will not increases the job satisfaction of the employee but also increase the productivity in the organization. Employees of the public sector show a stronger service ethic than employees of the private sector (Wittmer 1991).

Job satisfaction variables such as job security, salary, and lack of recognition of the work in the organization are highlighted as the main cause of dissatisfaction for employees in private sector (Bora, 2014).

The level of job satisfaction in private sector is lower than public sector. For example, employee in public sector will be happier in some aspect compared to private because of job security, workload, job descriptions, working environment, compensation benefits and so on where else in private sector job is not secured although the pay is high, they give bonuses, increments and so on but the workload also plays an important factor towards employee's performance and job satisfaction.

Compensation in public sector employees plays an important role in attracting qualified workers joining the government sector and well retaining and increasing their job satisfaction in their respective fields. Compensation includes financial and non-financial benefits. Financial benefits are bonuses, increase pay and rewards where else non-financial refers to health benefits, educational benefits, and retirement benefits. This compensation benefits urges employees to work more efficiently and proficiently.

Maslow's theory of needs can be used to in evaluating job satisfaction. The hierarchy of this theory is divided into five levels which are self-actualization, esteem, love or belonging, safety and psychological. This theory showed that job satisfaction plays an important role in job performance by either increasing or decreasing the level of job performance.

3. How employee satisfaction can be improved in public sector?

There are many ways to improve employee satisfaction. First, by offering a competitive salary. This means by implementing salary based on performance rather than grades. Employee performance usually measured by qualitative evaluations such as performance appraisals. Its closely connected with the high-performance culture which encourages employees and manager to stretch and the goals and to pay the best employees more than others. Training and development is an essential part of the pay for performance concept as it involves budgets that should be focused on employee in developing their managerial and leadership skills and competencies. The most used pay for performance model is individual incentive plans where this plans tie pays increases to individual levels, quantitative performance measures. Individual incentives have positive effects on individual employee performance. Second is merit pay based. Merit pay is an approach to compensation that rewards higher performing employees with additional pay, sometimes called incentive pay. It is a tool that employers can use to make sure that their best-performing employees feel as if they are adequately compensated for their contribution.

Besides that, creating more creative benefits is also one of the ways to retain and increase job satisfaction in public sector. There are benefits given yet creating benefits for example, a home after retirement, online yoga, or exercise classes during working hour, paid off for voluntary services like helping the need, points system which can be trade off with money, sending good employees overseas to work and experience their nature of work and so on. By creating new benefits, employee will tend to perform better and even will compete employee to gain the benefits and this increases their job satisfaction and as well will create a new image to public regarding the efficiency of public sector.

Another way to improve job satisfaction is prioritize mental and physical wellbeing of employees. Many organizations in public sector have a culture of workaholism that contributes to stress and burnout which will affect their health. Organization must focus on employee's wellbeing for example conduct yoga classes every week, Zumba classes and sports activity like badminton, football and so on. By doing this this will not only improve their health but also creates a good network and relationship among employer and employees. This will make things easier and creates a health and

good environment and therefore contributes to job satisfaction and they will retain in public sector. Therefore, ways to improve and attract employees should be identified and implemented from time to time to create a health and harmony workplace.

Case Study 12: Impact of Poor Compensation on Employee Performance and Ways to Overcome It: A Case Study in the Accounting Sector

1. How does companies escape of paying overtime to their employees?

Paying overtime to employees is one of the responsibilities as an employer and it also employee's right. From employer point of view, paying overtime is adding up their cost so most of them will try ways to escape from paying overtime to their employees. In addition, law related overtime is quite old and complicated and most of them don't understand and aware of it. Employer will use as loophole for them to not explain the overtime procedure to their employees. There are few tricks that ZZZ Accounting firm used to avoid as much as they can to pay overtime.

The first trick is the employees are ordered to come early to work. According to Employment Act employee's working hours is 8 hours per day but some employers will ask their employees to arrive early about 15min – 30mins to work just to save time to boot up their computer and other preparation so that can start their shift on time. So, the employee does not need to spend the 30mins after their shift where employer need to pay the overtime.

Second trick is the firm is not being open to share the fact and rights to employees. There is no rule stating that salaried employees are not entitled to overtime pay. In fact, the law presumes that all employees, whether paid or hourly, are entitled to overtime compensation. High-level personnel in management and executive jobs are generally not entitled to overtime pay. Even if they are paid a salary, most other middle and lower-level employees are entitled to overtime pay. Unfortunately, many of these workers are unaware that they are eligible for overtime compensation and employer will never explain this to them.

ZZZ Accounting set fancy job title for their employees to avoid paying overtime. The fancy job title implies that the person in that position performs work that is exempt from overtime compensation. Those job names are frequently misleading since the corporation does not want to pay overtime.

2. What is the legal procedure for employers who is failed to pay their employees working overtime?

Case study above stated that ZZZ Accounting firm is not paying the employee's bonus and overtime which can be punished by the law. The employees can file a complaint to labour department to take an action towards the firm. The problem many of the employees is not aware how to file a complaint, here are simple procedure for them.

Fir and foremost, the effected employee need to file a complaint by sending a formal letter or email them with attaching the prove of their payslip and offer letter or they can visit the labour officer directly. Once the officer received the complaint, the Labour Department will start to investigate on its own. They may contact their employer to inquire about the amount of money that should be claimed for the additional hours worked. The problem is settled, and the complaint claim can be dismissed if the employer accepts and pays the wages.

If the employer contests the claim, the Labour Office will set a date for the matter to be heard in the Labour Court, with both parties required to present. The Presiding Officer issues an order, either orally or in writing, at the conclusion of the hearing. Any party who disagrees with the Presiding Officer's decision has 14 days from the date of the decision to appeal to the High Court. If the defendant fails to appeal to the High Court and refuses to obey the Labour Court's order, the Labour Office will assist in the enforcement of the order at the Sessions Court to recover the money.

3. What are the elements in of employee performance?

Performance management is an effective process that ZZZ Accounting firm can consider applying their firm to increase organisational effectiveness to achieve their mission and goals. There are five elements covers under employee's performance management as following:

- Continually monitoring performance
- Developing the capacity to perform
- Periodically rating performance in a summary format
- Rewarding good performance are all aspects of employee performance management.

Managers and staff must start to practice good performance management organically their entire lives, completing each major component procedure flawlessly. Goals are set, and work is scheduled on a regular basis. Employees are required to feedback and their progress toward those goals is tracked. High expectations are set, but great care is made to build the abilities required to meet them. All these 5 elements playing a big role to improve effectiveness of performance management in the firm.

Case Study 13: Recruitment Issue: Compensation Management and Measurement Improvement in the Food and Beverage Industry.

1. Compensation Management can affect recruitment by:

Attract the best talent

Companies that are looking for talent need to have a compensation package that can attract the right talent. For example, Coffee Shop ABC need to hire experienced and skilled Barista. If Coffee Shop ABC is not competitive enough with competitors when it comes to compensation, it is difficult to get the right candidate.

Increase Job Satisfaction

Companies that have structure and the right compensation management system can increase employee job satisfaction. For example, employees would be happy with their jobs because they feel they get fair rewards in exchange for their services.

Employee loyalty

When the employee is well paid, they are likely to stay with the establishment. It is mean that the employer doesn't need to continue to spend energy, money, training and etc on hiring a new employee. Employee retention and turnover rate are reduced because an employee-inspired to achieve the company goals.

2. Compensation Management can be measured by.

Identify corporate strategy

Management must identify and clarify their corporate strategy to have a good compensation management system. For example, in coffee shops, management needs to establish the company's mission and vision, as well as operational goals. Once they have clarified their goals, they can redesign or restructure their compensation strategy to meet the current market standard.

In this way, the coffee shop can link corporate strategy and employee compensation strategy requirements. As a result, employees' behaviors and attitudes will change and they will be more focused on the company's goals instead of looking for a job at other companies or competitors.

Create a perfect performance-based appraisal system and strengthen the compensation system.

Compensation strategy plays the main role in determining employee behavior. Management needs to increase the percentage of performance-based compensation in the whole structure. This is because the results of employee performance appraisal are directly linked to employee compensation. To ensure the effectiveness of performance appraisal, the company can adopt a scorecard in designing the perfect performance appraisal, which may include finance, employees, customers, operations, learning, and growth.

Investigate compensation.

A good compensation strategy can help attract the best talent and retain current employees for a longer period. The salary survey can be conducted by phone, interview, questionnaire, communication with the competitor, and consultation with the recruitment agency. The information and data that the company receives are from the same market industry with the same position level. Based on the data obtained, the management can identify and improve the problems in the company's compensation system. At the same time, the company can predict the future compensation level in the market.

Yes, good compensation management can resolve the recruitment issue with this current situation but not in the long term. Currently, the food and beverages industry facing high turnover. It is because the profit margin that they received is low compared to other industries. These are the challenges that they are facing and they difficult to create good compensation packages that match their job scope. So currently, the food and beverages industry players are competing with each other by offering additional compensation packages even though their salary benchmarks are similar. Currently, they are offering travel allowances, commission, and attendance allowance which only can differentiate them from other competitors. By offering that, they can attract more talented and skilled full people and reduce the high turnover.

The main measurement to improve the compensation management are:

Consider non-monetary compensation in compensation management.

In the current situation, employees want something in return, such as personal development, professional growth, participation in decision making, and others. If Coffee Shop ABC provides more advancement opportunities for its employees to develop their skills, participate in decision making, etc., then employees can be better activated to contribute to the company. For example, if employees lack development opportunities, they will not receive recognition and appreciation from the company, which will result in employees being bored and demotivated to do their jobs.

Review and restructure the effectiveness of the compensation management system.

Management must establish effective communication about compensation. In this way, management can eliminate employee confusion, increase employee confidence in the company, and increase the company's transparency about the compensation system. Management can disseminate the information through a memo to all employees, bulletin boards, team meetings and so on.

Benefit of having good compensation is:

Increasing employee loyalty

Employees who are properly compensated are less likely to leave the organization. One of the reasons employees stay with employers is because they are given good compensation packages. Loyalty leads to low turnover rates and good staff retention, which means firms don't have to spend as much time, effort, and money on recruiting new employees.

Employee motivation

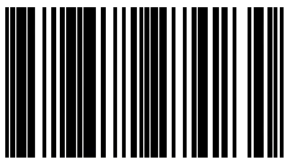
Compensating employees fairly demonstrates that the organization regards them as people, not just as labor. Employees who feel valued are more likely to take pride in their work and put forth greater effort during the workday. This boosts their morale and improves their overall mood at work. Employees are also more driven to exceed expectations when they know they will receive perks such as incentives in the future.

Increase profitability and productivity

Employee productivity rises when employee morale is good. Employees that feel valued are more loyal and enthusiastic, which leads to increased productivity in relation to compensation. Furthermore, the longer an employee works for a company, the more they learn and become more efficient. This increases productivity over time and can help a company make more money.



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