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## Mid Term Examination

### **0. The context**

To understand the question better (2) What do you think of (1) Malaysian Strategic Human Resources Management practices contemporary I prefer to define and to place each element of the question in relationship to (3) the business plan at first.

### **1. Strategic Human Resources Management (SHRM)**

SHRM its focus is to get the best out of the business plan (as far human factor input required), against the lowest operational costs available and as effective as possible.

Whereas the **business plan is the ruler**, and the organization and workforce are set as dynamic variables.

The process starts with examining the business plan, is followed by designing a logic set of organization and job roles with budgeting needs and is landing in the format of recruitment of people. It is based on forecasting the future and reanalyzing the organization performances and requires ongoing attention for the need to modify, to upgrade the organization and each policies related, to remain on par with the business plan its principles.

The process is including and is focusing to the next main responsibilities of Human Resource Management.

- The Law and regulations
- Developing including anticipating changes
- Maintaining including eyeing wellbeing of labor
- Budgeting investments and costs
- Recruiting labor

Malaysian SHRM qualification is required to support a workforce of approximately 15.2 million people and industries recruiting out of the Malaysian workforce capacity in providing structure and tools benefiting the working relationship between industry and workforce.

## **2. What to think of 'Malaysian Strategic Human Resources Management practices contemporary' is too broad.**

Malaysian work force (age 15 to 65) of 15.2 million+ people are structured in labor laws and under the preview of the government. The workforce attributed to government and non-government related industries, services, and non-labor laws regulated groups of independent workers in small business environments.

Each (services) industry in Malaysia has its own competitive advantage and the behaviors varies from one to the other. Some are lacking competitive advantage and are also not automatically anticipating in meeting changing market conditions. Some others are under the influence of international businesses and tend to line up with international standards. Some services industries are operating in the twilight zone and are hosting undocumented immigrants as workers and for understandable reasons not eager to apply sophisticated HRM standards to relationship in between industry and taskforce. Those ranges from sex workers in the parlor (in each sense of law considered illegal and unlawful) to the plantation worker in the agricultural industry (partly unlawful) and many business fields in between both listed businesses.

The list is longer, but I limit my review to what I listed here. In short notice, some industries are on par, some are struggling. Some are not willing to move for the better working climate, leaving many workers in miserable and unprotected conditions of working and living. *An SHRM would not want to work in an industry where per default unlawful labor relationships are developed as it is in contradiction with the high values dominating SHRM his output of knowledge and time.*

Therefore, each industry needs to be analyzed and the distance to the standard need to be measured to find an indicator of the (dis)advantage toward the standard as described here for under point 1 and is further explained under point 3.

## **3. Business Plan**

### **3.1 By all participants accepted business plan is the only ruler and its presence is the starting point of SHRM.**

I prefer to set the business plan as a ruler as the business plan is agreed on by Equity Holders, companies its executives and would comply with countries laws, regulations, and rules as far those apply to the industry the company is participating and further local requirements. The business plan is therefore complete as it complies with all decision makers their personal interests, it complies with the law and its (upon working out in an organization with competences) doable. It would not contain elements that are not contributing to the aim of the business plan and would not contain unlawful elements.

### **3.2 Business plan as a ruler, each physical participant and executor (workforce included) is a variable (servant) to the ruler.**

In conclusion, is the business plan leading and each partner and worker should service this business plan only and with no exception to this rule. The format and size of the organization, each single decision and following action is a variable and is in need to be constant measured to the requirements of the business plan. Is it logic and fully covered within the range of the business plan, its TRUE and continue to execute a following action. Is it not in the range or getting out of range of the business plan, its FALSE and at minimum is required to examine the FALSE before continuing by executing the next action. As such, the system remain logically connected to the ruling business plan and is the integrity of each single decision and action sufficient safeguarded.

In hierarchic structure phrased, it becomes clear that **the business plan is king**, and each single participant (equity holder included) is servant to the business plan. Such structure is rational and does not leave a lot of space for irrational or lavish costs spending's nor space for emotional conflicts based on nationality, race, culture, religion, gender as the system flags true or false based on the logic and value of a cost spending and any action. The business plan does not value anything else than a true decision and action only. The kind of action, benefiting the aim of the accepted business plan only and will trigger FALSE in case of an attempt to support equity holder its fantasy to buy a Ferrari whereas a PROTON is sufficient and less costly.

### **3.3 The importance of the business plan and its contribution to sustainability of the business**

A robust business plan is a result of negotiations in between each participant, has covered personal interests and is as a result accepted and is 'lean and mean'. The business plan requires no more and no less a logic input and within the triangle of **'Maximum sales against Minimum costs and efforts related and to gain at the Shortest** earning moment available.

It is the 'soul and consciousness' of the business, an objective, the driver beyond to be carrying out tasks and has full support of owners, financiers, crew. Such can be seen as a 'haul function' it triggers each condition and is functioning also independent from incoming and outgoing owners, financiers and crew members and need therefore all participants its commitment to uphold the sake of the business plan, to limit use of the plan for its purpose only and not to mix its usage for any other purpose (private benefits seeking for example) than for its designated purpose only.

When the business plan meets commitment to it, dedication to it, and integer use of it, with disciplined and professional behaviors (mathematical and emotional), all participants will have a fair chance to get their awards out of respecting and serving the business plan. To meet their financial expectations. **Not one participant can stand for this obligation to all others, but the business plan only can stand.**

Any modification and or upgrading of the business plan should be measured by one ruler only. It should bolster the plan, it should enlarge its original expectation, it should better protect the plan and its participants only. Any use or modification to it for purpose of benefiting one participant only, disturb the harmony among all participants and create risks such as conflicts and disrupting its mission and should be at all costs avoided.

Any expanding of the business plan with another plan should be logic related together within the (1+1=3) rules. They need to be either complementary to each other or one plan is defending the other plan.

At last, the business plan defines the relationships between all participants and holds all relationships together. No business plan, no logic in bringing participants together. Participants can be replaced, a business plan cannot be replaced unless the developing from ambition into plan, into organization, into budget coverage, into recruitment of labor start all over again.....

Altogether, not the owner, not money but the business plan is the ruling king in a sophisticated business environment and all participants are in need to serve the king within the preset business requirements and conditions only.

A Strategic Human Resource Manager would be in the best environment and could benefit the organization well once all participants related embrace the above standards. For the following of this paper, **I use this writing as a standard and what I observe** of Strategic Human Resource Management practices **in Malaysia as a variable**.

### **3.4 Applying a firewall is needed to protect the business plan and its operational use in daily practice for external threatening and influences related to but not limited to the next drivers.**

- Fast changing technology (outdated facilities)
- Education is behind demand schedule.
- Dynamic and fast changing market circumstances.
- Health security matters (related to unhealthy work-related tasks and stress related to push for results in difficult circumstances)
- Political instability (economy cannot benefit from stimulation programs)
- Cronyism (fair paid job offers and affordable education chances for a few)
- Corruption and abuse of powers
- Social imperfect society (social unrest and discrimination)

#### **3.4.1 Rapidly changing social structures.**

In modern times, the biggest threat to business operations is the fast-changing world we are living in. Ideas, principles, moralities, and opinions are all subject to wide shared discussions in an information led world. Thanks to infrastructure and education a fast-growing world where most people have access to ICT tools under which online

search engines and social media among other drivers to feed people faster with data than people can comprehend.

It divides people more than ever, long lasting cultural and political groups among other groups are subject to erosion, new groups are growing as paddies, individualism is on the rise. Old tools to control behavior of groups are not as effective as they use to be in the pre information time-period of Malaysia. Today's leaders are no longer the top provider of information and cannot control as easy with manipulative instruments as before. More human aggression with calling for answers meets more confused and panicking leaders, leaving its toll in business environments.

Businesses are getting confronted with more people who are raising their voices and are easily mobilized to moralize, to shame (online) and even to enforce disruption of business once their 'calls for moral chances' remain unanswered. Businesses in Malaysia for decennia could not (easily) operate if not special favors granted to governmental agencies or their agents. (Sensitive topic as by third parties invited to corruption and fraud in return orders can be provided or businesses are allowed to operate).

As having said that the business plan is ruling, decisions and actions should follow the requirements of the business plan, the organization (also under the watch of strategic human resource) should do utmost best to anticipate in its design with understanding of the society they are in AND to avoid additional daily tasks to accept from especially those related to meeting up with corruption or social blackmailing.

Such actions are not benefitting the business plan and even helping to overcome a difficulty at short notice, the business plan may become vulnerable to emotional led actions and thus it's considered harmful at the long run.

**A firewall, containing objectives** such as clear executive management mandate to and backing up of HRM policies as the operation is led by operational managers but still under the watch of HRM. HRM should be holding a certain power and gaining relevant tools to act promptly as to avoid intruding and harmful attempts to change workforce its behaviors under the threatening as written (but not limited to) here for.

#### **4. Important notification**

Malaysia is still in stage of developing of this HRM related service job roles and its industry and should be regarded for all efforts to meet sophisticated standards. It should not be 'looked down' for not being there yet.

However, the question is if the industry is developing towards the standard or is halting for various cultural or emotional reason only. In my opinion, Malaysia its leading industries are rapidly upgrading its HRM model and are also catching up and anticipating with and to changes as written here for. There are critical key roots problems to tackle. I bring this up in point 6.

## **5. My opinion towards the question** 'What do you think of Malaysian Strategic Human Resources Management practices contemporary?

Up to point 3.3, I have hosted my views of the SHRM standard to use, the SHRM responsibilities to accept. In point 3.4 I did ask attention for the need to anticipate to external influencers, especially those infringing the principles and preset tasks following the business plan. In point 4, I recognized Malaysia as an ambitious country but still in need to improve the management tools applying to employer and employee relationships with aim to boost efficiency and simultaneous to improve working attitudes and conditions for the individual worker.

In my opinion, the mentioned views of and standard related is applicable to each (non) profit (service) industry in Malaysia and would increase sustainable production, constant limiting its costs while the quality of working life get an uplift.

The question is, if Malaysian businesses are adopting similar standards and with the aim to boost sustainable holistic profit and contribute to the social environment of Malaysia?

**5.1 With referral to point 2, answering the key question** requires a survey over all (services) industries and all government agencies and I failed to collect relevant data. I am not alone in my opinion that Malaysia information centers are not sharing relevant empirical data.

**5.2 I would therefore limit to 1 (service) industry and my 23 years relevant working experience in Malaysia** as a contract worker. It may not present the practice of all Malaysian working relationships; it indicates the stage of developing we are in and where the to my job roles related industries focusses are. As such the distance to the standard can be measured and at indicative level, the question can be answered.

**5.3 SHRM practices in public service** are limited to recruiting, training, relocating of workforce based on job rotation and work promotion which its hard to value its competitive advantage in term of performance as the structure are guided from the central government office and modified based on requirement of a certain service sector (GLC and Semi-Government Organization).

However, it is to be seen as not to the point, not holistic and full of reasoning. Discrimination plays role in recruitment, by granting opportunity offers (for knowledge and skill development) and influence performance evaluation to those who are under performance/ not qualified.

The only trade offers by the public sectors that holds the turnover rate are its benefits in term of high tolerance of human understanding (relating to friendly leave, time off and over time policies), medical coverage, friendly loans, and pension benefits.

It also includes some kind of inheritance practices of building up a 'legacy' in that service sector (where the recruitment, job promotion and assignments are based on (internal and external) political influence and referral). Too much, (job) redundancy and bias leads to micro-managed thus discourage worker motivation to be creative and competitive in the service arena.

The structure is not logic, too often to find the wrong competences at the wrong position carrying out nonsense tasks.

When talk about the contemporary competitive advantage for the public service, it is ashamed as compared to international conglomerate that truly based on business driven while the public service in Malaysia is based on cultural/emotional/personal drivers and cronyism is an important ruler, leaving fair play competition out of sight.

Building competences structure is not well developed as multi-talented human capital as the training and development mostly one-off.

This is the example of poor practices of SHRM (that almost not all) in the public service sector. HRM is to be seen as another 'yes boss' department instead of advisor/consultant for the sector's needed holistic growth.

In conclusion,

- Daily operation is not matching the business plan.
- The focus to the following mission is missing.
- Company executive are not steering the operation in line with the business plan. Workforces get frequently assigned to task which cannot be understood by looking up the mission statement and or
- Taskforce get assign for the personal (out of range of the mission) ambition of the manager.
- Political preferences for the sake of a certain 'blood group' are leading in assigning people for certain key job roles.
- Executive steer the organization as their private vehicles under the use of the by the taxpayer provided budget. There is lacking accountability.
- Communication coming from employer to employee is often not there or incomplete or misleading.
- Communication the need to communicate of employees its need to communicate issues are often unheard or sideline.
- Religion plays role in allocating budget under all participants.

Sometimes, business plan, executive and workforce meet one another in a logic setting. Most of time, those three participants are working independently and missing the opportunity to work toward a successful implementation of its business plan.

Participants do not grant HRM with the right tools to structure both the organization as the job role in a logic setting. HRM is not performing as the earlier in point 1 described principles would require.

If there is any SHRM in the organization, its either not respected and sidelined, and or not fit to carry out his or her task and responsibilities as listed in point 1.

Up to date, there are no sign of any program turning those negative and contra productive issues into a better treatment of those issues. Most employees are comfortable with the payment and secondary benefits but not motivated to make any extra step for the organization unless they are strictly ordered to do so.

#### **5.4 SHRM practices in a wider range of (service) industries.**

With no data on hand, lacking empirical information, I cannot prove whether this specific circumstance applies to all companies and to all industries all over Malaysia.

Ongoing discussion with educated friends, especially those working in other job roles for other companies and in other industries, indicate the next key root problem.

‘Owners of companies tend to create too much space for themselves and exercises too much power in sidelining business plan its principles and overriding internal executives (those holding the outwork of the principles of the business plan under their watch).’

Too often for the sake of gaining personal benefits and by creating grey zones full of black spots, bypassing accountability checks, loopholes are created, and double standards are set. One standard following a shared ambition (business plan) and another hidden standard following the owner its (extra) personal benefit.

As the owner is among other participants obliged to respect fullest and to focus completely to the principles of the business plan, it is considered a damaging to the organization abuse of owner its power and is next also setting a wrong example for others to follow unlawful paths.

Abusive powers at this level of a company, do contradict the values of SHRM. Especially when owner conspire with one or a few out of the workforce to create loopholes, to cover it up and to syphon capital for owners its private benefits only.

Such abuse seems to be widespread and leaves many SHRM in a great difficulty, especially when workers under its watch are involving the syphon process. In any case it contradicts SHRM ground values and undermine its authority. SHRM is left in a twist ‘upholding the principle of the business plan and law related risking a clash with the owner or bowing for owner its power and risking a clash with justice and labor’.

SHRM can protect the company for being victimized against any internal or external party under condition that principles are uphold and respected by each single executive and the owner of the company. SHRM can drop its pen in case the owner victimizes the company.



## **6. What do I finally think of 'Malaysian Strategic Human Resources Management practices contemporary'?**

I believed the average SHRM manager is integer, do know its line of business and is well educated by carrying out the best it can in all responsibilities and duties related.

I also believed that such cannot lead into prosperous settings of labor organization once the owner abuses its power and is creating a diffuse subculture in the organization.

I believed that the mindset of the average SHRM is clear and refrain from reasoning but is often being overridden by the owner, is enforced to accept subculture and its principles will lead into bad performances for which the owner should be blamed but the SHRM often takes the blame.

Malaysia is struggling with consequences of huge problems all worldwide established economies and companies are facing. Malaysia is promising but still not competitive and still in need to improve skills, to reduce white collar crimes and to include more people in their operations.

Along all this, SHRM could play a great role in uplifting Malaysia its image as a developed and sophisticated fair play market to produce and to service, to live and to work.

Often the real value of SHRM cannot be seen as its roped in a web full of bad practices from which the SHRM cannot escape and is left to limits of its possibility to deliver a top performance. It is a real struggle in such business environment.

In my opinion, nothing wrong with the average SHRM, they are improving but everything is wrong in its surrounding as far its abusive and criminal. It is the task of the regulators and educators to create pathways to operate without abuse, without fraud and without corruption.

As long that is not happening, it's not done to discuss the practice of SHRM as both of their autonomy and their influences for the better are abused and infringed by the ultimate powers.

I salute most of them for their efforts and pray for a better competition as they are often in.

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