

CABARAN DAN KEJAYAAN DALAM PENGURUSAN PERUBAHAN

**ARKIB NEGARA MALAYSIA
6-7 SEPTEMBER 2022**

**Profesor Dr. Zafir Khan Mohamed Makhbul
UKM-Graduate School of Business (UKM-GSB)
Universiti Kebangsaan Malaysia
zafir@ukm.edu.my**

PANDANGAN NENEK TERHADAP 'REMOTE CONTROL'



Suara TV hilang

Keluar percikan api

TV meletup

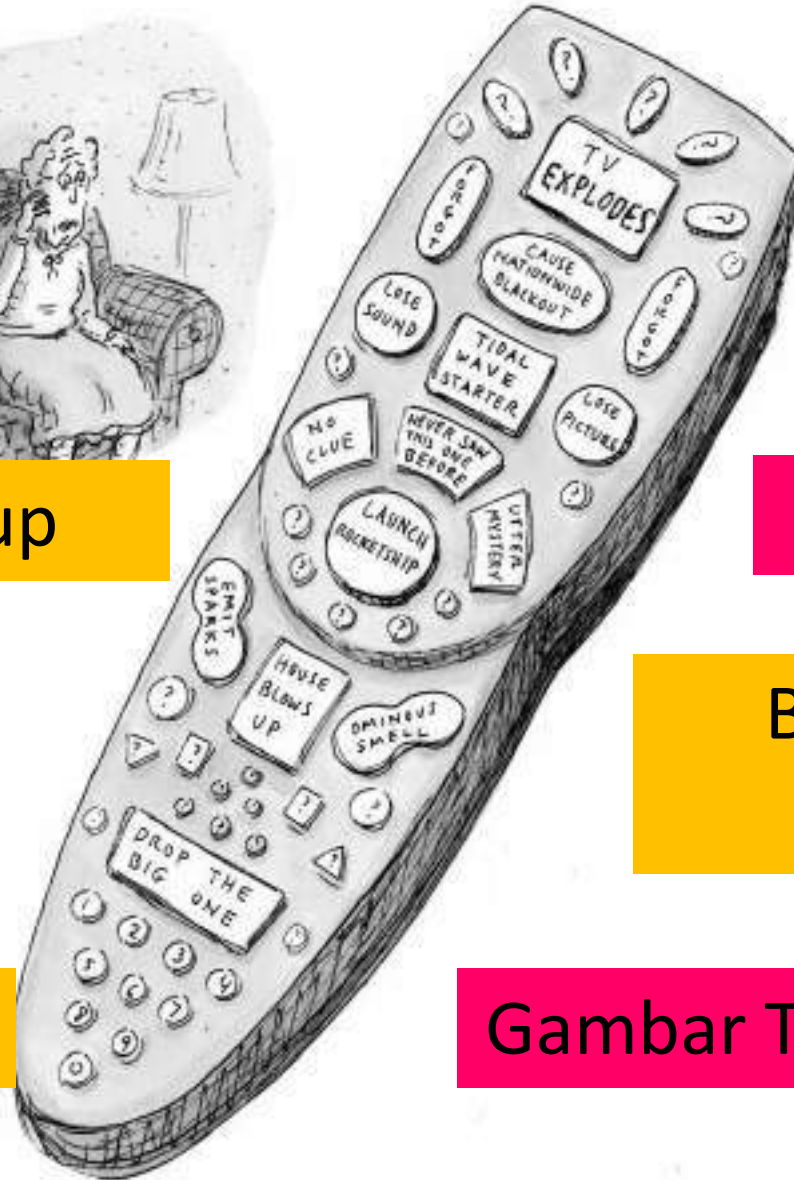
Keluarkan bau hangit

'Blackout' satu
taman perumahan

BAHAYA!!! Jangan
sentuh!

Rumah terbakar

Gambar TV hilang



KESAN PERUBAHAN TEKNOLOGI



KESAN PERUBAHAN TEKNOLOGI

DAHULU



SEKARANG



KESAN PERUBAHAN TEKNOLOGI

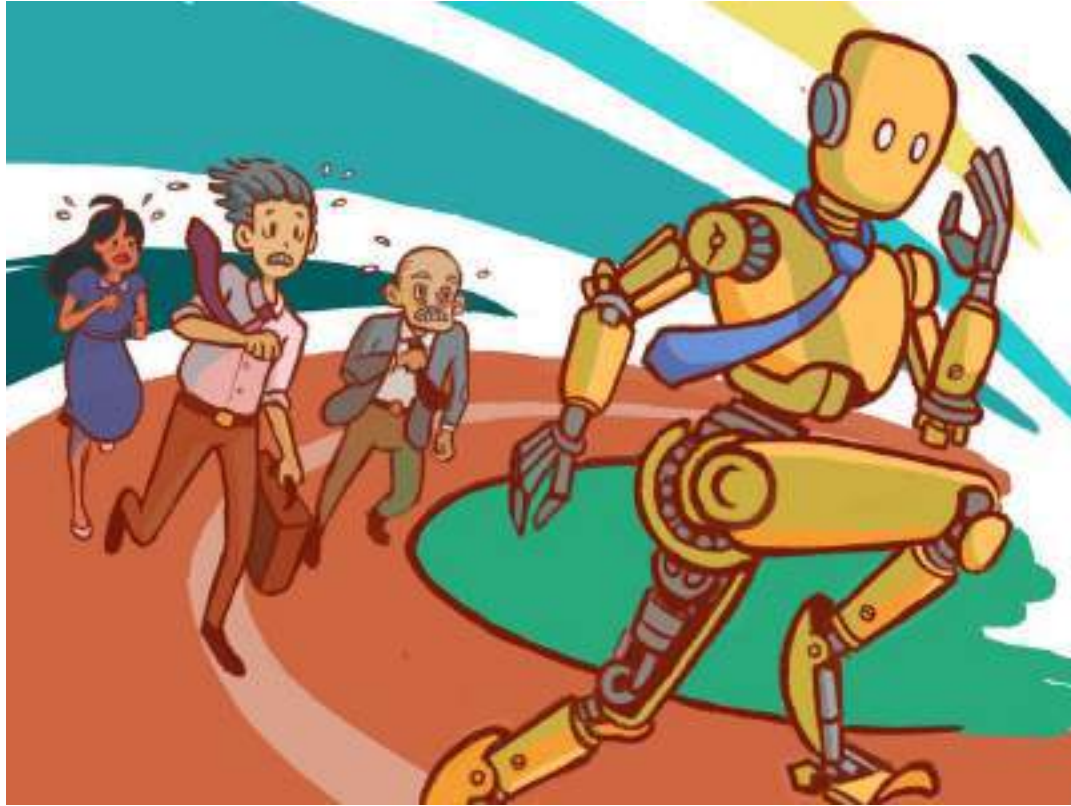
DAHULU



SEKARANG

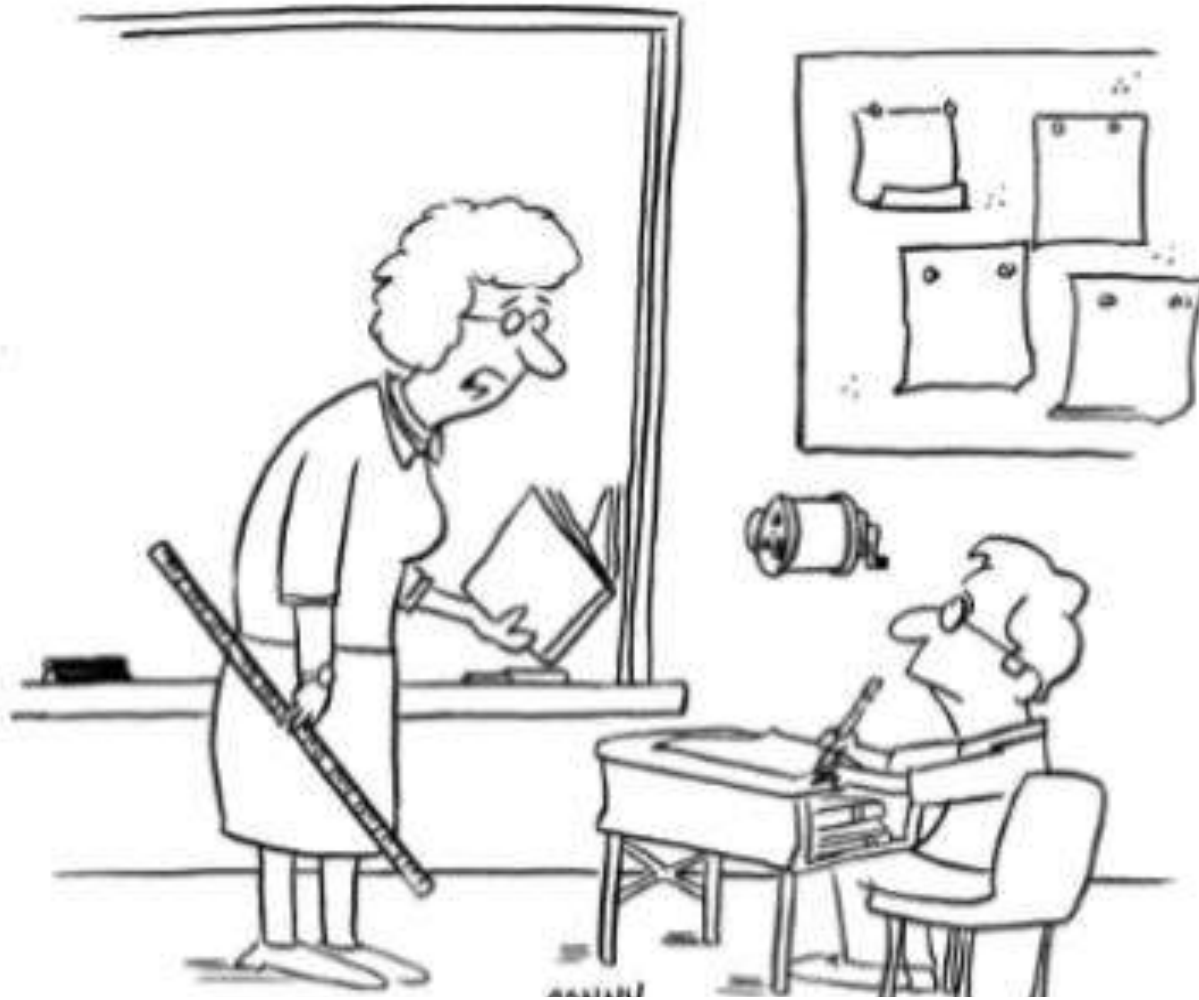


KESAN PERUBAHAN TEKNOLOGI





PROTESTING AGAINST NEW TECHNOLOGY - THE EARLY DAYS



“I **AM** still going with our textbook. I don’t care what Wikipedia says!”



“And that is what happens when we resist change.”

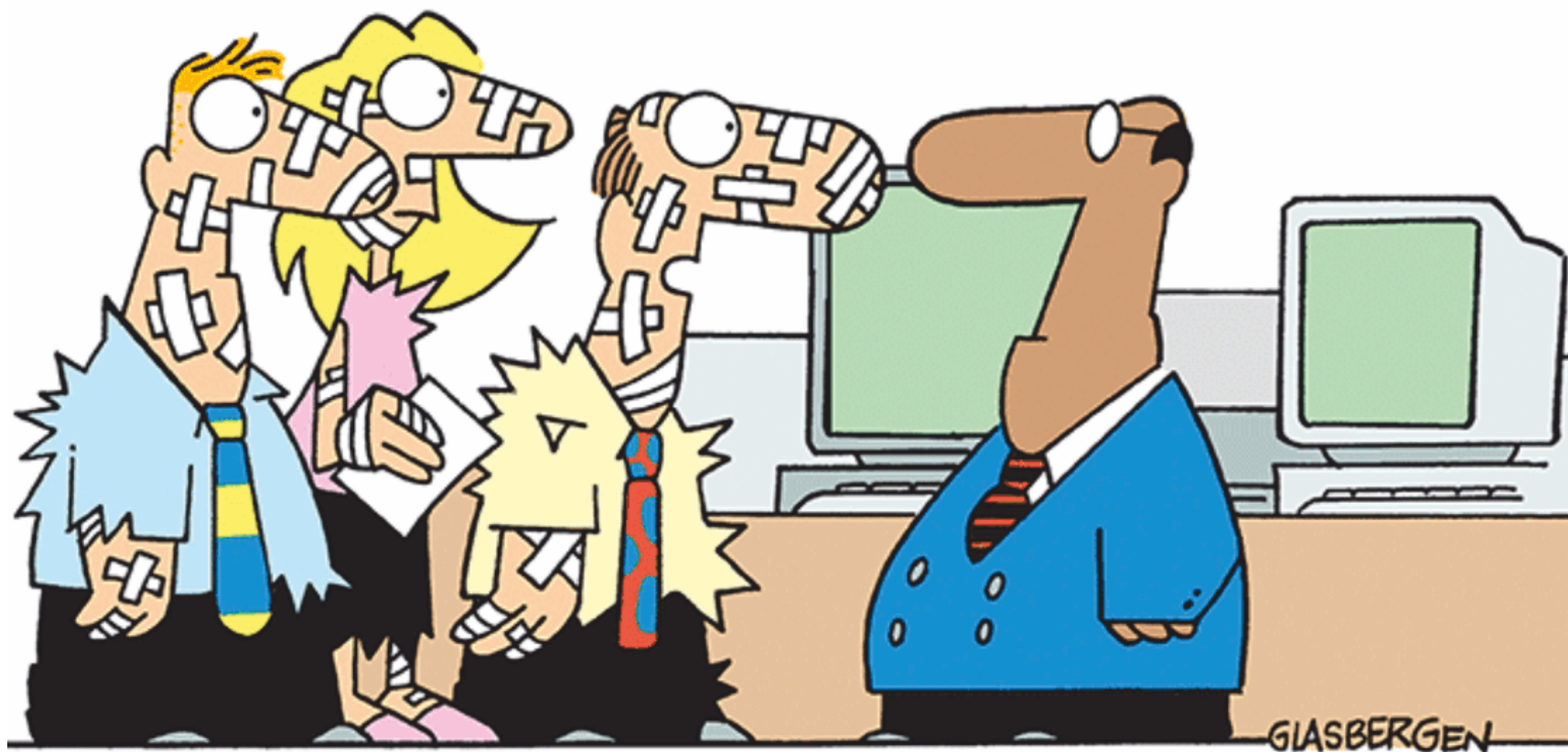


**RUN FOR
YOUR
LIFE!!!**



IT TURNS OUT THAT THE
PEOPLE'S BIGGEST FEAR
ABOUT CLOUD COMPUTING ISN'T
'DATA SECURITY', IT'S 'WHAT
HAPPENS IF THERE'S A
THUNDERSTORM?'





**“Frankly sir, we’re tired of being
on the cutting edge of technology.”**





"I've got one week to master this program.
The boss is threatening to hire
an 8 year old."



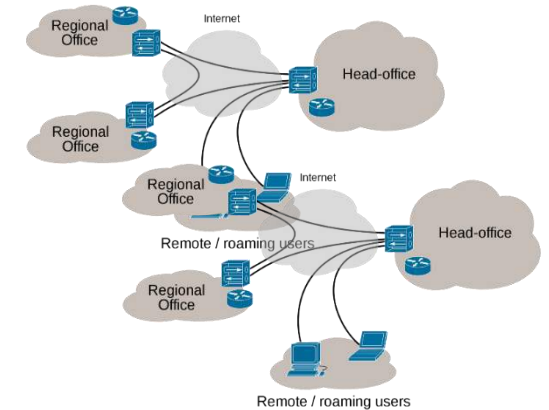


THANKS TO CLOUD TECHNOLOGY,
NIGEL CAN NOT ONLY WORK FROM
HOME, BUT HE CAN WORK FROM
OTHER PEOPLE'S HOMES AS WELL.



SENARIO DUNIA DI ERA IR 4.0

- Pada tahun 2020 dianggarkan 50 bilion peranti elektronik akan saling berinteraksi, mengatasi jumlah keseluruhan penduduk di Planet Bumi yang hanya sekitar 7.6 bilion orang.
- Pelbagai teknologi baru yang menjadi tonggak IR 4.0 muncul bagai cendawan tumbuh selepas hujan.
- Ia memberi cabaran baharu kepada kehidupan peribadi dan pekerjaan manusia.
- Kebimbangan: Kebergantungan kepada tenaga manusia dalam sektor pekerjaan berkurangan secara signifikan.



Populasi peranti lawan
populasi manusia

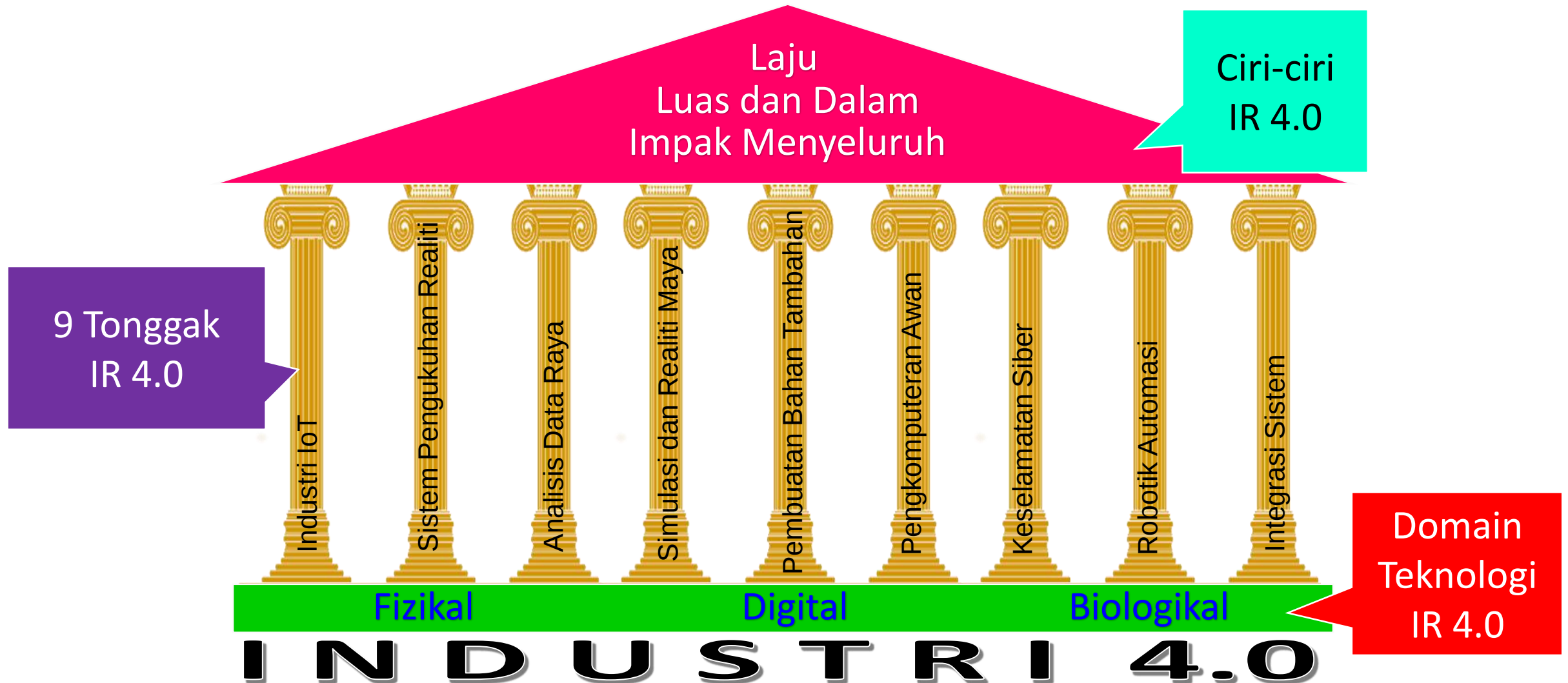


APAKAH IR 4.0?



- IR 4.0 adalah suatu pendekatan dan trend pertukaran data dan automasi terkini dalam teknologi pembuatan.
- Terma IR 4.0 diambil daripada projek berteknologi tinggi kerajaan Jerman yang mempromosikan industri pembuatan berasas komputer.
- IR 4.0 berbeza daripada IR 3.0 kerana ia mengupayakan gabungan fungsi manusia dengan komputer (dikenali sebagai '*cobotic*').
- Suatu projek strategi teknologi tinggi 2020 ke arah pengeluaran yang cekap, luwes, berasaskan automasi masa nyata (*real-time automation*) dan sensori teknologi (Zainal Ariffin Ahmad, 2017).
- Gerakannya dimulakan oleh kerajaan Jerman pada tahun 2015.

MODEL PEMBANGUNAN IR 4.0



5 TERAS STRATEGIK ICT KERAJAAN DIGITAL

Modal Insan
Profesional dan
Berkeupayaan

Kerajaan
Berpacukan Data

Perkhidmatan Guna
Sama yang Optimum dan
Pengukuhan
Keselamatan Siber

Tadbir Urus ICT yang
Kolaboratif & Dinamik

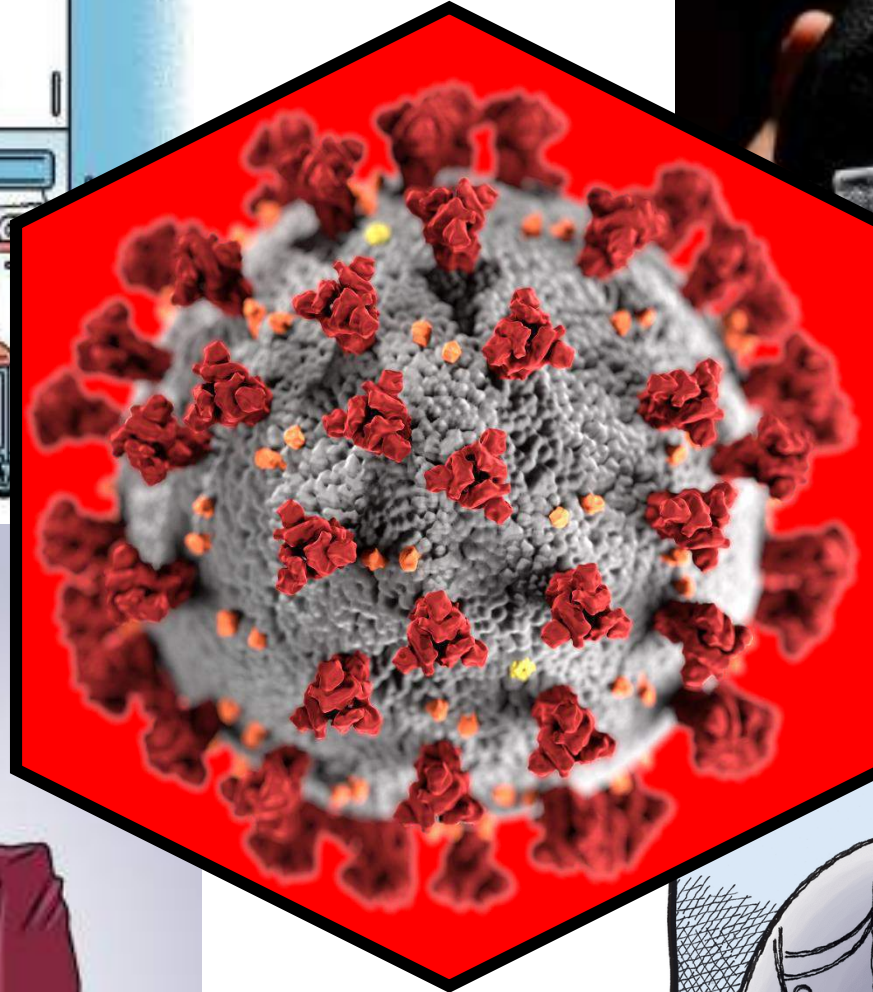
Perkhidmatan
Digital Bersepadu



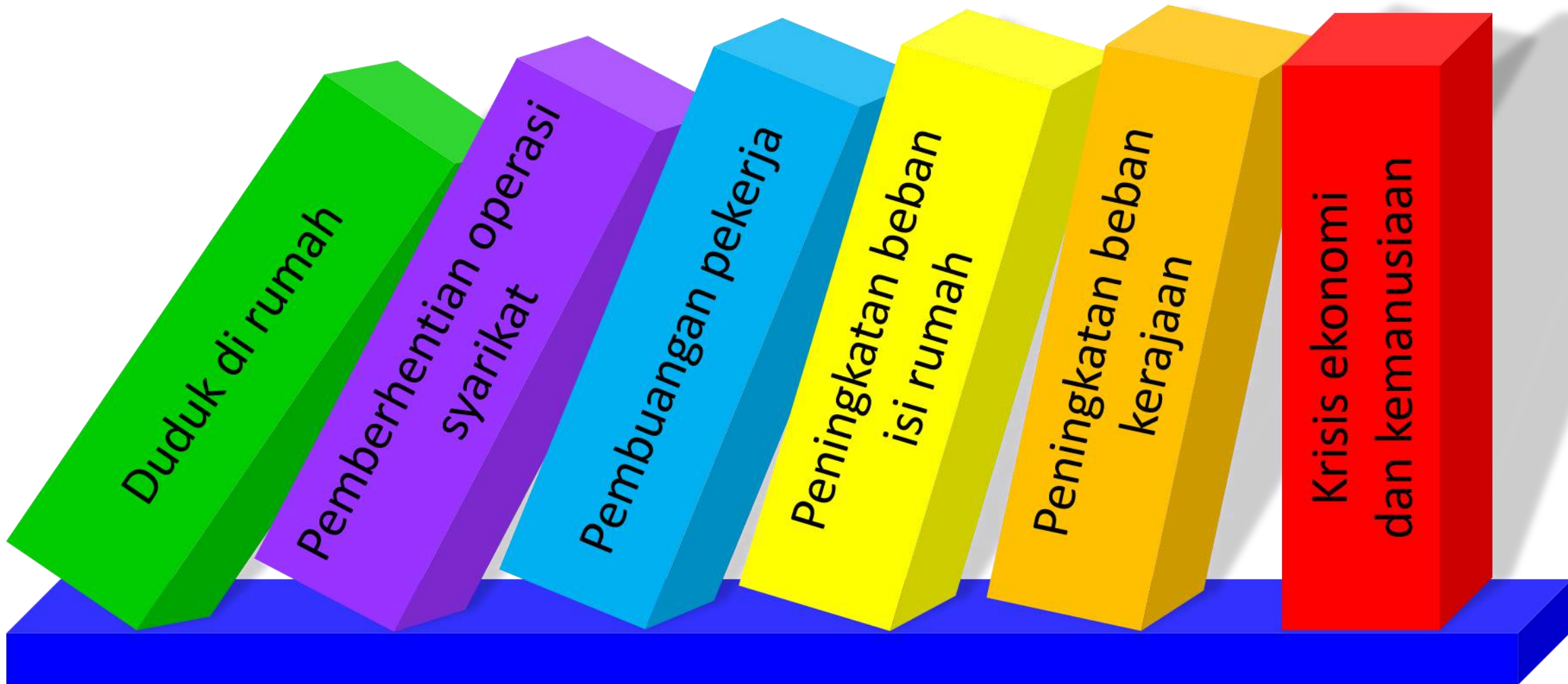
TONGGAK KEJAYAAN TRANSFORMASI KERAJAAN DIGITAL



PANDEMIK BAWA PERUBAHAN



IMPAK PANDEMI MEMBAWA PERUBAHAN



ISU PENCETUS PERUBAHAN

**Stres dan
kemurungan**

**Aduan somatik dan
gangguan otot rangka**

**Konflik dalam
organisasi**

**Penilaian
prestasi**

**Teknologi komunikasi
dan teknostres**

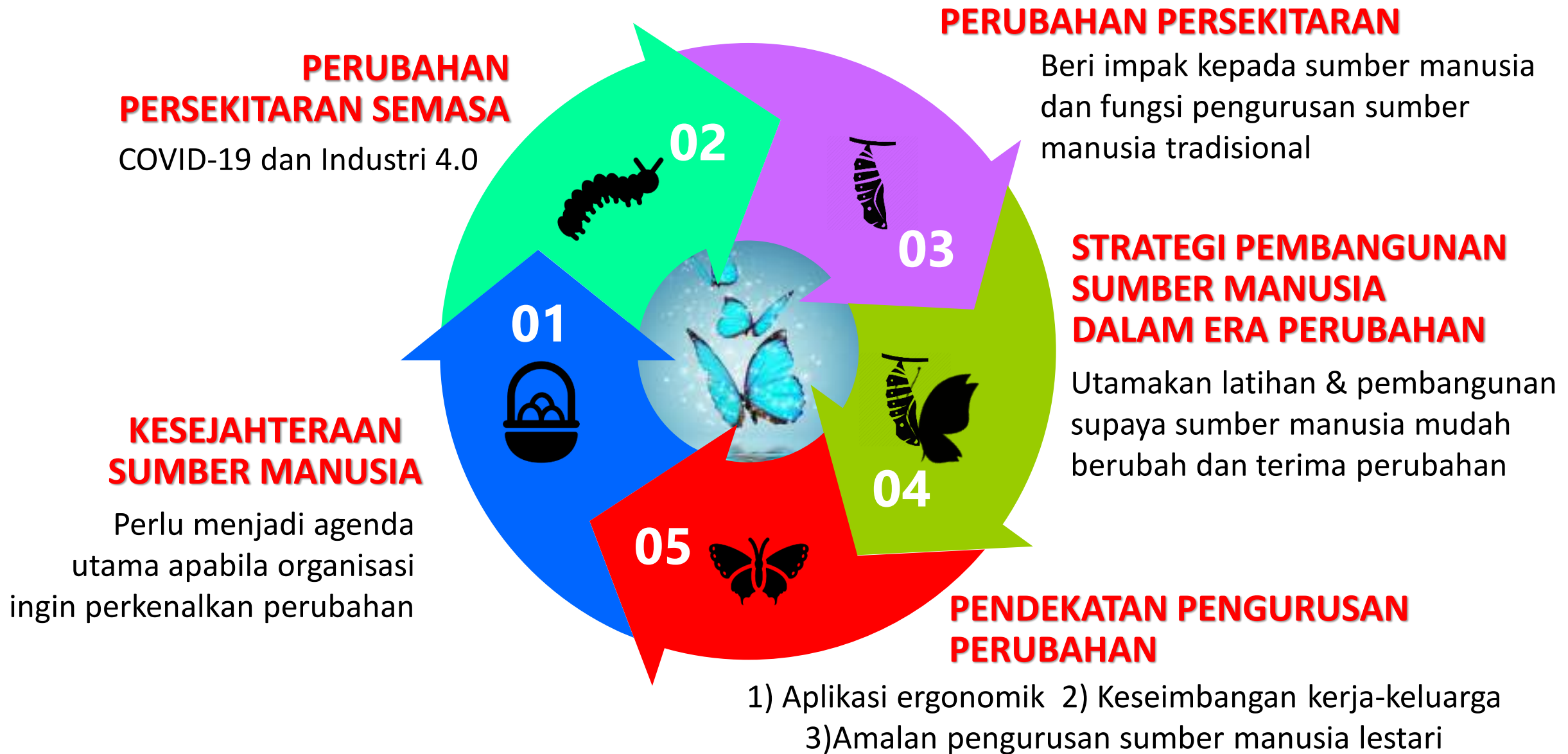
**Sindrom bangunan
tidak sehat**

**Pengurusan
bakat**

**Isu
kepimpinan**



PENGENALAN TERHADAP PERUBAHAN



KENAPA PERLU BERUBAH



Perubahan tidak dapat dielakkan dalam semua aspek kehidupan peribadi dan organisasi

Apa yang berubah dan diubah?
Struktur, teknologi, manusia

Ketakutan, penolakan dan tentangan kepada perubahan teknologi mencetuskan teknofobia

Kesan Perubahan Kepada Sumber Manusia

Perancangan Sumber Manusia

Majikan perlukan calon berkemahiran komunikasi dan interpersonal, etika dan nilai, berkemahiran berfikir/kreatif serta kepimpinan

Pengurusan Pampasan dan Faedah

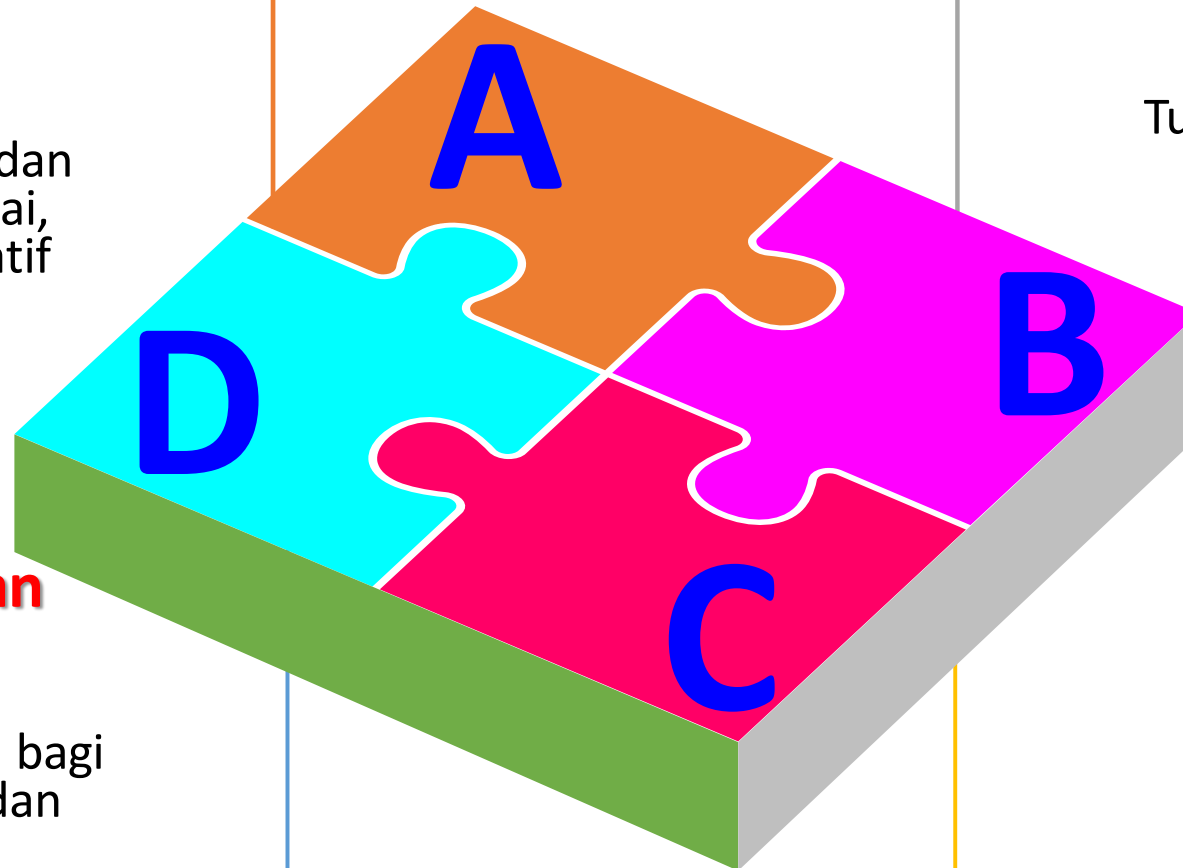
Penggunaan sistem digital seperti HRIS secara meluas bagi meningkatkan kecekapan dan keberkesanan

Pengurusan Sumber Manusia Semasa

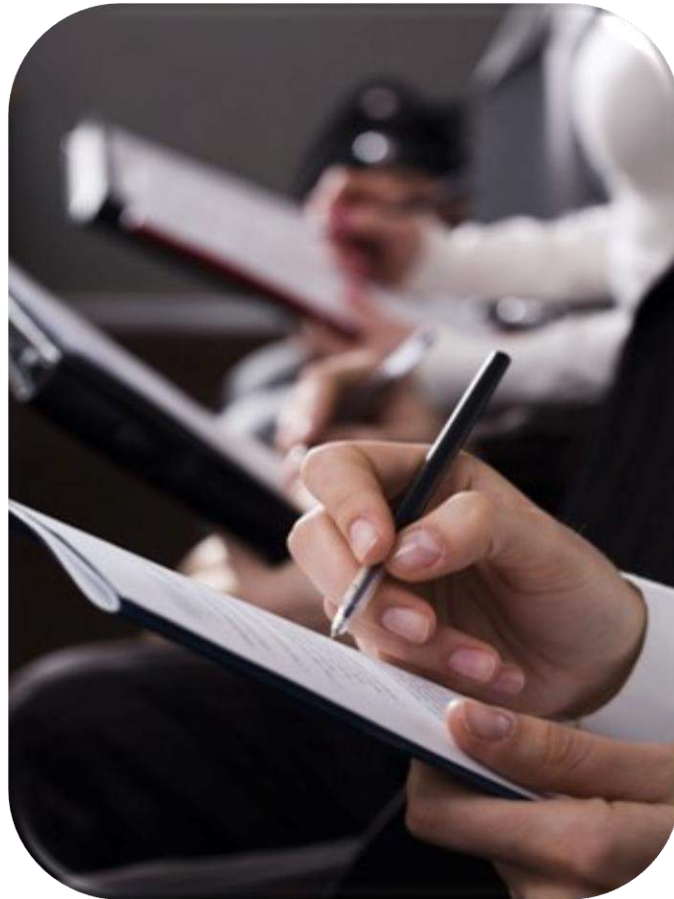
Tugasan rutin dan terprogram bakal berkurangan; diambil alih oleh robot dan teknologi automasi

Pengurusan Prestasi

Penglibatan dan komitmen individu serta penguasaan dalam teknologi automasi menjadi tumpuan penilai.



ASPEK PEMBELAJARAN DALAM PENGURUSAN PERUBAHAN



Mengurus Perubahan

Air Yang Tenang (*The Calm Water Metaphor*)

Air Yang Berkocak (*The White-Water Rapids Metaphor*)



Faktor-Faktor Yang Mempengaruhi Perubahan

Teknologi

Gaya Hidup

Persaingan

Politik dan Ekonomi

Perubahan Pasaran Buruh

Strategi organisasi

Komposisi tenaga kerja

Penggunaan peralatan baru



STRATEGI MENJANA PERUBAHAN POSITIF



REKA BENTUK SEMULA KERJA

Pengayaan Kerja (Job Enrichment)

Peluasan Kerja (Job Enlargement)

Rekabentuk Semula Kerja



Reka bentuk Semula Kerja

Menyingkatkan Minggu Kerja

Waktu Kerja Fleksibel

Perkongsian Kerja

Telekomuting



TEORI PENGUKUHAN (*REINFORCEMENT THEORY*)



Pengukuhan Positif



Ganjaran untuk
Prestasi Tinggi



Pengukuhan Negatif



Kesan yang tidak
disukai jika
prestasi lemah



Tiada Pengukuhan



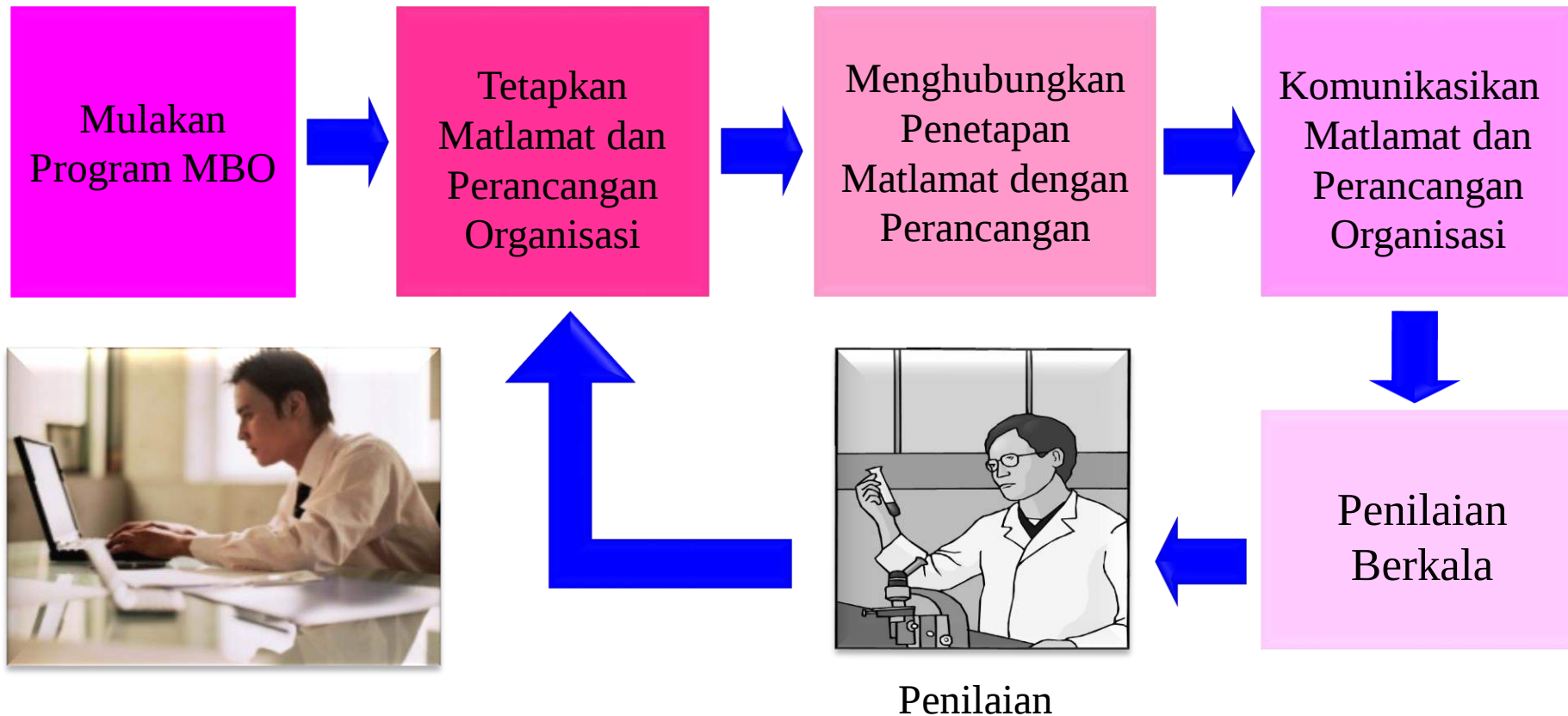
Tiada sebarang
ganjaran atau
hukuman untuk
yang berprestasi
tinggi atau lemah



**Tiada Motivasi
untuk Pekerja**

Motivasi Pekerja

PENGURUSAN MELALUI OBJEKTIF (MBO)



PEMBERDAYAAN (*EMPOWERMENT*) DAN KETERLIBATAN



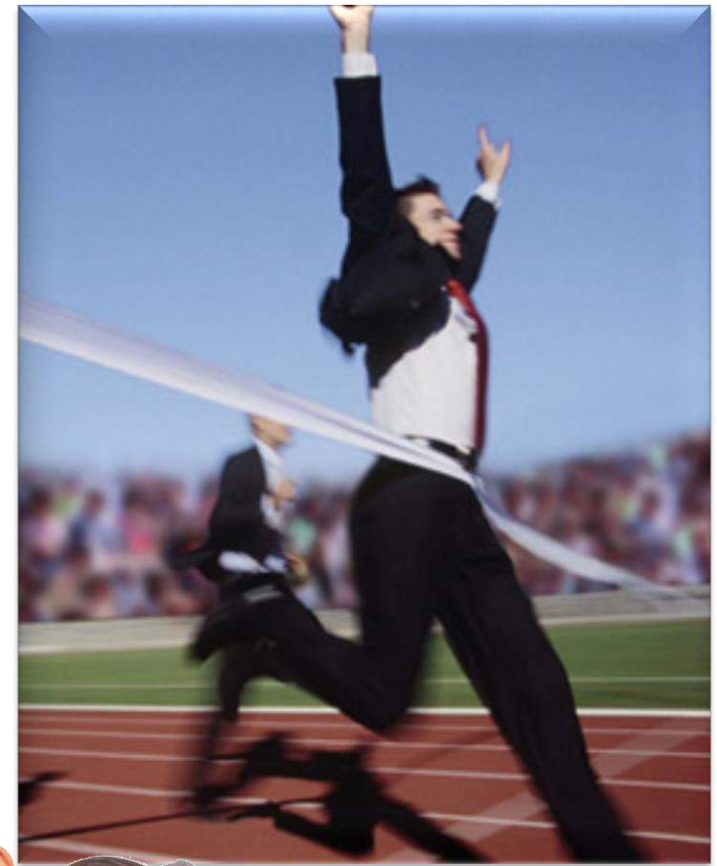
KERJA BERPASUKAN



PENGURUSAN TERBUKA **(*OPEN-BOOK MANAGEMENT*)**



PERUBAHAN MOTIVASI



MENGURUS TENTANG TERHADAP PERUBAHAN



Sumber Manusia Lestari

KEJAT

Individu yang berupaya mengatur gerak kerjanya untuk menghasilkan lebih nilai dan mengurangi pembaziran



TANGKAS

Individu yang berupaya mencipta dan bertindak balas pantas dalam persekitaran yang tidak menentu dan dinamik



MALAR SEGAR

Individu yang mempunyai pelbagai kemahiran dan pengetahuan seiring dengan zaman di mana dia berada



LUWES

Individu yang berupaya melakukan pelbagai fungsian dan peranan



Sumber Manusia Lestari

SIHAT FIZIKAL

Individu yang sihat secara fizikal dan mampu bekerja



SIHAT MENTAL

Individu yang sihat secara mental dan mempunyai keupayaan kognitif yang munasabah



INDIVIDU SEIMBANG

Individu yang berupaya mengimbangi tuntutan kehidupan peribadi dan kerjaya



PRODUKTIF

Individu yang berupaya melaksana tugas dan peranan serta mencapai sasaran





TEMA: PENGURUSAN DAN KESEJAHTERAAN ORGANISASI



The Effect of Occupational Stressors on Health Assessments via Social Media

(Kajian Puncak Stres Pekerjaan ke atas Kesihatan dan Penilaian Sosial Media)

Sheikh
Khalid

Stress is found to significantly affect social media use at the workplace and its effect on health assessments via social media.

Apakah Journal of Business, Economics and Management

The Effects of Commitment, Health and Occupational Stressors on Individual Productivity: The Case of Malaysian Research Universities

Zafir Mohd Makbul
Universiti Kebangsaan Malaysia

Sheikh Muhammad Husein Uj, Sheikh Khairuddin
Kuala Lumpur Metropolitan College

Abstract

When an individual experiences work stress, it can affect his/her physiological, psychological and behavioural productivity. The purpose of the study is to examine the direct effects of occupational stressors on individual productivity. The respondents were selected based on random sampling method. 300 questionnaires were distributed to the respondents.



The Mediating Effect of Innovation in Between Strategic Orientation and Enterprise Performance: Evidence From Malaysian Manufacturing Small-to-Medium-Sized Enterprises

Mohd Ali Mamat¹, Nurul Huda², Syed Ali Fadzil³, Azmi A. Bakhari⁴,
Nur Hafizah Zainal⁵ and Zafir Khan Mohamed Makbul⁶

¹Universiti Kebangsaan Malaysia, Universiti Kebangsaan Malaysia, Bangi, Malaysia; ²Universiti Kebangsaan Malaysia, Universiti Kebangsaan Malaysia, Bangi, Malaysia; ³Universiti Kebangsaan Malaysia, Universiti Kebangsaan Malaysia, Bangi, Malaysia; ⁴Universiti Kebangsaan Malaysia, Universiti Kebangsaan Malaysia, Bangi, Malaysia; ⁵Universiti Kebangsaan Malaysia, Universiti Kebangsaan Malaysia, Bangi, Malaysia; ⁶Universiti Kebangsaan Malaysia, Universiti Kebangsaan Malaysia, Bangi, Malaysia

Effects of Ergonomics Workstation Environment on Stress at the Workplace

ZAFIR MOHAMED MAKHUL

Ergonomik dan Stres di Malaysia: Implikasi terhadap Teori, Metodologi dan Pengurusan

Zafir Mohamed Makbul
Fakulti Kejuruteraan dan Teknologi



Supply Chain Management: An International Journal

The impact of external integration on food safety

Heini Ali, Zafir Mohd Makbul, Azman Ismail

South East European Journal of Economics and Business
Volume 9 (2) 2014, 54-65
DOI: 10.2478/jeeb-2014-0002

EFFECTS OF ADMINISTRATOR'S ROLE IN TRAINING PROGRAMMES AND TRAINEES' MOTIVATION ON TRAINING MAINTENANCE

Azman Ismail, Nurul Huda Fadzil, Nur Huda Fadzil, Nurul Huda Fadzil, Nurul Huda Fadzil, Nurul Huda Fadzil

Abstract

The purpose of this study is to examine the relationship between the administrator's role (i.e., communication and delivery mode) in training programmes, trainees' motivation, and training maintenance. Data were collected from 123 employees of various military health centres in Malaysia. The results of SmartPLS path model

self-rated productivity, occupational stressors like resources and communication, and

Workplace: Engineering Contributions to Social Sciences and Humanities

(Kerjasama Kejuruteraan dan Sains Sosial dan Humanis)

Zafir Mohd Makbul
Fakulti Kejuruteraan dan Teknologi
Universiti Kebangsaan Malaysia



Exploring the Effects of a Modified Higher Education Performance Service Quality Model on Organisational Sustainability: The Case of Malaysian Polytechnics

Indahani Muhamad Khalid¹, Khairul Anwar Mohd Ali², Zafir Khan Mohamed Makbul³,
Mohd Hafiz Ali⁴ and Siti Zahara Mohd Wahid⁵

- ¹Department of Social and Hospitality, Universiti Kebangsaan Malaysia, Bangi, Malaysia
- ²Faculty of Business, Universiti Kebangsaan Malaysia, Bangi, Malaysia
- ³Faculty of Business, Universiti Kebangsaan Malaysia, Bangi, Malaysia
- ⁴Faculty of Business and Management, Universiti Kebangsaan Malaysia, Bangi, Malaysia
- ⁵Faculty of Business and Management, Universiti Kebangsaan Malaysia, Bangi, Malaysia

Abstract. Higher education service quality and performance at technical and vocational education and training (TVET) is critical for developing human capital for economic growth. However, the effects of service quality on organisational performance are still unclear. Furthermore, exploring service quality and organisational performance in the context of Malaysian polytechnics is

KEPENTINGAN STESAN KERJA ERGONOMIK TERHADAP KESIHATAN PEKERJAAN: KAJIAN KE ATAS ORGANISASI MULTINASIONAL DI MALAYSIA

ZAFIR MOHAMED MAKHUL
Fakulti Kejuruteraan dan Teknologi



WORK STRESS ISSUES IN MALAYSIA

Zafir Mohamed Makbul
Universiti Kebangsaan Malaysia

Darriyah Idrus
Universiti Teknologi Malaysia

Correspondence Author: Zafir Mohamed Makbul, email: zafir@ukm.my

ABSTRACT

International Journal of Public Health Science (IJPHS)
Vol. 11, No. 1, March 2022, pp. 157-169
ISSN: 2252-4806, DOI: 10.11591/ijphs.v11i1.20660

Ergonomics workstation environment toward organisational competitiveness

Zafir Khan Mohamed Makbul¹, Md Shafin Shukor², Arif Azly Mohamed³

¹UKM Graduate School of Business, Universiti Kebangsaan Malaysia, Selangor, Malaysia
²Faculty of Economics and Management, Universiti Kebangsaan Malaysia, Selangor, Malaysia
³Faculty of Business and Management, Universiti Teknologi MARA, Selangor, Malaysia

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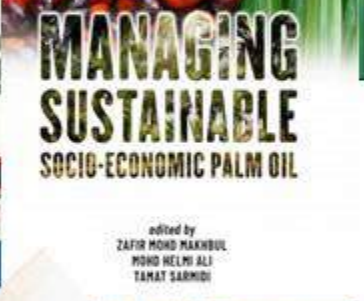
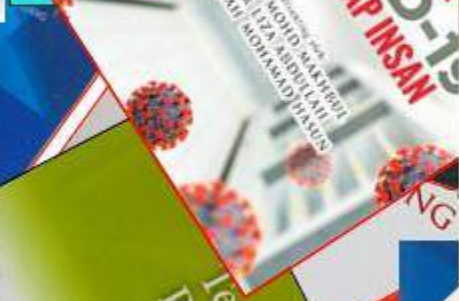
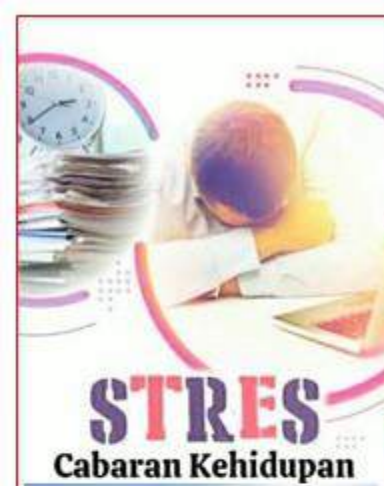
Revised Nov 5, 2021

Accepted Nov 19, 2021

ABSTRACT

The lack of research due to workplace environment impact could trim down job performance and organisational productivity. Literature reviews indicate that ergonomic workplace environment that is strongly associated with the job performance. Employees' perceptions to be examined by the organizations to ensure the excellent job performance. Thus, 295 officers were selected using proportionate stratified random sampling with two-

representative sample size of 150 officers who were selected using proportionate stratified random sampling with two- representative sample size of 150 officers who were selected using proportionate stratified random sampling with two- representative sample size of 150 officers who were selected using proportionate stratified random sampling with two-



salaysia/sekarang-masa-cuba-pekerjaan-baharu-belajar-kemahiran-baharu-247590

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artikel, News/Books Impact Covid-19 Terhadap Insan Kelangkaan Persebaran Perubahan dalam

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Buku "Impak COVID-19 Terhadap Insan" Ketengahkan Penerbitan Perubahan dalam Kehidupan Norma Baharu Pasca COVID-19



nst.com.my/author/professor-dr-zafri-khan-mohamed-makbul-0

NEW STRAITS TIMES
Imagine More
Now Streaming
Special Package from astro
Disney+ hotstar

COLUMNISTS Sep 26, 2020 @ 3:45pm
Communication skills for lifelong happiness
Durian and the glutinous rice makes a perfect delicacy. However, if the glutinous rice has too much coconut milk, the food will no longer be enjoyable because the rice will be too soiled and soft.

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UKM (Malaysia) Quammy - 13 Jun 2020
Webinar "Covid-19: Pengetahuan Semula Pekerjaan atau Penciptaan Pekerjaan Baru" pada 17 Jun 2020 (Sabtu).

NEW NORMAL
COVID-19
PENGUASAAN SEMULA PEKERJAAN
atau
PENCIPTAAN PEKERJAAN BARU?
14 chapters in the book edited by Prof. Dr. Zafri Khan Mohamed Makbul, Assoc. Prof. Dr. Nur Liza Abdullah, and Fazliah Mohamad Hassan, express the experience of facing the COVID-19 pandemic. The importance of equipping the people with skills and knowledge are the main concern in this book.

malaysiagazette.com/2021/03/04/ukm-terbit-buku-impak-covid-19-terhadap-insan

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MalaysiaGazette
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UTAMA NASIONAL POLITIK EKONOMI DUNIA SAINS HIDUP SOKAN PENDAPAT MGTV GALERI MG ENGLISH

UKM terbit buku Impak Covid-19 Terhadap Insan

IMPAK COVID-19 TERHADAP INSAN
MyAkrab
Blog Rumi Hajar AKRAB Kebangsaan (PPM-01-15-07092015)

Sinar
DR ZAFRI KHAN MOHAMED MAKBUL
sinharian.com.my/author/296170/DR-ZAFRI-KHAN-MOHAMED-MAKBUL
Bunga di bawah bangkar
MENAD ini kumpulan artikel pendek karya para ahli pengkaji
Lafau, dia dirangka kepada setiap penerbit. Mengapa penerbitan ini diterbitkan, sebagai
jangan dibakar.

Ads by Google

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Impak Covid-19 Terhadap Insan
Tahapan Persebaran - Prof. Dr. Zafri Khan

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PERSEDIAAN PSIKOLOGI MENGHADAPI COVID-19 DI TEMPAT KERJA
WEBINAR LIVE di FB NIOSH
13 April 2020

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UKM (Malaysia) Quammy - 13 Jun 2020
"Cabaran Pendidikan Di Institusi Pengajian Tinggi" berma Yling, Prof. Dr. Zafri Khan Mohamed Makbul, Fakulti Ekonomi dan Pengurusan, UKM di Malaysia Harini.

NEW STRAITS TIMES
NEWS BUSINESS LIFE & TIMES SPORTS WORLD NST TV OPINION VOUCHERS GALLERY COVID-19 VACCINE
COLUMNISTS Oct 4, 2020 @ 3:45pm
Beware of Sick Building Syndrome
Have you ever felt suffocated, have a headache or migraine, sore eyes, fatigue, itchy skin, when going into or being in a building, although you have never had these problems before you entered the building?

Shopee
Impak Covid-19 Terhadap Insan
RM35.00
"Impak COVID-19 Terhadap Insan"
Highlight Knowledge about COVID-19 Pandemic Issues
IMPAK COVID-19 TERHADAP INSAN

00:05:00

BUAL BICARA

PERSEDIAAN PSI
MENGHADAPI COVID-19
DI TEMPAT KERJA

WEBINAR
LIVE
DI FB NIOSH
13 APRIL 2020
10.00 PAGI

PROF. DR. ZAFIR KHAN
DEPUTY DEAN
FACULTY OF ECONOMICS
UNIVERSITI KUALA LUMPUR

DR. AHM
TANGSI
HINDA

DR. RIZA
LOVE
LOVE

SEMINAR KONSELOR PROFESIONAL 2019

FORUM
PENTABIR CEMERLANG
REHABILI UNIVERSITI WATAN

30 Ogos 2021 (Jumaat)
9:00 Pagi

TABUNG HAJI

MEWUJUDKAN ORGANISASI YANG SEJAHTERA PSIKOLOGI : Di Mana dan Ke Mana ?

Official : Lembaga Tabung Haji

ERGONOMIK
MENDEPANI
PANDEMIK

ISAN BUKU
2021

ETIQA ANNUAL RISK CONFERENCE 2019

Managing People Risk In a Changing Landscape

Date: Friday, 29 November 2019
Time: 9.30am – 12.00pm
Venue: Multipurpose Hall (MPH)
Dataran Maybank, Bangsar

"The rate of change is not going to slow down anytime soon. If anything, competition in most industries will probably speed up even more in the post-pandemic era."

POSTGRADUATE@FEP SEMINAR SERIES

"Your Thesis From the Eyes of an Examiner"

SPEAKER
PROFESSOR DR. ZAFIR KHAN
MOHAMED MAKHBUL

PERSEDIAAN PSIKOLOGI MENGHADAPI COVID-19 DI TEMPAT KERJA

WEBINAR LIVE di FB NIOSH
National Institute of Occupational Safety and Health (NIOSH)

13 April 2020 • 10.00 pagi

facebook

KESEJAHTERAAN PSIKOLOGI MENDEPANI PASCA PANDEMIK GLOBAL

PROF. DR. ZAFIR KHAN MOHAMED MAKHBUL
FAKULTI EKONOMI & PENGURUSAN
UNIVERSITI KUALA LUMPUR

THE NEW NORMAL SERIES

PERCUMA Sesi Webinar Secara Langsung

COVID-19: PENUGASAN SEMULA PEKERJAAN ATAU PENCiptaan PEKERJAAN BARU?

RABU | 17 JUN 2020 | 11.00 PAGI

DAFTAR SEKARANG

SKPP 2020

SIMPORIUM KEBANGSAAN PSIKOLOGI
PEKERJAAN (SKPP 2020)

20 Disember 2020 | 10.00am - 12.00pm

APLIKASI PSIKOLOGI DALAM KESELAMATAN & KESIHATAN PEKERJA

PsyChange

RITMA BAHARU PERKHIDMATAN AWAM

NOVEMBER 2018
5.00 PTG | Dewan ARSM

BENGKEL PENULISAN POPULAR

DR. ZAFIR KHAN

PREVENTING BRAIN DRAIN: LESSONS FOR EVERY ORGANIZATION

KEPIMPINAN STRATEGIK DALAM KALANGAN PENERAJU PERKHIDMATAN

KHAMIS
25 FEBRUARI 2021, (9.30 PAGI – 11.30 PAGI)

DALAM TALIAN
(APLIKASI CISCO WEBEX) <http://bit.ly/RSBPR>





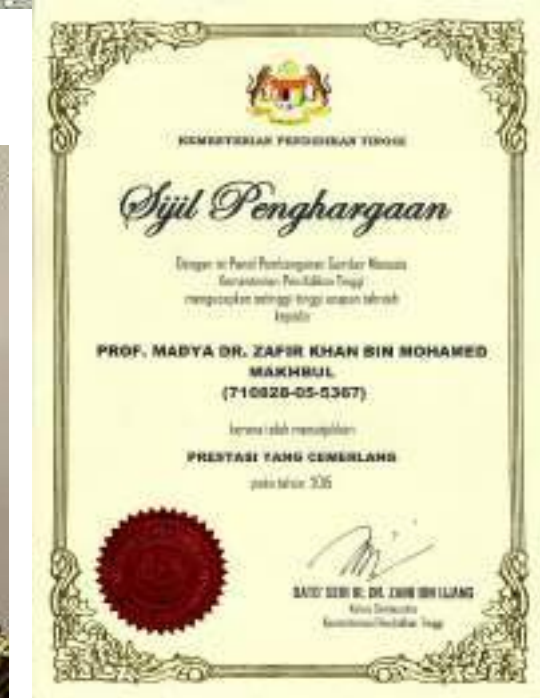












Terima kasih

