

CABARAN DAN KEJAYAAN DALAM PENGURUSAN PERUBAHAN

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

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PANDANGAN NENEK TERHADAP 'REMOTE CONTROL'



Suara TV hilang

Keluar percikan api

TV meletup

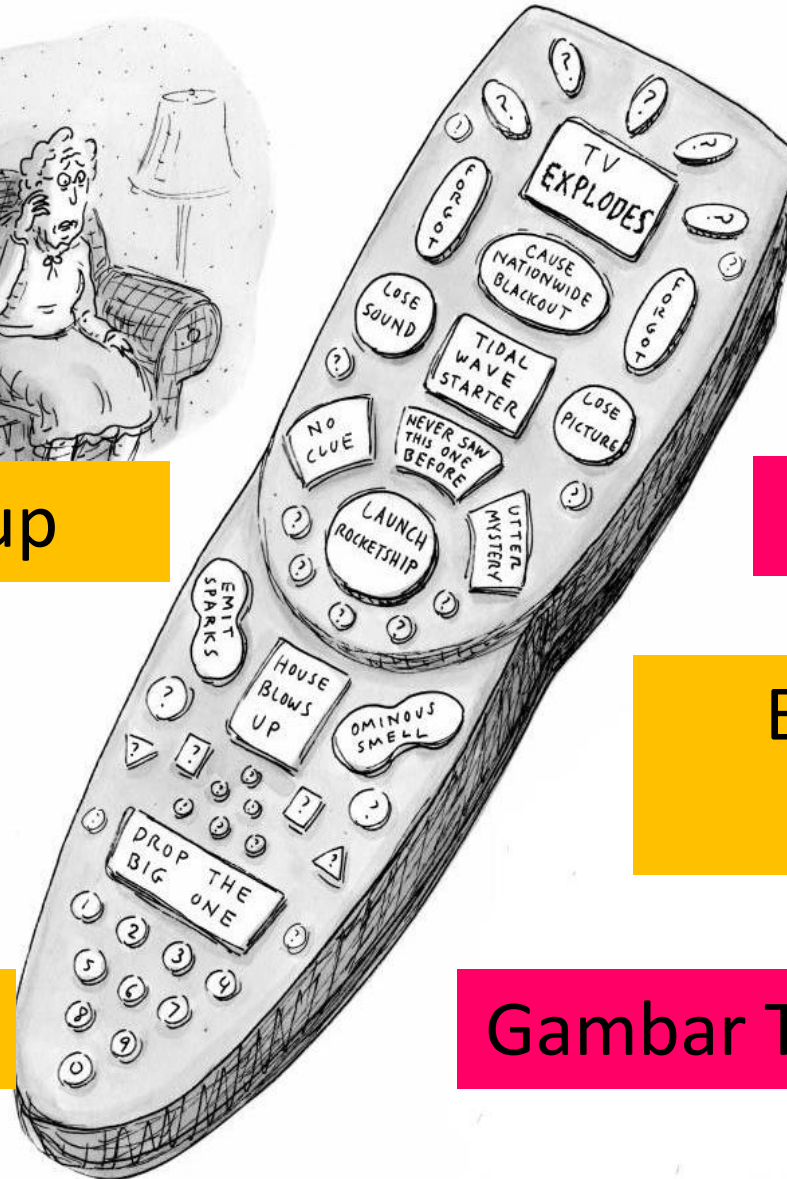
Keluarkan bau hangit

'Blackout' satu
taman perumahan

BAHAYA!!! Jangan
sentuh!

Rumah terbakar

Gambar TV hilang



KESAN PERUBAHAN TEKNOLOGI



KESAN PERUBAHAN TEKNOLOGI

DAHULU



SEKARANG



KESAN PERUBAHAN TEKNOLOGI

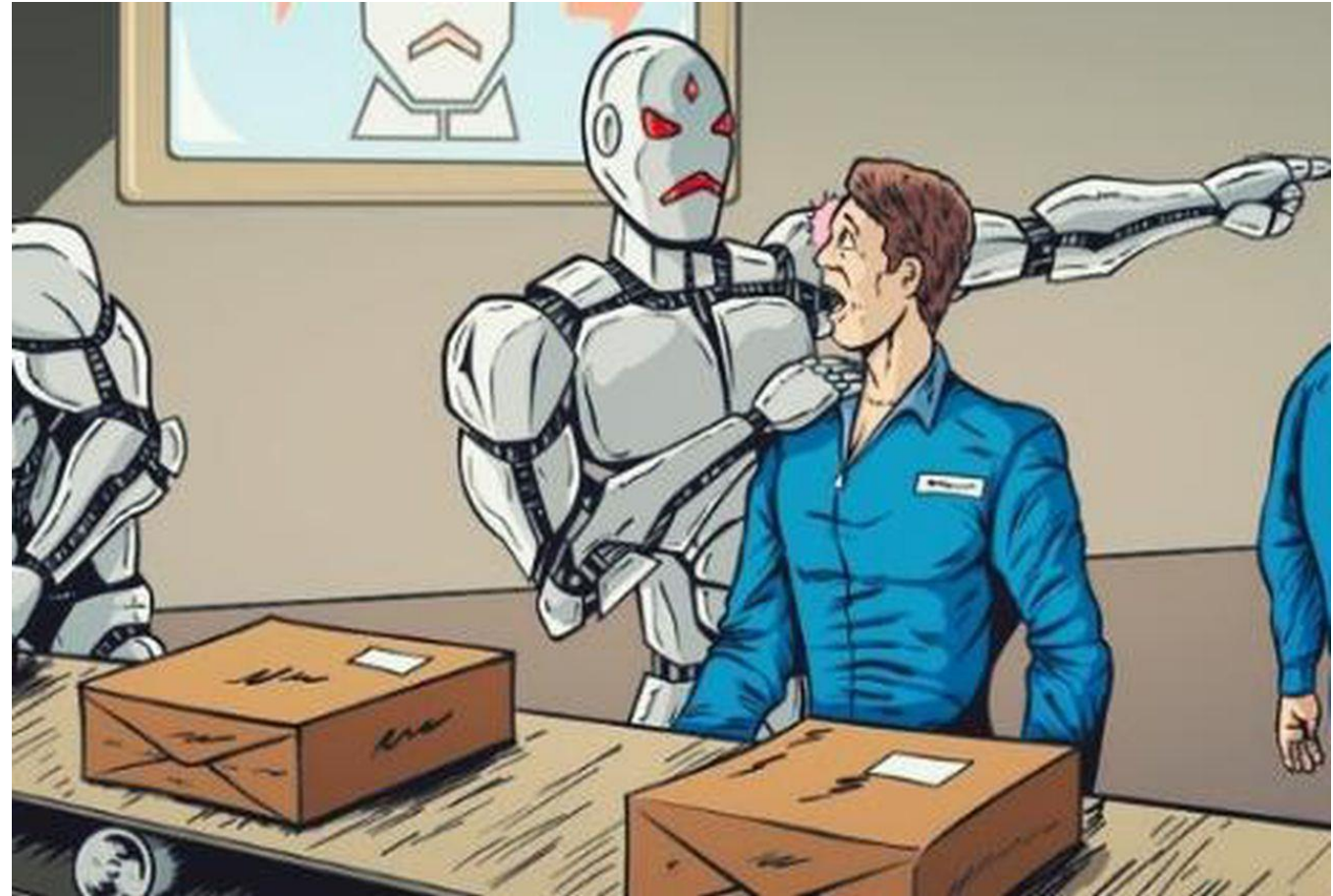
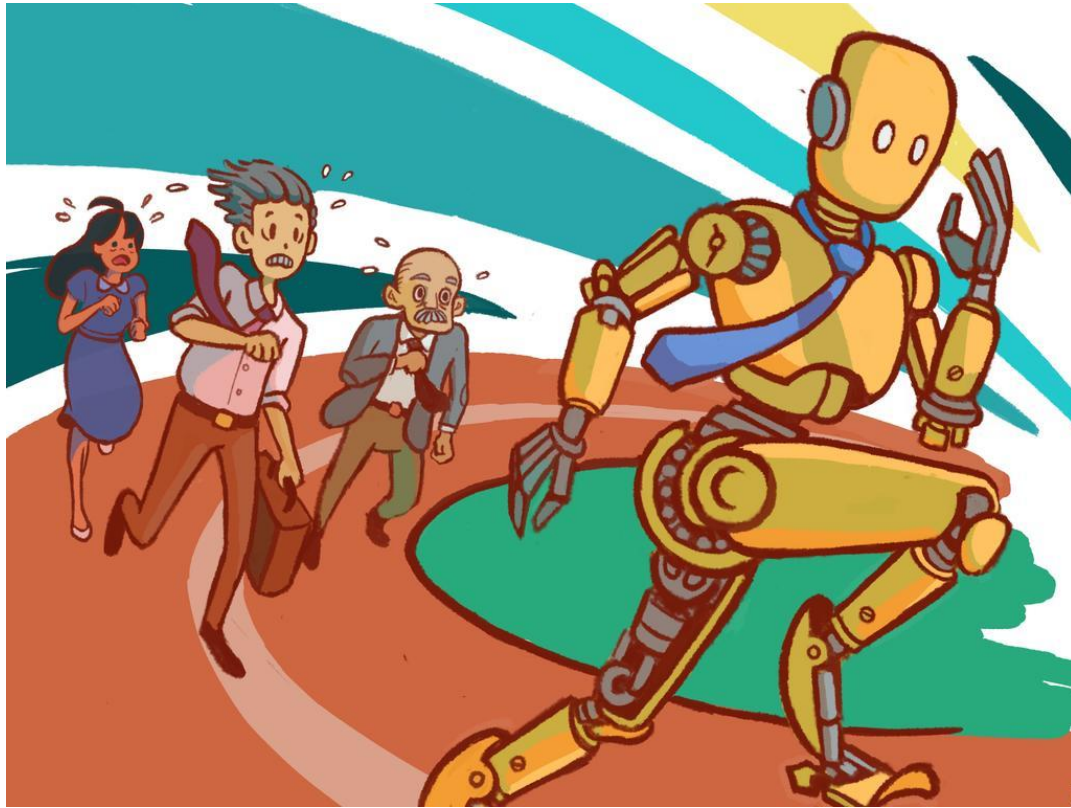
DAHULU



SEKARANG



KESAN PERUBAHAN TEKNOLOGI





PROTESTING AGAINST NEW TECHNOLOGY - THE EARLY DAYS



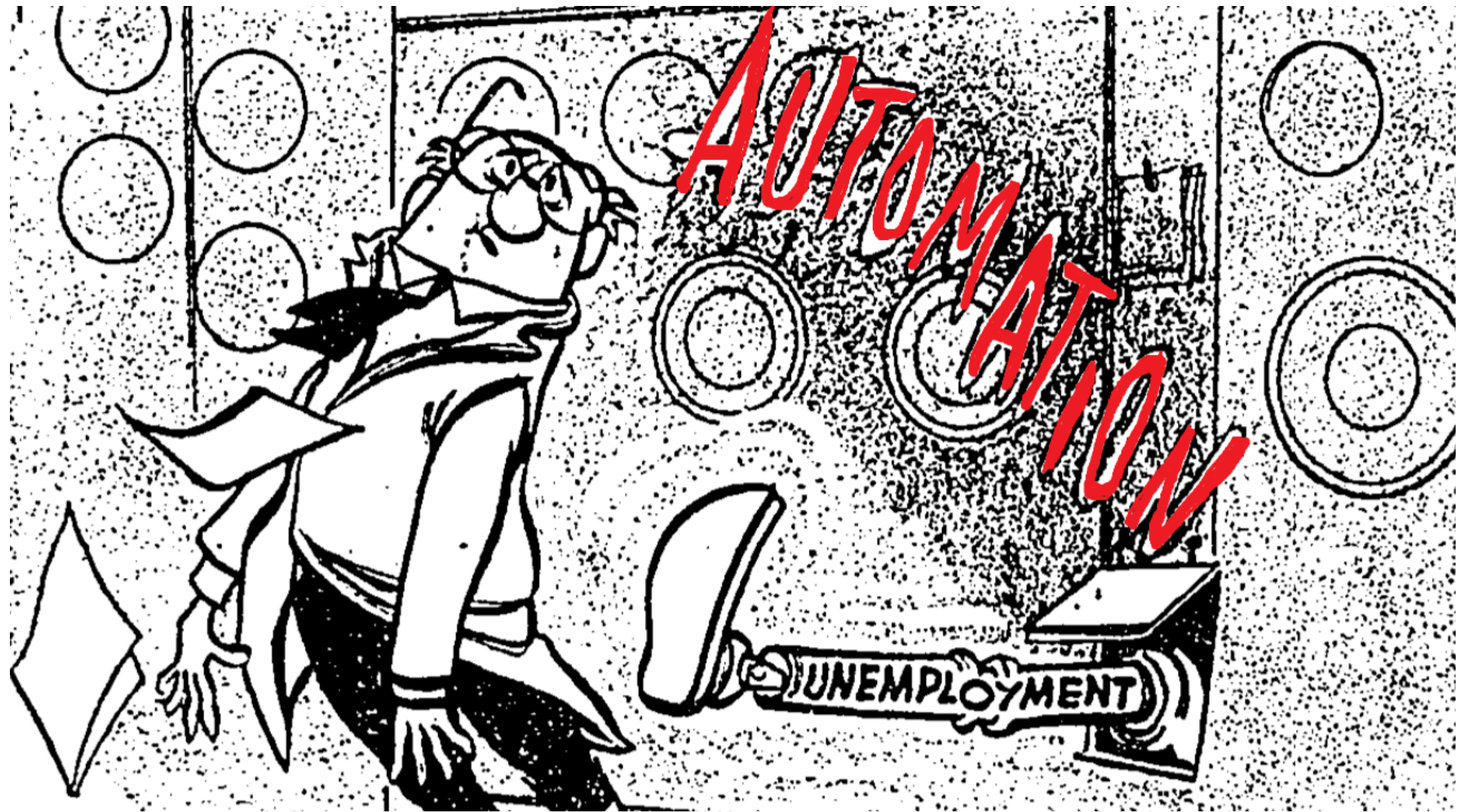
“I **AM** still going with our textbook. I don’t care what Wikipedia says!”



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

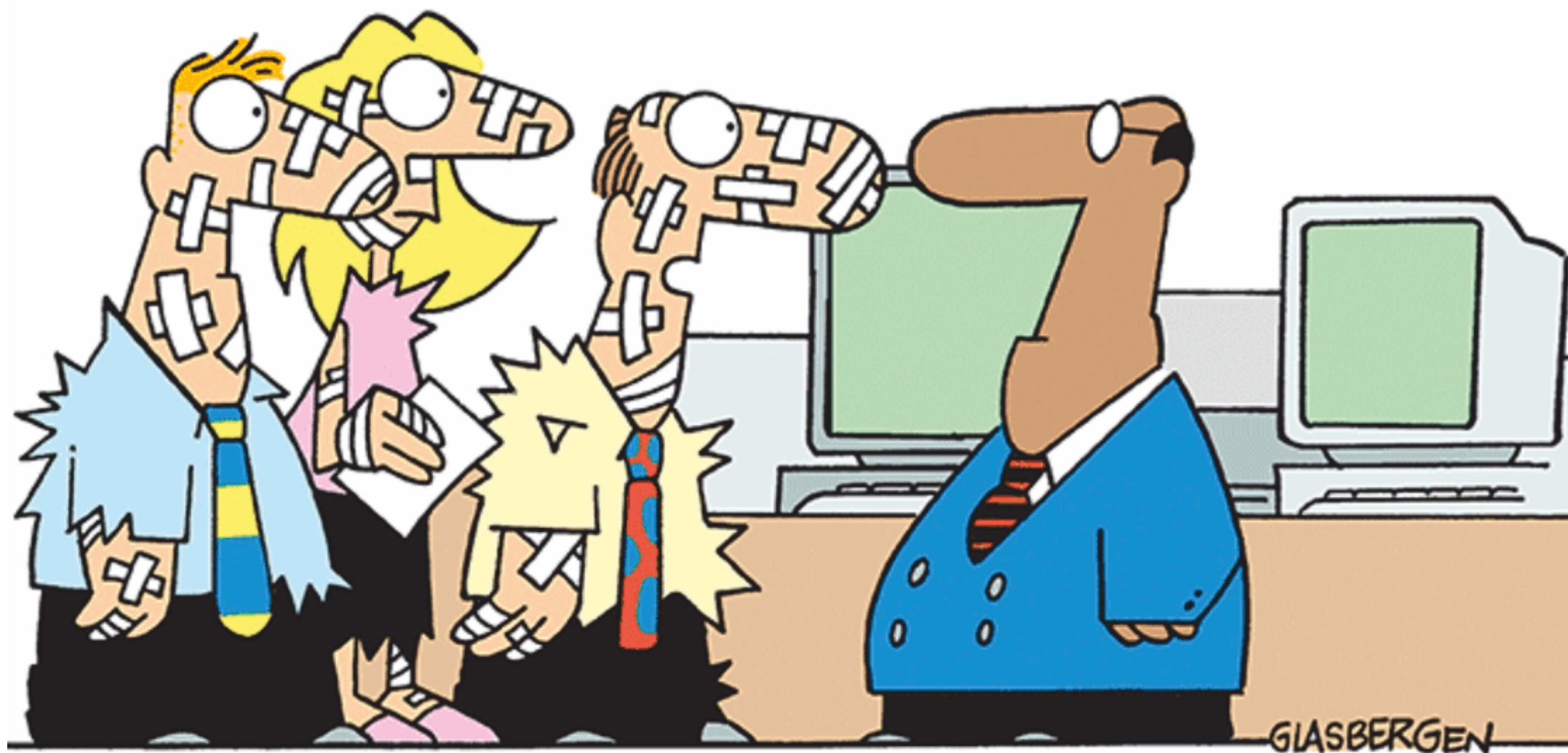


**RUN FOR
YOUR
LIFE!!!**

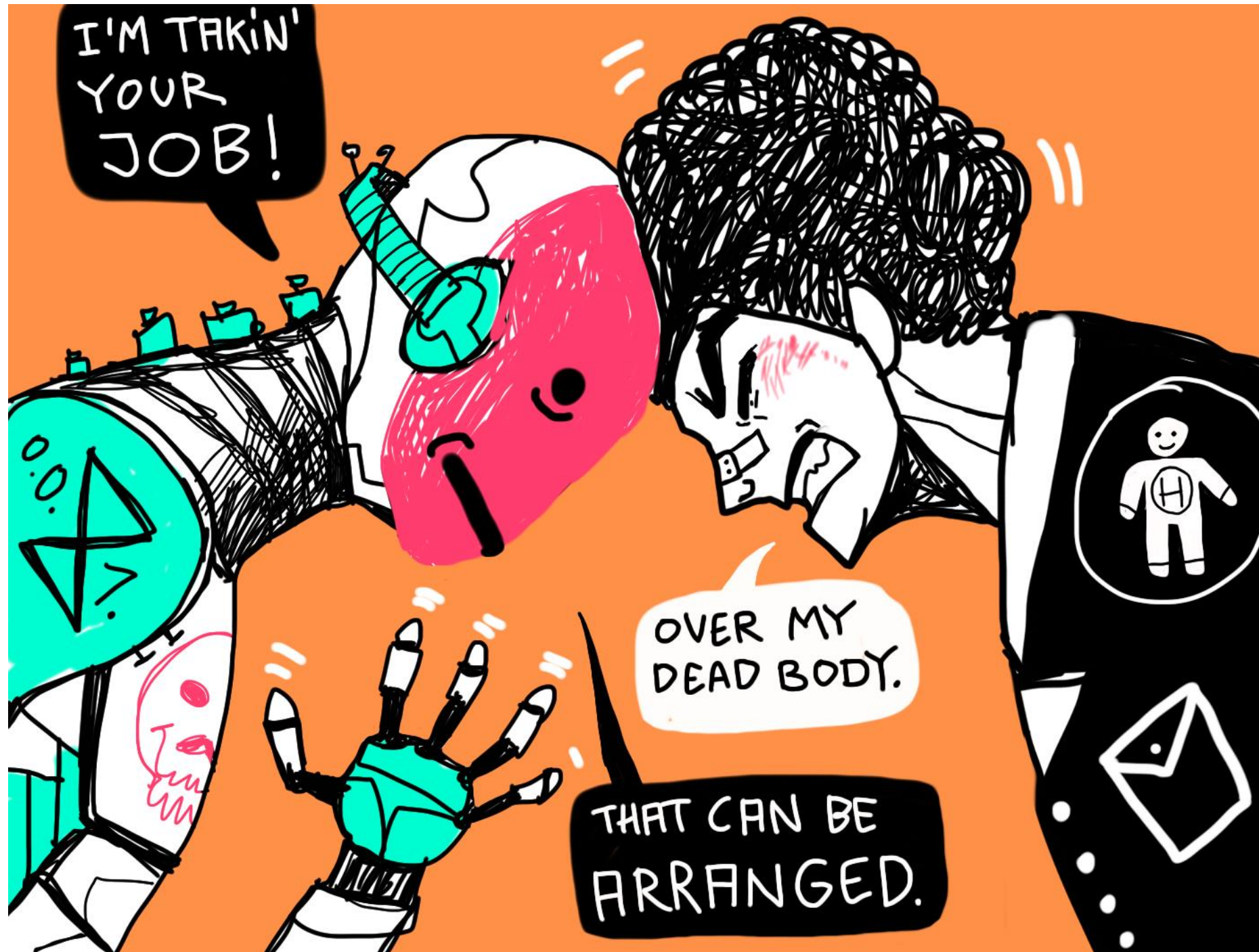


IT TURNS OUT THAT THE
PEOPLE'S BIGGEST FEAR
ABOUT CLOUD COMPUTING ISN'T
'DATA SECURITY', IT'S 'WHAT
HAPPENS IF THERE'S A
THUNDERSTORM?'





**“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."



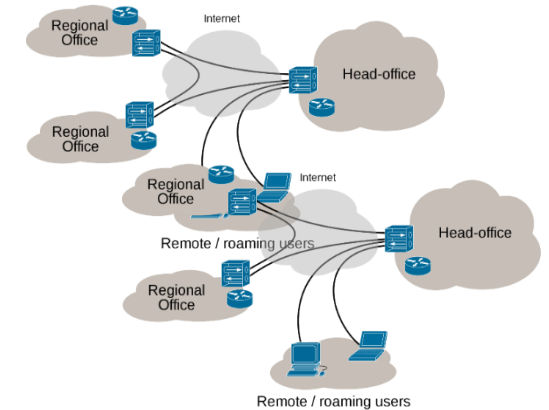


THANKS TO CLOUD TECHNOLOGY,
NIGEL CAN NOT ONLY WORK FROM
HOME, BUT HE CAN WORK FROM
OTHER PEOPLE'S HOMES AS WELL.



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

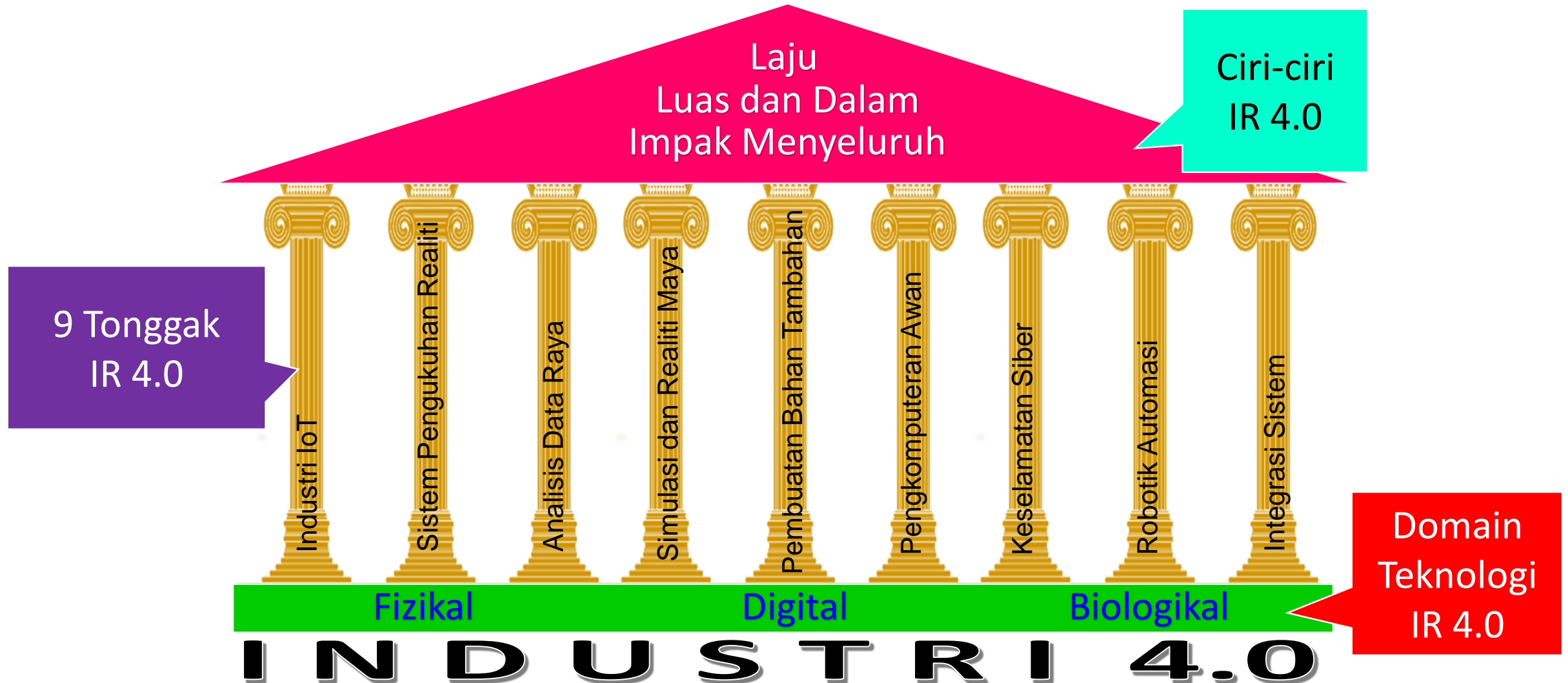


APAKAH IR 4.0?



- 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

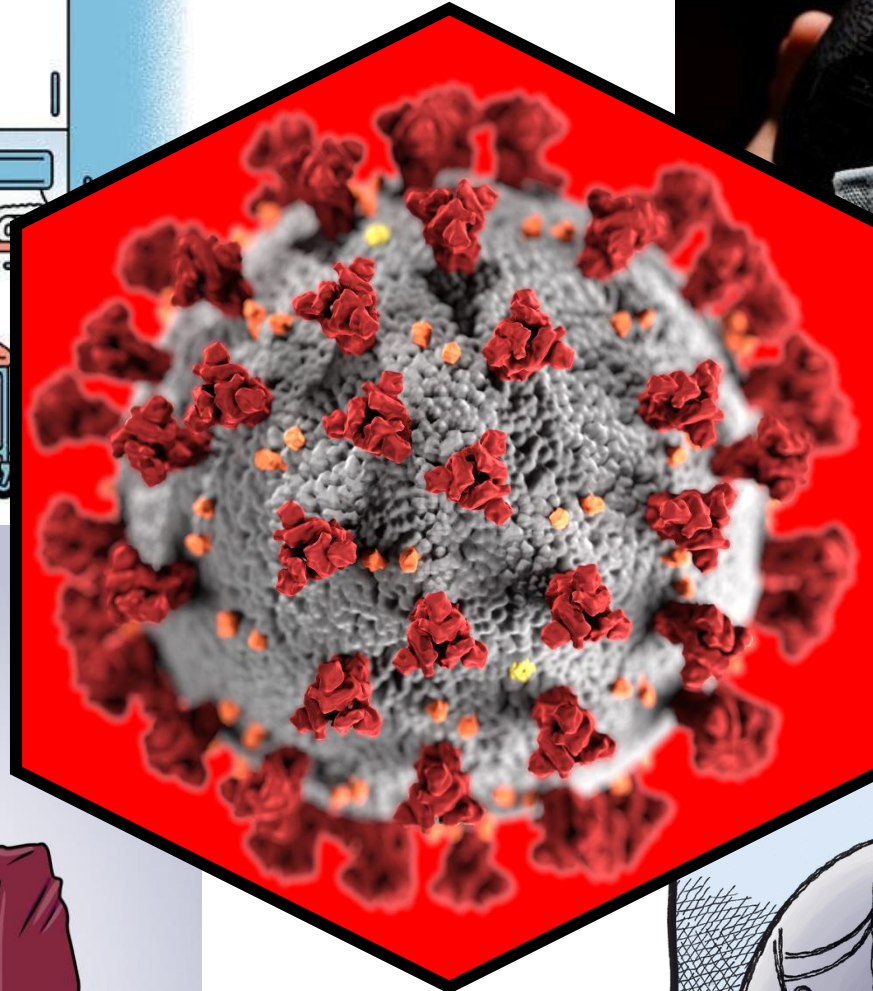
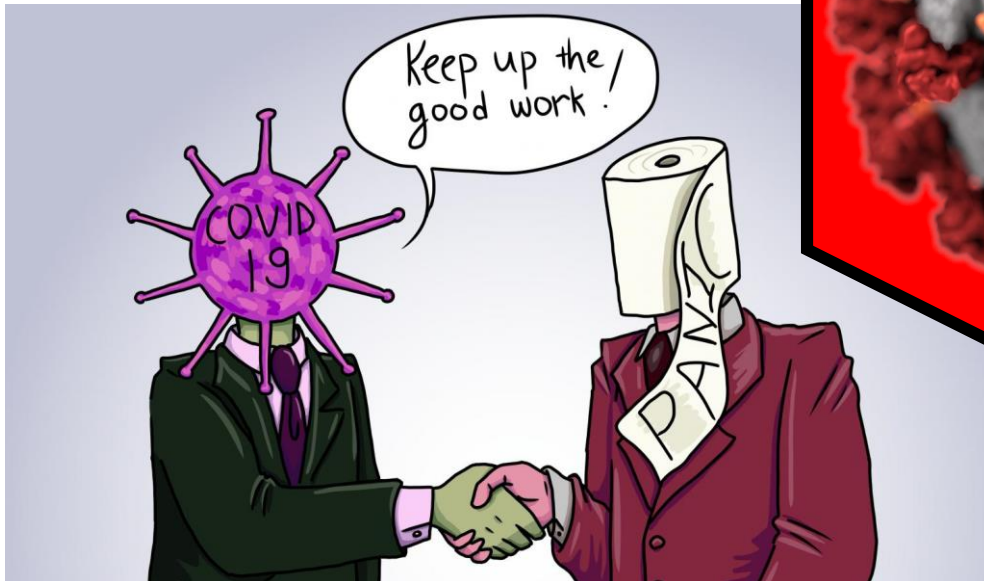
Perkhidmatan
Digital Bersepadu



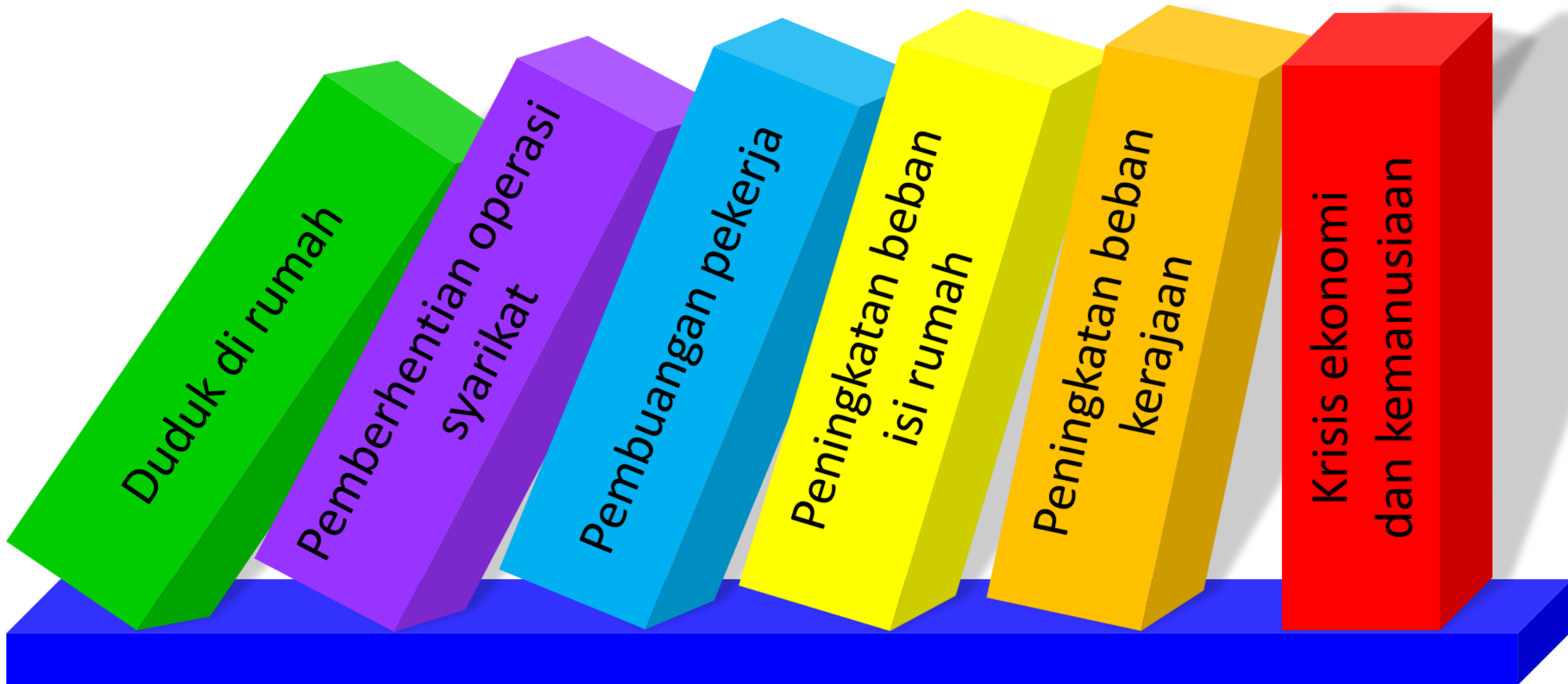
TONGGAK KEJAYAAN TRANSFORMASI KERAJAAN DIGITAL



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**

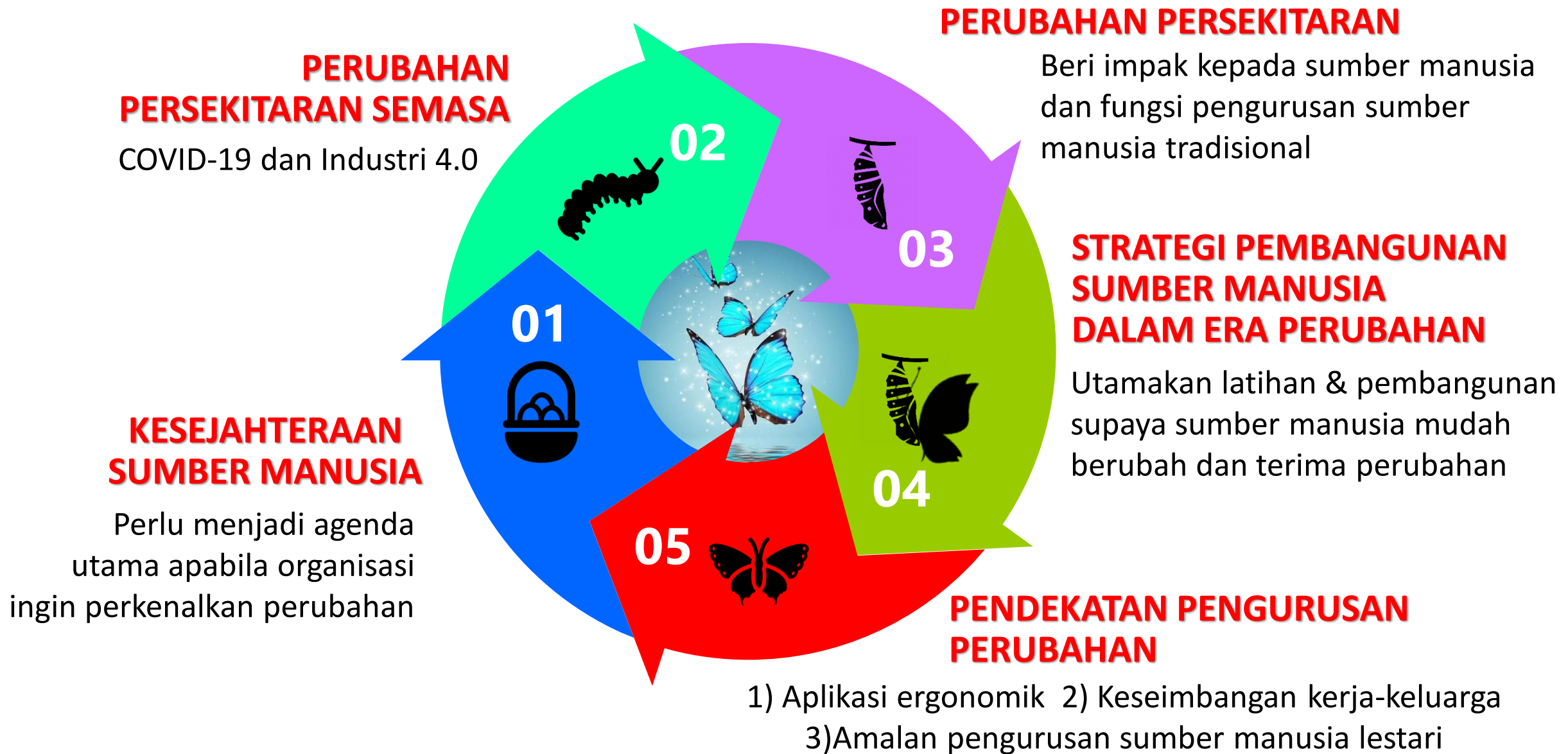
**Sindrom bangunan
tidak sehat**

**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

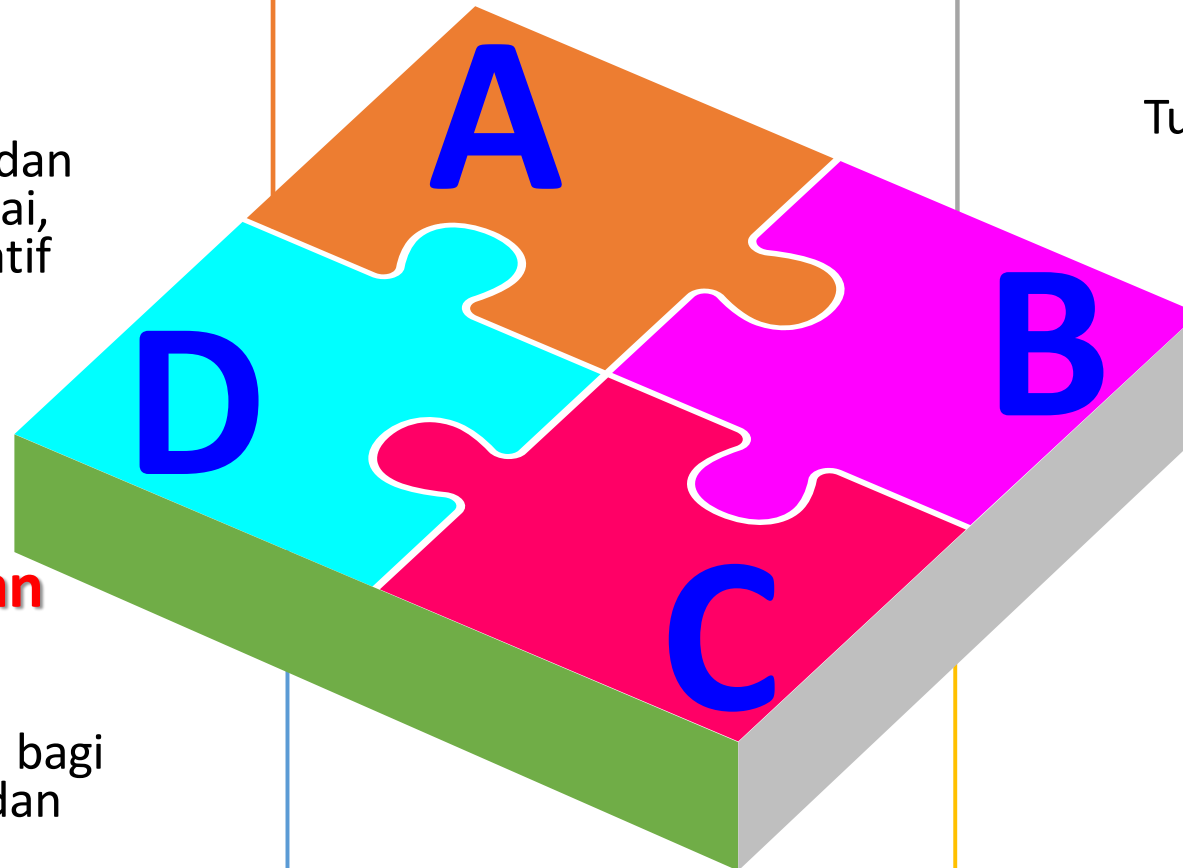
Penggunaan sistem digital seperti HRIS secara meluas bagi meningkatkan kecekapan dan keberkesanan

Pengurusan Sumber Manusia Semasa

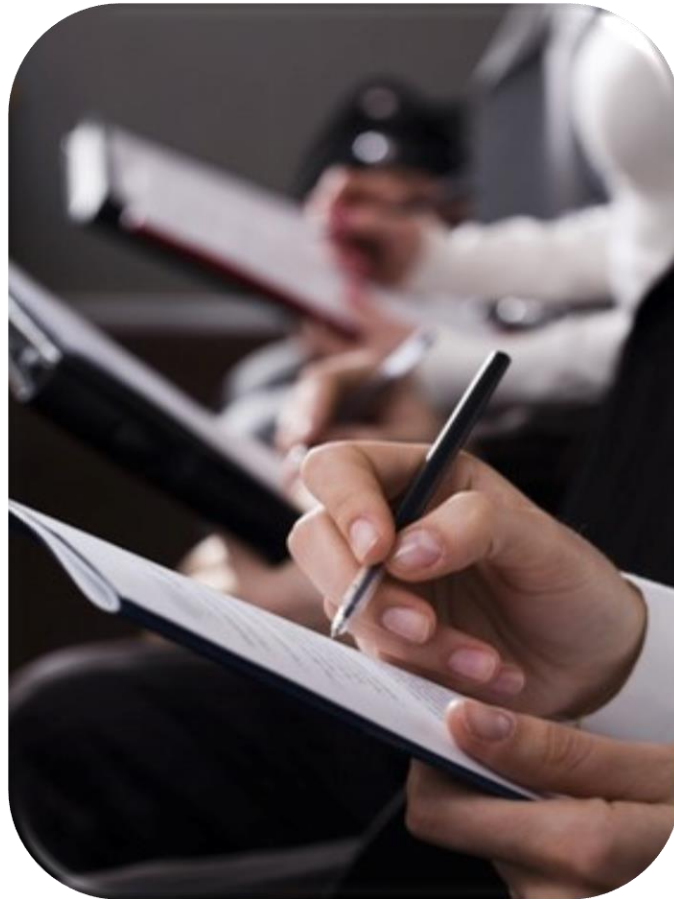
Tugasan rutin dan terprogram bakal berkurangan; diambil alih oleh robot dan teknologi automasi

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



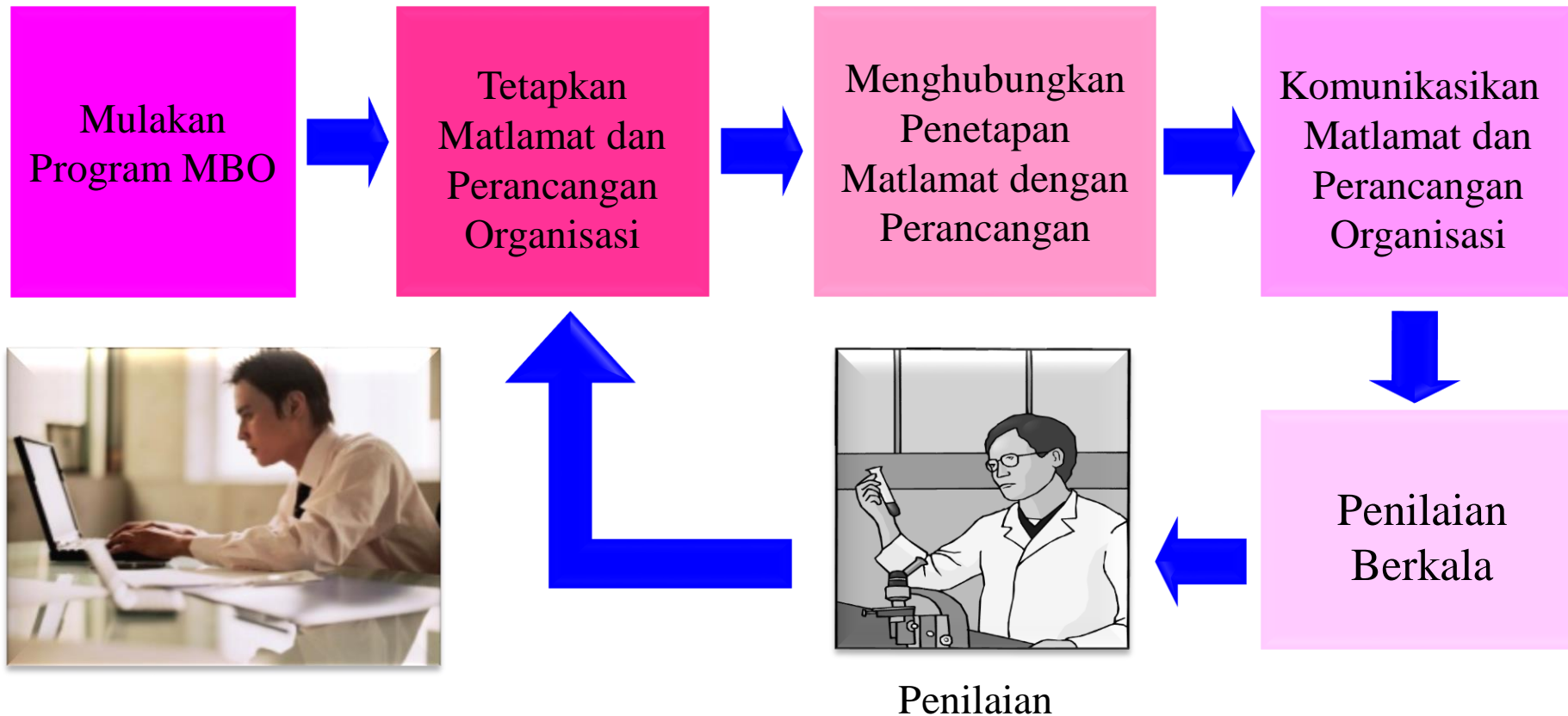
Tiada sebarang
ganjaran atau
hukuman untuk
yang berprestasi
tinggi atau lemah



**Tiada Motivasi
untuk Pekerja**

Motivasi Pekerja

PENGURUSAN MELALUI OBJEKTIF (MBO)



PEMBERDAYAAN (*EMPOWERMENT*) DAN KETERLIBATAN



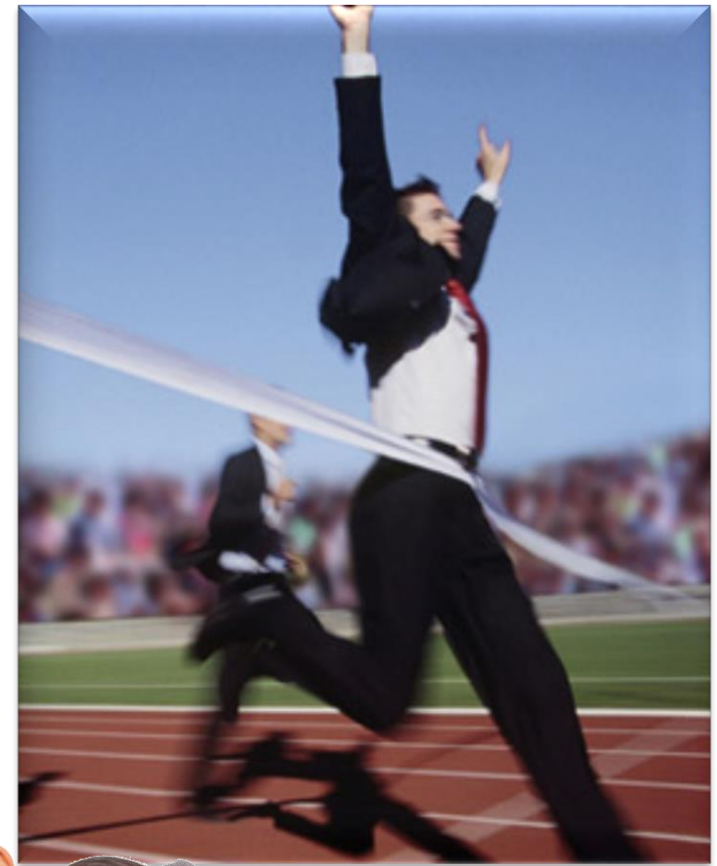
KERJA BERPASUKAN



PENGURUSAN TERBUKA (*OPEN-BOOK MANAGEMENT*)



PERUBAHAN MOTIVASI



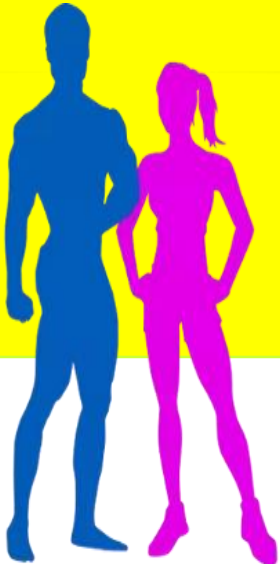
MENGURUS TENTANG TERHADAP PERUBAHAN



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 Sobel

(Kesan Punca Stres Pekerjaan ke atas Kesihatan dan Penilaian via Analisis Sobel)

Sheikh
Kual

Stress is found to significantly affect academic issue of stress at the workplace and its effect at Malaysian research universities (MRUs) contributes to these problems. Based upon on health, determine The response were collected instrument Common control; re psychology and response social resp appraisal health and multiple re negatively (i.e., physical relationship the results security, c Keywords

Asian Journal of Business Res

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

Zafir Mohd Makhbul
Universiti Kebangsaan Malaysia

Sheikh Muhamad Hizam Hj. Sheikh Khairuddin
Kuala Lumpur Metropolitan College

Abstract

When an individual experiences work stress, it can physiologically, psychologically and behaviourally. They will be susceptible to individual 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

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

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

Azman Ismail, Nurul Afiah Foboy, Nur Atiqah Abdullah, Norazila Mat, Zafir Khan Mohamed Makhbul *

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, pay



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

Abdullah Al Mamun¹, Naeem Hayat², Syed Ali Fazal³, Anas A. Salameh⁴, Noor Raihani Zaino⁵ and Zafir Khan Mohamed Makhbul⁶

OPEN ACCESS

¹ UKM-Graduate School of Business, Universiti Kebangsaan Malaysia, Bangi, Malaysia; ² Global Entrepreneurship Research and Innovation Centre, Universiti Malaysia Kelantan, Kota Bharu, Malaysia; ³ Faculty of Business Administration, University of



Supply Chain Management: An International Journal

The impact of external integration on halal food integrity

Helmi Ali, Zafir Mohd Makhbul, Azman Ismail,

on:

Helmi Ali, Zafir Mohd Makhbul, Azman Ismail, (2017) "The impact of Supply Chain Management: An International Journal, Vol. 22 Issue 2, pp. 107-121" https://doi.org/10.1108/SCM-05-2016-0171

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of supply chain quality management practices on quality performance: An International Journal, Vol. 22 Iss 2 pp. 122-144 https://doi.org/10.1108/SCM-08-2016-0286

lighting,

Workplace: Engineering Contributions to Social Sciences

di Tempat Kerja: Sumbangan Kejuruteraan untuk Sains Sosial)

Zafir Mohd Makhbul
Nor Liza Abdullah
Zizah Che Semik
Faculty of Economics and Management, Universiti Kebangsaan Malaysia)



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

Sulaiman Mohammed Khalid¹, Khairul Anuar Mohd Ali², Zafir Khan Mohamed Makhbul³, Mohd Helmi Ali^{4,5} and Siti Daleela Mohd Wahid⁶

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- ² Graduate School of Business, Universiti Kebangsaan Malaysia, Bangi 43600, Selangor, Malaysia; zafir@ukm.edu.my (Z.K.M.M.); mohdhelmi@ukm.edu.my (M.H.A.)
- ³ Faculty of Economics and Management, Universiti Kebangsaan Malaysia, Bangi 43600, Selangor, Malaysia
- ⁴ Faculty of Business and Management, Universiti Teknologi MARA, Cawangan Melaka, Alor Gajah 78000, Melaka, Malaysia; siti365@uitm.edu.my
- ⁵ Correspondence: kabma@ukm.edu.my

Abstract: Higher education service quality and performance in technical and vocational education and training (TVET) is critical for developing human capital for economic survival; however, the effects of service quality on organisational performance are still unclear. Furthermore, neglecting employee soft factors and ignoring higher education-specific models have hindered efforts to de-

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

Zafir Mohamed Makhbul
Fazilah Mohamad Hasan

WORK STRESS ISSUES IN MALAYSIA

Zafir Mohamed Makhbul
Universiti Kebangsaan Malaysia

Durrishah Idrus
Universiti Teknologi Malaysia
Correspondence Author: Zafir Mohamed Makhbul, email: zafir@ukm.my

ABSTRACT

International Journal of Public Health Science (IJPHS)
Vol. 11, No. 1, March 2022, pp. 157-169
ISSN: 2252-8806, DOI: 10.11591/ijphs.v11i1.20680

Ergonomics workstation environment toward organisational competitiveness

Zafir Khan Mohamed Makhbul¹, Md Shafin Shukur², Ariff Azly Muhamed³

- 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

Article Info

Article history:

Received Oct 6, 2020
Revised Nov 5, 2021
Accepted Nov 19, 2021

ABSTRACT

The lack of comfort due to workplace environment impact could trim down job performance and organizational 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-

IJMS 15 (2), 205-226 (2008)

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

ZAFIR MOHAMED MAKHBUL
Fakulti Ekonomi Dan Perniagaan



ABSTRAK

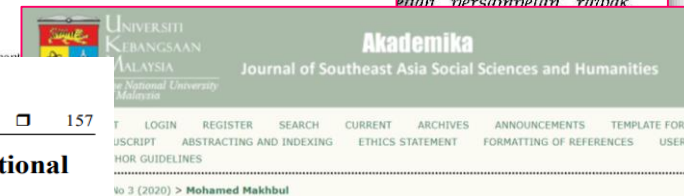
Malaysia Labour Review vol. 3, no. 2:13-26, 2009

WORK STRESS ISSUES IN MALAYSIA

Zafir Mohamed Makhbul
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Durrishah Idrus
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ABSTRACT



Antara Gaya Kepimpinan dengan Komitmen Organisasi dan Hasrat Untuk Melaksanakan Analisis Sobel (Relationship between Leadership Style with Organizational Commitment and Intention to Stay: Assessment via Sobel Analysis)
Zafir Mohamed Makhbul, Mohd Iqshan Shahfarie Ibrahim, Zaini Jamaludin

merupakan salah satu atribut yang sering mendapat perhatian penyelidik. Kerekator seseorang pemimpin merupakan faktor dalam menentukan kejayaan atau kegagalan sesebuah organisasi. Kajian ini menumpukan kepada gaya kepimpinan transformasional dan transaksional yang diamalkan oleh pemimpin politik dan pengaruhnya terhadap komitmen organisasi untuk kekal para pegawai parti politik yang dilantik. Gaya kepimpinan spiritual yang masih belum mendapat perhatian para penyelidik menjadi fokus utama di dalam kajian ini. Secara spesifik, kajian ini turut menilai peranan iaitu komitmen afektif dan normatif terhadap perhubungan antara gaya kepimpinan spiritual, transformasional dan hasrat untuk kekal bersama institusi. Kajian dijalankan dalam kalangan Ahli-ahli Jawatankuasa UMNO Bahagian seluruh negeri Selangor. Sejumlah 357 borang soal selidik telah dianalisis daripada 1,290 borang yang diedarkan. Kajian menggunakan kaedah analisis regresi berbilang dan analisis Sobel. Hasil kajian mendapati ketiga-tiga gaya kepimpinan



2:57pm 14/05/2022
Work-life balance
By: Dr. Zafir Khan bin Mohamed Makhbul ● 447



The cost of living is on the rise day after day. In this situation, where must household be...

02 | 焦點 編輯: 李美玲

薪資討論 不是禁忌

開誠佈公 知己知彼

薪水給少了，我能怎麼辦？

薪水多少才叫“合理”？

薪水多少才叫“合理”？

員工薪水該保密，還是公開？

新酬公開有哪些優點？

除了薪資，員工更看重哪些福利？

除了薪資，員工更看重哪些福利？

除了薪資，員工更看重哪些福利？

2022年5月11日 | 星期五

打工仔怎麼活？

你心目中的合理薪資是多少呢？

你心目中的合理薪資是多少呢？

“盲毛”行情

哪些因素影響個人薪資水平？

薪資多少才叫“合理”？

薪資多少才叫“合理”？

薪資多少才叫“合理”？

11:47am 30/05/2022
Stress and quality of work life
By: Dr. Zafir Khan bin Mohamed Makhbul ● 180



多152人死创新高 | 驗尸官：不當安裝熱水器 彌城3尸案是真正悲劇 | 印度中央邦...

新 头条 国内 国际 言路 财经 地方 副刊 娱乐 体育

观点 05/2022

教授. 工作与生活的平衡
DR. ZAFIR KHAN ● 1711点阅

需要在工作时努力工作，以便充分利用工作时间来完成公司赋予的责任；相比之下，当在家时，确实要对你所爱的人给予关注和照顾。我们记，金钱不是生活的全部。

工作与生活的平衡

工作与生活的平衡

工作与生活的平衡

工作与生活的平衡

2022年5月11日 | 星期五

政治人物該好好工作了

職業生涯壓力和質量

學者觀點

扎菲漢教授
Professor Dr. Zafir Khan
國家學院院長

要在日益严峻的商业环境中实现目标不易，但很多时候各组织对他们最有价值的资源——人类，视而不见。

职场压力并非新鲜事，每个组织都有，没人可完全避开。工作压力与工作类别或何种组织无关，哪里都可能发生。问题是，在组织中，有压力真的无关紧要吗？答案是肯定的。

尽管研究表明工作压力会产生负面影响，但不可否认的是，它也可以对职业产生积极影响（良性压力）。有些人在面对压力时，会有所进步和好的职业生生涯发展。

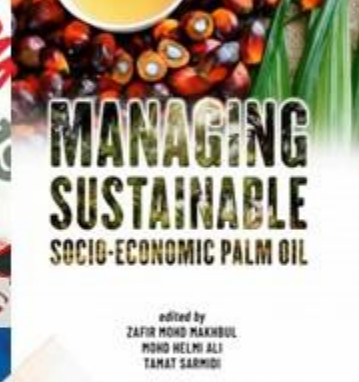
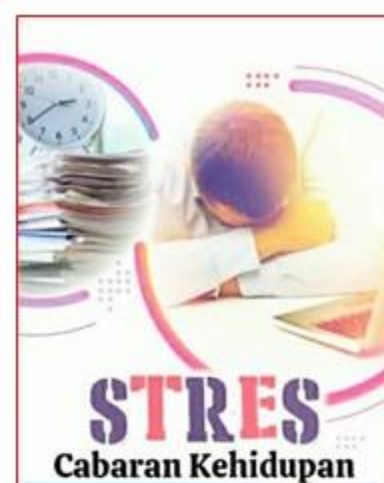
对这些人来说，压力是激发他们努力的内在动力。在压力较大组织中工作的员工，不一定会面临这个问题，他们可能会有效地应对压力。然而，这只是一些人的情况，一般来说，当压力过大且无法控制时，任何人都可能会做出负面回应。

无法控制的工作压力会给员工、家庭和整个组织带来负面影响。更令人担忧的是，如果压力持续发生，个人健康也不佳，就会出现倦怠情况。倦怠不仅是慢性压力的长期影响。当一个人经历能量耗尽阶段时，他会感到身心疲惫。这会让人们很难积极地履行个人和工作职责。

过度的工作压力，会对人类的生理、心理和行为产生深远影响。一名持续对工作感到压力的人，可能会产生焦虑。如果这种压力持续存在，没经及时处理，会对一个人的健康产生不良影响。当他感到压力时，他的心理状态受到影响，无法做出正确的思考和决定。他会感到担心、害怕和喜怒无常。

这种持续的心理状态，会影响生理，导致出现心理问题、高血压、疲劳等。因工作压力产生的负面情绪影响包括心理（忧虑、悲伤、喜怒无常）、生理（高血压和肌肉压力过大）或行为（工作表现不佳、发生事故、睡眠不足、滥用药物）。

这种平衡，最终能够最大限度地减少压力，并提高职场生涯的质量。



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COLUMNISTS Sep 26, 2020 @ 3:45pm
Communication skills for lifelong happiness
Duriin 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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Sinar
Melayu | 01 Jun 2021
11 Jun 2021

Baung di bawah bangkar
MENAD nudi kelayakan organisasi untuk prestasi warisan pada setiap penghubung
Lahut, jika diletakkan kepada setiap panta, hingga perisian prestasi atukuan, perbaga
jangan dibatikan.

Bila kucing tidak bergigi

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"Calatan Periklanan Di Institusi Pengajian Tinggi" bernama Ythg. Prof. Dr. Zafri Khan Mohamed Makhbul, Fakulti Ekonomi dan Pengurusan, UKM di Malaysia Hari ini.

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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?

COLUMNISTS Sep 15, 2020 @ 7:14pm
Bringing change is a leadership challenge
WE might be happy today, but tomorrow is uncertain. We might be in a better now, but tomorrow, happy news might await. That is the reality of life - sometimes we are up and sometimes we are down. We have to be prepared in any position we are in life, and to face it head on and with patience.

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BUAL BICARA

PERSEDIAAN PSI MENHADAPI COVID-19 DI TEMPAT KERJA

WEBINAR LIVE di FB NIOSH 13 APRIL 2020 (JAM 10.00 PAGI)

PROF. DR. ZAFIR KHAN MOHAMED MAKHBUL

DR. AHM TANGSI HINDAKI

DR. RIZA LOVE M. LOVE M.

SEMINAR KAUNSELOR PROFESIONAL 2019

FORUM PENTABIR CEMERLANG REMAJA UNIVERSITI WATAN

26 Ogos 2019 (Jumaat) 9:00 Pagi

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

Official: Lembaga Tabung Haji

ERGONOMIK MENDEPANI PANDEMI

ISAN BUKU 2021

PROJEK PENYERITAN JEP 2021

BAHASA MELAYU BAHASA EKONOMI

22 FEBRUARI 2022 9.00 MALAM

RAKYAT DBP

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

Dr. Zafir Khan Mohamed Makhbul is a Professor at Faculty of Economics and Management, Universiti Kebangsaan Malaysia (UKM). He has over 20 years' experience in the private and public sectors. He has been invited to speak at various international and national conferences and seminars. He is also a member of the Board of Studies, Board of Directors, and Board of Governors of various organizations.

Naveen is a Lean Six Sigma Black Belt, working independently in software development with many roles and positions. He is a Delivery Lead.

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RABU | 17 JUN 2020 | 11.00 PAGI

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SKPP 2020

SIMPORIUM KEBANGSAAN PSIKOLOGI PEKERJAAN (SKPP 2020)

20 OKTOBER 2020 | 10.00AM - 12.00PM

APLIKASI PSIKOLOGI DALAM KESELAMATAN & KESEHATAN PEKERJA

PsyChange

RITMA BAHARU PERKHIDMATAN AWAM

NOVEMBER 2018 - 5.00 PTG | Dewan ARSM

BENGKEL PENULISAN POPULAR

KESEJAHTERAAN PSIKOLOGI MENDEPANI PASCA PANDEMI GLOBAL

PROF. DR. ZAFIR KHAN MOHAMED MAKHBUL FAKULTI EKONOMI & PENGURUSAN UNIVERSITI KEBANGSAAN MALAYSIA

INTAN HUMAN RESOURCE INSIGHTS

"KESEJAHTERAAN EMOSI SUMBER MANUSIA DALAM INDUSTRI 4.0: MENCORAK LANDSKAP INDUSTRI 4.0"

10 April 2018 (Selasa) | 8.00 Pagi - 12.00 Pagi | Dewan Seri Baiduri, INTAN Bukit

SKPP 2020 PANEL

PERANAN PSIKOLOGI DALAM MEMASTIKAN KESELAMATAN DAN KESEHATAN PEKERJA

DR. Prof. Dr. Zafir Khan Mohamed Makhbul

STRES MENDEPANI BANGKIT PENGURUSAN

DR. Prof. Dr. Zafir Khan Mohamed Makhbul

KESEJAHTERAAN KESELAMATAN SEMASA COVID-19 DAN IMPAKNYA KE ATAS KESEHATAN MENTAL

DR. Prof. Dr. Zafir Khan Mohamed Makhbul

PREVENTING BRAIN DRAIN: LESSONS FOR EVERY ORGANIZATION

DR. ZAFIR KHAN MOHAMED MAKHBUL

KEPIMPINAN STRATEGIK DALAM KALANGAN PENERAJU PERKHIDMATAN

KHAMIS 25 FEBRUARI 2021 (9.30 PAGI - 11.30 PAGI)

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

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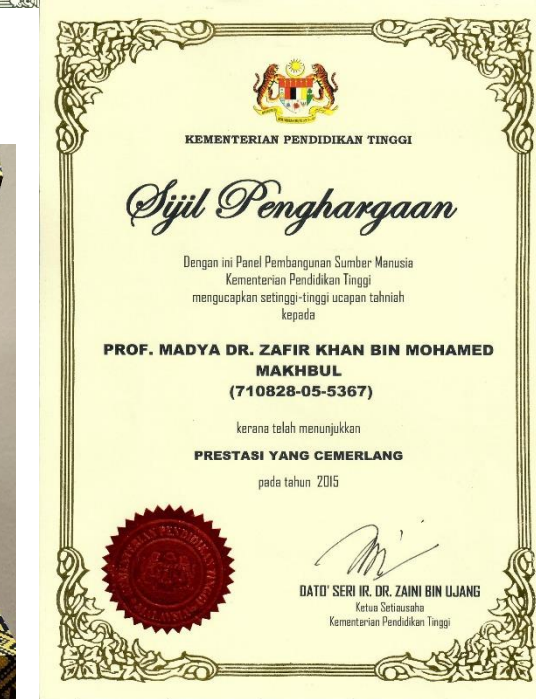
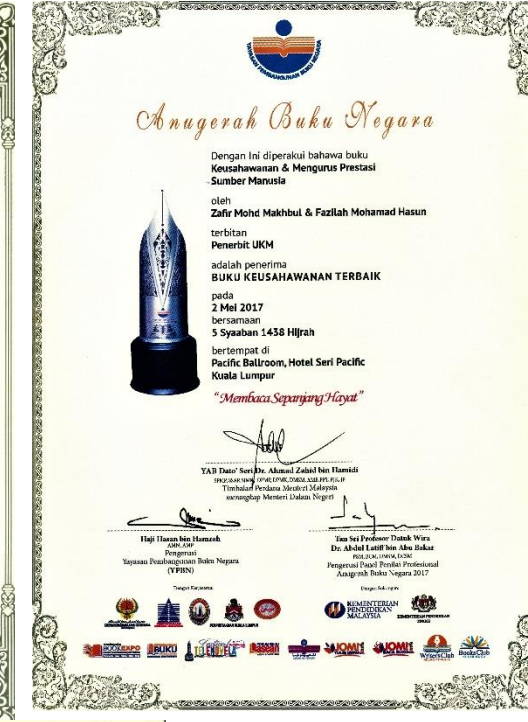
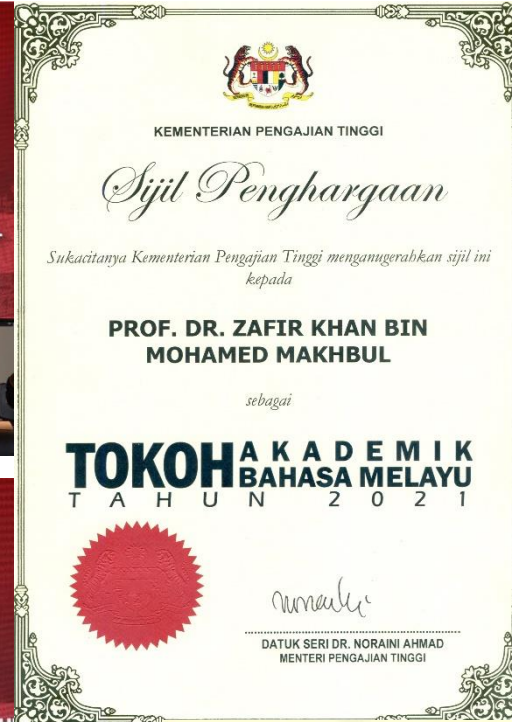












Terima kasih

