

# **REVISED TECHNICAL PROPOSAL ON VOLUNTEER REGISTRATION TO FORMULATE A POLICY ON DEVELOPMENT OF ENTREPRENEURSHIP FOR MEDAC**



**KEMENTERIAN PEMBANGUNAN  
USAHAWAN DAN KOPERASI**  
MINISTRY OF ENTREPRENEUR DEVELOPMENT AND COOPERATIVES

**Serahan Kepada:  
PERBADANAN PRODUKTIVI MALAYSIA (MPC)  
BAHAGIAN PEROLEHAN  
LORONG PRODUCTIVITY, JALAN SULTAN  
46200 PETALING JAYA  
NO. SIRI DOKUMEN PELAWAAAN:  
PCT 2/2020**

**7 OGOS 2020**

**oleh  
DR HJH PAUZIAH HANUM ABDUL GHANI  
ENVIRONMENTAL MANAGEMENT SYSTEM EXPERT  
PROJECT LEADER**

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# **TECHNICAL PROPOSAL ON VOLUNTEER REGISTRATION OF ENTREPRENEURSHIP WITH MEDAC**

## **1.0 INTRODUCTION**

The case study for the Ministry of Entrepreneur Development and Cooperatives (MEDAC) will be adopting behavioural insight approach in assessing the needs in formulating a new act. This assessment is essential prior to the drafting of the new act and ensure it is align with MEDAC new strategic directions in developing micro enterprises and entrepreneurs in informal sectors especially for post COVID-19 recovery period. Government through PENJANA announced by YAB Prime Minister also has put an emphasis to accelerate the economic recovery of Malaysia by giving specific focus to the gig economy through the introduction of special protection.

Before a business can operate legally, businesses must adhere to some form of licensing, include registration, approval licenses and permits. Business licenses are required by law and administered by various government agencies, statutory bodies and local authorities. Compliance requirements vary by industry, business activity and location depending on the requirements by the authorities issuing the legal mandate to operate a business. Unregistered business may be subject to action under the Business Registration Act 1956 or State By-Laws under the purview of the local councils.

## **2.0 BACKGROUND OF STUDY**

Informal workers are those who work in jobs that are not registered with local authorities or covered by formal working arrangements. Although they usually fall outside the tax net, such workers are often not eligible for basic social security, nor protected by basic employment rights.

Globally, there are an estimated 2 billion informal workers across a range of occupations and industries. Although they make up 62% of all workers worldwide, according to the UN's International Labour Organisation (ILO), they are highly

concentrated in emerging markets. In Nigeria, for example, the informal sector is estimated to account for around 80% of employment and 65% of GDP, while informal workers make up around 80% of the total workforce in Indonesia, Myanmar and Cambodia. According Informal Sector Workforce Survey Report 2019, in 2019 employment in the informal sector contributed about 8.3% or 1.26 million to the overall employment in Malaysia.

Governments around the world have since implemented significant stimulus packages to combat the impact of the virus and related lockdowns. However, workers and businesses within the informal sector which are not registered with authorities, has not benefited/ received this support or assistance provided.

The Department of Statistics Malaysia (DOSM) is currently conducting research on the country's informal sector which comprised about 2.0 million self-employed persons mostly earning daily wages and lacked proper documentation. This information gathering efforts on the informal sector will involve local authorities across 159 districts in Malaysia.

In response to the COVID-19 pandemic, The Ministry of Entrepreneur Development and Cooperatives (MEDAC), will allocate RM452.8 million to assist COVID-19 hit entrepreneurs under a business recovery plan.

The allocation is expected to benefit more than 21,847 micro entrepreneurs, small and medium enterprises, social entrepreneurs, startups and cooperatives.

In addition, MEDAC also has declared its commitment to ensure that the initiatives in the new Prihatin Rakyat economic package for small-medium enterprises will reach their target groups. Entrepreneurs who have yet to register to the Companies Commission of Malaysia (SSM) are also eligible. However, they would need to register with SSM before the loan could be disbursed. With the announcement, it is hoped that entrepreneurs are able to continue their business operations in this difficult time.

MEDAC will simplify lending procedures to entrepreneurs following the various standard operating procedures (SOPs) that need to be set up to start a business following coronary pandemic (Covid-19). The applicant now only needs to submit four

supporting documents compared to the previous 17 supporting documents to apply for the scheme.

There is a need for a study to be carried out to assess factors influencing MSMEs' in the informal sector to register and unregister their business with SSM or local authority using OECD BASIC framework. Also relevant acts and the current policy framework on the business registration practices will be review. Behavioural Insights OECD BASIC framework is to be used on how behaviour MSMEs in the informal sector actually make choices and decisions on the business registration.

### **3.0 OBJECTIVES OF THE STUDY**

The intended objectives of this case study research on the use of Behavioral Insights are as follows:

**Research Objective 1 (RO1)** : To encourage informal entrepreneurs to legalize their informal businesses through voluntary registration with SURUHANJAYA SYARIKAT MALAYSIA (SSM) and voluntary membership with KEMENTERIAN PEMBANGUNAN USAHAWAN DAN KOPERASI (MEDAC).

**Research Objective 2 (RO2)** : To explore factors influencing MSMEs participating in informal sectors as informal entrepreneurs.

**Research Objective 3 (RO3)** : To discover behaviors that influences the informal entrepreneurs opting to operate without legal business registration.

### **4.0 SCOPE OF THE STUDY**

The study will only covers informal entrepreneurs operating within Klang Valley that run their business from locality which are not registered as business premises or license holder but still contributing the economy as well as source of income to the entity concerned. For the businesses that MEDAC categorized as "informal entrepreneur" which are currently not properly protected under any laws of Malaysia. The case study is designed to assist MEDAC in applying the Behavioral Insight approach as an input to assess the need for the development of the new act.

According to Informal Sector Workforce Survey Report 2019, Selangor has the highest number of employment in informal sector with 208,900 persons (16.6%) in 2019 and Wilayah Persekutuan has 57,700 person or 4.6% employment in informal sector. The employment of informal sector mostly work at home, 486,00 or 38.7% and no fixed location (Mobile), 440,000 or 35.0% in 2019.

- This study focus on informal entrepreneur yet register their business with SSM and any local authority. (propose to focus on own account worker. According to the Informal Survey 2019 by DOSM, there is a total of 900,800 persons and those in Market or street stalls (243,900).
- A few selected acts and policy frameworks that are relevant to the business registration, will be review in order to understand the current practices.
- OECD BASIC framework process will be use in this study since BI stands in contrast to traditional public policy paradigms, which have tended to rely on models for understanding human behaviour the way individuals and groups process information and make decisions.

## **5.0 METHODOLOGY**

Behavioral Insights will be applied through voluntary registration or membership drive in assisting MEDAC to formulate a legal instrument to protect and provide assistance to the said informal entrepreneurs. The model BASIC developed by Organisation for Economic Cooperation and Development (OECD) will be used in this case study.

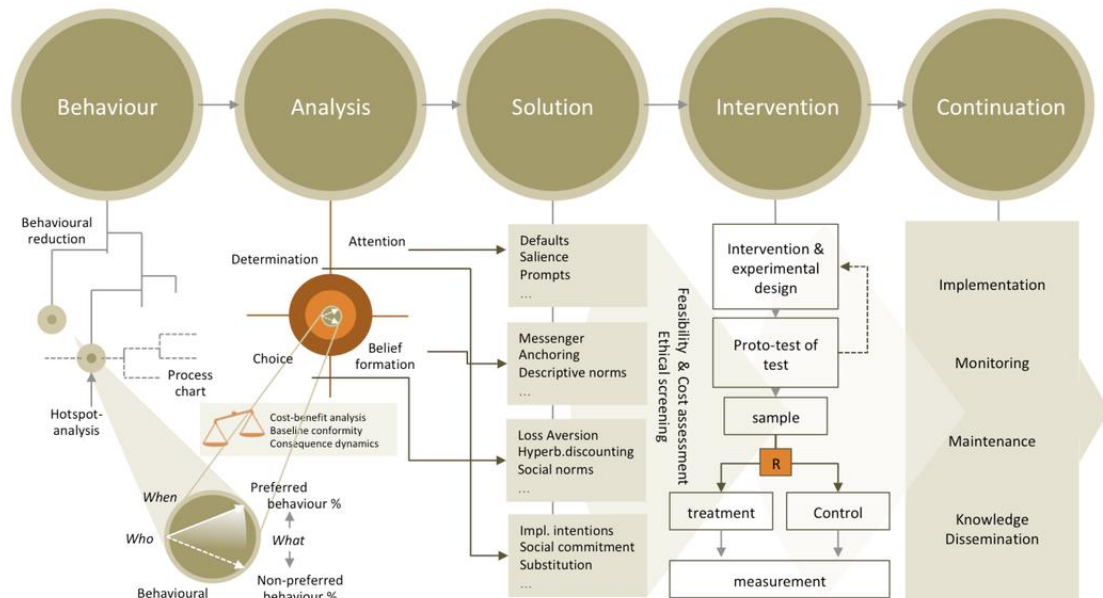


Figure 2: The framework of the case study Model BASIC OECD

## 5.1 RESEARCH DESIGN

The proposed case study research will adopt the mix-method of quantitative and qualitative approach. In addressing Research Objective 1, the Random Control Trials (RCT) will be adopted in measuring the effectiveness of the interventions against the control. Research Objective 2 and 3 will be answered through qualitative in-depth interviews through the use of an interview guide.

The Control Group : will receive blank invitation to register with SSM and MEDAC.

The Treatment Group 1 : will receive invitation to register with SSM and MEDAC with benefits explained upon registration with the two agencies.

The Treatment Group 2 : Will receive invitation to register with SSM and MEDAC with benefits explained and penalty failure to register with SSM.

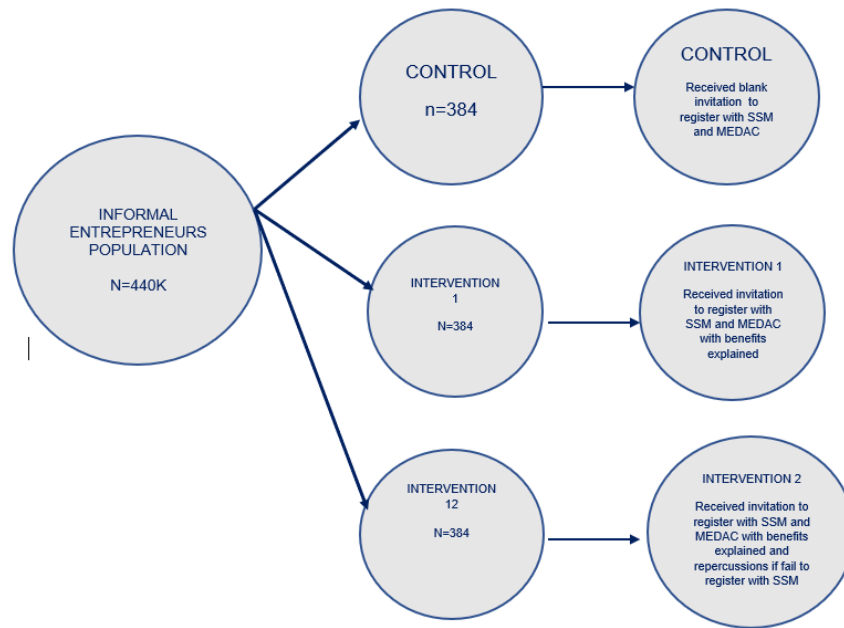


Figure 3: Random Control Trials (RCT)

Sample Size determined from Krejcie Morgan Table (1970), Population will be randomly divided into three groups Outcome of the intervention of the three groups will be measured. Below are the intervention design for the three groups.

- CONTROL GROUP INVITATION
- TREATMENT GROUP 1 INTERVENTION
- TREATMENT GROUP 2 INTERVENTION





## CONTROL GROUP INVITATION

***Tuan/Puan Usahawan Yang Dihormati,***

**PER: PELAWAAN UNTUK MENDAFTAR PERNIAGAAN BERSAMA KEMENTERIAN PEMBANGUNAN USAHAWAN DAN KOPERASI (MEDAC) BERSAMA SURUHANJAYA SYARIKAT MALAYSIA (SSM)**

Kementerian Pembangunan Usahawan dan Koperasi dalam usaha untuk mengemaskini database usahawan yang menjalankan perniagaan tetapi masih belum berdaftar bersama SSM mahupun MEDAC.

2. Dengan ini pihak Kementerian ingin mempelawa para usahawan yang dihormati untuk mendaftar secara sukarela bersama SSM dan Kementerian sekiranya belum berbuat demikian. Kami amat berbesar hati sekiranya Tuan/Puan yang dihormati menjawab soalan-soalan di bawah untuk tujuan kemaskini dan pendaftaran bersama Kementerian.

<b>BUTIRAN PERNIAGAAN</b>		
Nama Perniagaan		
Tuan Punya Perniagaan		
Jenis Perniagaan		
Lokasi Perniagaan		
Nombor untuk dihubungi		
No Pendaftaran perniagaan sekiranya sudah berdaftar		Tanda (X) kalau Belum Berdaftar
<b>CADANGAN UNTUK MENDAFTAR</b>		
Saya berniat untuk mendaftar	YA	TIDAK
Saya tidak berniat untuk mendaftar	YA	TIDAK
Saya akan fikirkan dahulu	YA	TIDAK

3. Kami ucapkan terima kasih di atas Kerjasama pihak Tuan dan Puan.

Saya yang menjalankan amanah



## TREATMENT GROUP 1 INTERVENTION

***Tuan/Puan Usahawan Yang Dihormati,***

**PER: PELAWAAN UNTUK MENDAFTAR PERNIAGAAN BERSAMA KEMENTERIAN PEMBANGUNAN USAHAWAN DAN KOPERASI (MEDAC) BERSAMA SURUHANJAYA SYARIKAT MALAYSIA (SSM)**

Kementerian Pembangunan Usahawan dan Koperasi dalam usaha untuk mengemaskini database usahawan yang menjalankan perniagaan tetapi masih belum berdaftar bersama SSM mahupun MEDAC.

2. Dengan ini pihak Kementerian ingin mempelawa para usahawan yang dihormati untuk mendaftar secara sukarela bersama SSM dan Kementerian sekiranya belum berbuat demikian. Perniagaan yang sudah sah berdaftar bersama KEMENTERIAN PEMBANGUNAN USAHAWAN DAN KOPERASI (MEDAC) akan diberi keutamaan untuk :

- **Pinjaman perniagaan**
- **Bimbingan perniagaan**
- **Menghadiri kursus anjuran Kementerian**
- **Bantuan kemajuan perniagaan**

Kami amat berbesar hati sekiranya Tuan/Puan yang dihormati menjawab soalan-soalan di bawah untuk tujuan kemaskini dan pendaftaran bersama Kementerian.

<b>BUTIRAN PERNIAGAAN</b>		
Nama Perniagaan		
Tuan Punya Perniagaan		
Jenis Perniagaan		
Lokasi Perniagaan		
Nombor untuk dihubungi		
No Pendaftaran perniagaan sekiranya sudah berdaftar		Tanda (X) kalau Belum Berdaftar
<b>CADANGAN UNTUK MENDAFTAR SEKIRANYA BELUM ADA PENDAFTARAN PERNIAGAAN</b>		
Saya berniat untuk mendaftar	YA	TIDAK
Saya tidak berniat untuk mendaftar	YA	TIDAK
Saya akan fikirkan dahulu	YA	TIDAK

3. Kami ucapkan terima kasih di atas kerjasama Tuan/Puan. Sila layari laman sesawang <https://www.ssm.com.my/> atau [www.medac.gov.my](http://www.medac.gov.my) untuk keterangan lanjut.

Saya yang menjalankan amanah



## TREATMENT GROUP 2 INTERVENTION

***Tuan/Puan Usahawan Yang Dihormati,***

**PER: PELAWAAN UNTUK MENDAFTAR PERNIAGAAN BERSAMA KEMENTERIAN PEMBANGUNAN USAHAWAN DAN KOPERASI (MEDAC) BERSAMA SURUHANJAYA SYARIKAT MALAYSIA (SSM)**

Kementerian Pembangunan Usahawan dan Koperasi dalam usaha untuk mengemaskini database usahawan yang menjalankan perniagaan tetapi masih belum berdaftar bersama SSM mahupun MEDAC.

2. Dengan ini pihak Kementerian ingin mempelawa para usahawan yang dihormati untuk mendaftar secara sukarela bersama SSM dan Kementerian sekiranya belum berbuat demikian. Perniagaan yang sudah sah berdaftar bersama KEMENTERIAN PEMBANGUNAN USAHAWAN DAN KOPERASI (MEDAC) akan diberi keutamaan untuk :

- **Pinjaman perniagaan**
- **Bimbingan perniagaan**
- **Menghadiri kursus anjuran Kementerian**
- **Bantuan kemajuan perniagaan**

3. Sekiranya perniagaan Tuan/Puan layak dan belum berdaftar bersama SURUHANJAYA SYARIKAT MALAYSIA (SSM), perniagaan Tuan/Puan dianggap tidak sah mengikut Akta 197 Akta Pendaftaran Perniagaan dan boleh dikenakan denda tidak melebihi RM50,000.00 atau penjara tidak melebihi dua tahun atau kedua-duanya.

4. Kami amat berbesar hati sekiranya Tuan/Puan yang dihormati menjawab soalan-soalan di bawah untuk tujuan kemaskini dan pendaftaran bersama Kementerian.

<b>BUTIRAN PERNIAGAAN</b>		
Nama Perniagaan		
Tuan Punya Perniagaan		
Jenis Perniagaan		
Lokasi Perniagaan		
Nombor untuk dihubungi		
No Pendaftaran perniagaan sekiranya sudah berdaftar		Tanda (X) kalau Belum Berdaftar
<b>CADANGAN UNTUK MENDAFTAR SEKIRANYA BELUM ADA PENDAFTARAN PERNIAGAAN</b>		
Saya berniat untuk mendaftar	YA	TIDAK
Saya tidak berniat untuk mendaftar	YA	TIDAK
Saya akan fikirkan dahulu	YA	TIDAK

5. Kami ucapkan terima kasih di atas kerjasama Tuan/Puan. Sila layari laman sesawang <https://www.ssm.com.my/> atau [www.medac.gov.my](http://www.medac.gov.my) untuk keterangan lanjut.

Saya yang menjalankan amanah

## **5.2 UNIT OF ANALYSIS**

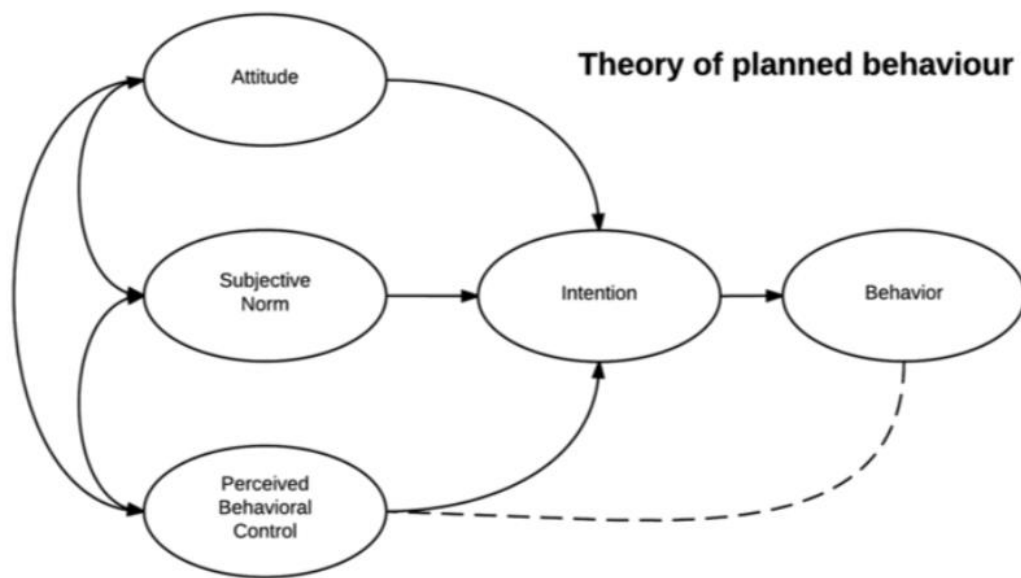
The unit of analysis for this study will be informal entrepreneurs operating without legitimate business registration and documentation. The operational definition of informal entrepreneurs by MEDAC will be adopted which include entrepreneurs informally from a fixed location.

## **5.3 SAMPLING**

For the purpose of Random Control Trials, the sample will be randomly selected from the population extracted from the Department of Statistics Malaysia: Informal Sector Workforce Survey Report (2019) . A total of 440,000 informal entrepreneurs were categorized in the survey report. Using Krejcie Morgan Sampling Table (1970), a total of 384 samples will be equally distributed among the three groups. For the qualitative interview sessions, purposive sampling will be employed through the snowballing technique. The informal entrepreneurs will be identified by MEDAC.

## **5.4 DATA COLLECTION**

An instrument for data collection will be developed adopted from the Theory Planned Behavior Construct (Icek Ajzen, 1985 ), and the validation of the instrument will be conducted to ensure that the instrument is reliable and applicable to the case study. The theory of planned behavior is a theory used to understand and predict behaviors, which posits that behaviors are immediately determined by behavioral intentions and under certain circumstances, perceived behavioral control. Behavioral intentions are determined by a combination of three factors: attitudes toward the behavior, subjective norms, and perceived behavioral control. The instrument will be digitized and will be distributed through the use of Google Forms.



Source: [https://en.wikipedia.org/wiki/Theory\\_of\\_planned\\_behavior](https://en.wikipedia.org/wiki/Theory_of_planned_behavior)

Figure 4 : Theoretical foundation : Theory of Planned Behavior (Azjen, 1985)

Merriam (1998) explains: Qualitative research is an effort to understand situations in their uniqueness as part of a particular context and the interactions there. This understanding is an end in itself, so that it is not attempting to predict what may happen in the future necessarily, but to understand that nature of that setting.

Patton (1990) quoted as follows:

....we interview people to find out from them those things we cannot directly observe. ...we cannot observe feelings, thoughts, and intentions. We cannot observe behaviors that took place at previous point in time. We cannot observe situations that preclude the presence of the observer. We cannot observe how people organized the world and the meanings they attach to what goes on in the world. We have to ask people questions about those things. The purpose of interviewing, then, is to allow us to enter the other person's perspective. (p.278)

For the interviews, the researcher will be the instrument and an interview guide will be used during the interview protocol. Snowballing technique until saturation will be used for the qualitative data to address Research Objectives 2 and 3. Consent where appropriate will be acquired to maintain the integrity, authenticity and the ethics of the research.

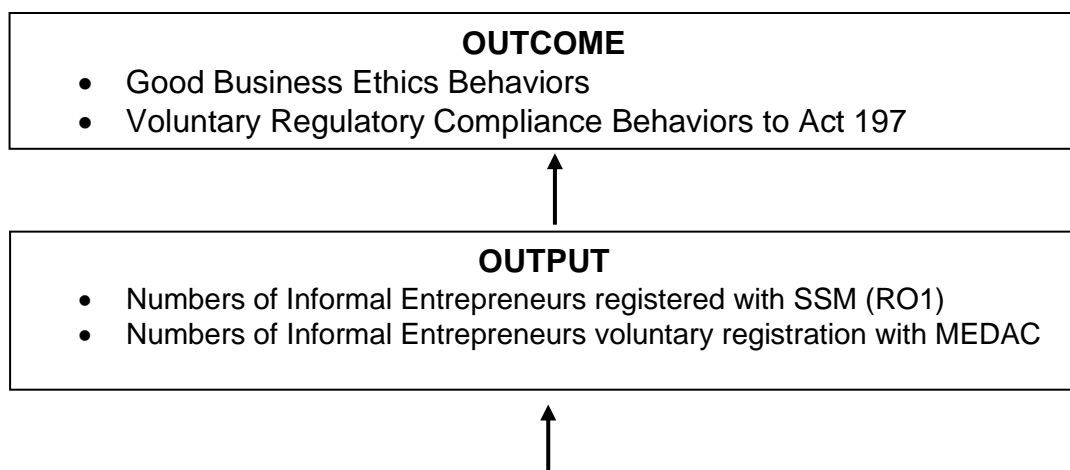
## 5.5 DATA ANALYSIS

The quantitative data will be analyzed through the use of descriptive statistics and Analysis of Variance (ANOVA) by using Statistical Package for Social Science (SPSS) software. Data collected will be coded, analyzed and interpretations will be made from the findings. The qualitative data will be transcribed and coded. The Thematic Analysis will be used to categorized the codes and themes will be analyzed through constant comparison.

**TABLE 1: DATA ANALYSIS FRAMEWORK**

No	Statistics	Data	Output
1.	Descriptive statistics	Number of IE Voluntary Registration	Voluntary Membership with MEDAC
2.	<i>ANOVA and t-test</i>	Means comparison control and treatment	Test of significance at 95% confidence level

## 6.0 THE STUDY IMPACT FROM EXPECTED FINDINGS



## **RESEARCH OBJECTIVES (RO)**

**Research Objective 1 (RO1)** : To encourage informal entrepreneurs to legalize their informal businesses through voluntary registration with SURUHANJAYA SYARIKAT MALAYSIA (SSM) and voluntary membership with KEMENTERIAN PEMBANGUNAN USAHAWAN DAN KOPERASI (MEDAC).

**Research Objective 2 (RO2)** : To explore factors influencing MSMEs participating in informal sectors as informal entrepreneurs.

**Research Objective 3 (RO3)** : To discover behaviors that influences the informal entrepreneurs opting to operate without legal business registration.

## **7.0 EXPECTED RISK**

The expected risk will be low, and any risk emerged will be resolved between and within the parties involved. Attrition from the research among the samples is expected.

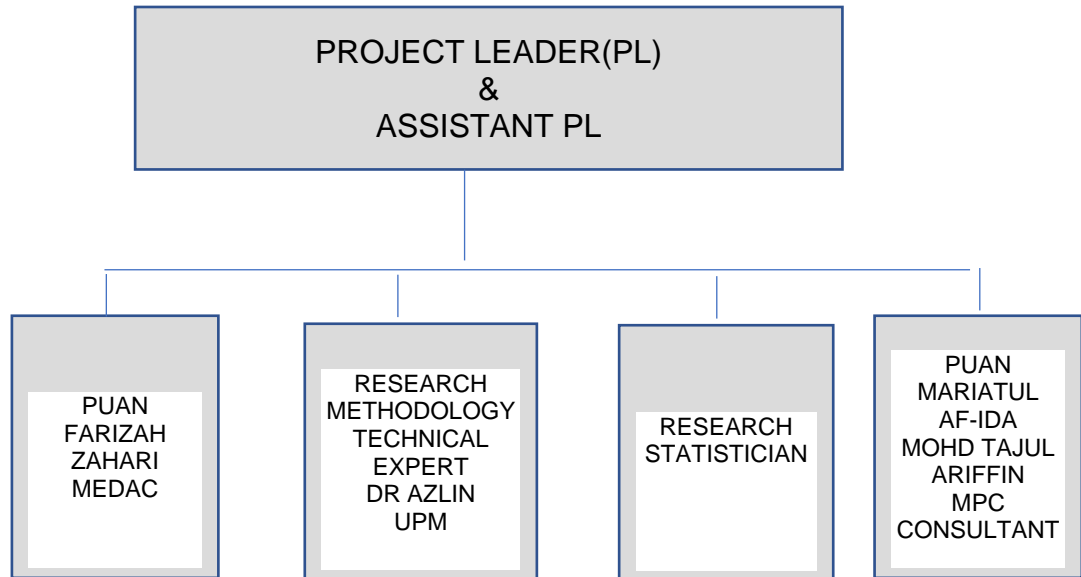
## **8.0 STUDY LIMITATION**

The study focuses on the Informal Entrepreneurs willingness to participate. The limitation of the study will be due to the:

- Data collection will be confined through on-line submission
- Conducted in Klang Valley only
- Unknown Source of data (yet to be identified) and requires searching and browsing of sources

### **8.1 BI TEAM ORGANIZATIONAL CHART**

Figure 2: Organizational of study team



No	Member	Role	Experienced and expertise
1.0	DR. PAUZIAH HANUM BINTI ABDUL GHANI	PROJECT LEADER	37 Years
2.0	DR HJ. NOORHISHAM MOHD ALWI	ASSISTANT PL	40 YEARS
3.0	DR NOOR AZLIN ISMAIL	TECHNICAL EXPERT (UPM)	24 Years
4.0	EN. ANNUAR B KARIM	RESEARCH STATISTICIAN	35 Years
5.0	PUAN FARIZAH ZAHARI	KPP MEDAC	
6.0	WAKIL MPC	Project Sponsor	

## 8.2 PROFILE BI PROJECT TEAM

Refer to Appendix 1 -Project Leader

Appendix 2 -Assistance Project Leader

Appendix 3 -Technical Expert

Appendix 4 -Research Statistician



## 9.0 PROPOSED IMPLEMENTATION CHART FOR THE CASE STUDY FOR MEDAC 2020

**TABLE 2: PROPOSED GANTT-CHART FOR IMPLEMENTATION OF CASE STUDY**

ACTIVITY	M1	M2	M3	M4	M5	M6
1.0 Deliberation on scope of work	3 days					
2.0 Policies/acts review and literature review search	7 days	5 days				
2.0 Develop case study Instrument	7 days	7 days				
3.0 Data collection – field work			7 Man-days	7 Man-days		
4.0 Data coding and analysis					7 Man-days	
5.0 Drafting of Interim and discussion on preliminary finding						4 Man-days
6.0 Final report submission						

## 10.0 CASE STUDY COST ESTIMATION FOR BI MEDAC

### BREAKDOWN OF COST ESTIMATION FOR THE CASE STUDY (INCLUDING THE PROFESSIONAL AND REIMBURSABLE COST)

Bil.	ITEM	SUM (RM)
<b>(1) PROFESSIONAL FEE</b>		
	A. <i>Kakitangan Ikhtisas</i>	59,564.00
	B. <i>Kakitangan Separa Ikhtisas</i>	5,400.00
<b>TOTAL (1)</b>		<b>64,964.00</b>
<b>(2) REIMBURSABLE COST</b>		
	i. <i>Tiket Penerbangan Tempatan/Antarabangsa</i>	Tiada
	ii. <i>Lain-lain Perbelanjaan Berkaitan Dengan Perjalanan termasuk Teksi</i>	Tiada
	iii. <i>Tuntutan Perjalanan Kenderaan (Mileage Claims)</i>	Tiada
	iv. <i>Elaun Penginapan dan Sara Hidup</i>	Tiada
	v. <i>Kos Perhubungan</i>	Tiada
	vi. <i>Kos Dokumentasi Dan Penyediaan Laporan</i>	TIADA
	vii. <i>Kos Bagi Menjalankan Kajian Selidik</i>	TIADA
<b>TOTAL (2)</b>		<b>TIADA</b>
<b>OVERALL TOTAL COST { TOTAL COST (1)+(2)}</b>		<b>RM64,964.00</b>

### BREAKDOWN ON THE PROFESSIONAL COST BY MANHOUR

Bil	Name	Status <i>Kakitangan (Tetap/ Sementara)</i>	Tempoh <i>Pengalaman Bekerja (Tahun)</i>	(1) <i>Gaji Pokok (Sebulan) RM</i>	(2) <i>Input Masa (Bulan)</i>	(3) <i>Faktor Pengganda (Rujuk Lampiran A4)</i>	Jumlah <i>Yuran RM</i>
<b>A) PROFESSIONAL FEE (MANHOUR)</b>							

1	Dr. Pauziah Hanum	permanent	37	9,300.00	1.4	2.5	<b>32,550.00</b>
2	Dr Noor Azlin Ismail	permanent	24	8770.87	1.4	2.2	<b>27,014.00</b>
<b>SUB TOTAL (i)</b>					<b>2.8</b>	<b>-</b>	
<b>B) SUB PROFESSIONAL FEE BY MANHOUR</b>							
1	RA Master	temporary		1800	3.0	-	5,400.00
<b>SUB TOTAL (ii)</b>					<b>3.0</b>	<b>-</b>	<b>5,400.00</b>
<b>OVERALL PROFESSIONAL FEE: (i) + (ii)</b>					<b>5.8</b>	<b>-</b>	<b>64,964.00</b>

## 11. MODE OF PAYMENT

<b>ACTIVITY</b>	<b>% PAYMENT</b>
<b>Upon acceptance of proposal by MPC</b>	<b>30%</b>
<b>Upon acceptance of Interim report by MPC</b>	<b>30%</b>
<b>Upon acceptance of draft final report by MPC</b>	<b>20%</b>
<b>Upon submission of final report (softcopy &amp; hardcopy) to MPC</b>	<b>20%</b>
<b>Total payment</b>	<b>100%</b>

## REFERENCE

**Applying Behavioural Insights to behaviour change projects**

<file:///C:/Users/Lenovo/Desktop/BI-projek/MPC-BI/ISF%20Behavioural%20Insights%20workshop.pdf>

**Behavioural insights and new approaches to policy**

**designfile:///C:/Users/Lenovo/Desktop/BI-projek/MPC-BI/behavioural-insights-summary-report-2015.pdf**

**Mohammad Abdul Hamid ,THE APPLICATION OF BEHAVIOURAL INSIGHTS TO IMPROVE RETIREMENT SAVINGS IN MALAYSIA**

**\*1file:///C:/Users/Lenovo/Desktop/BI-projek/MPC-BI/Mohammad-ICUW2019\_22Nov2019.pdf**

**OECDThe Application of Behavioural Insights to Financial Literacy and Investor Education Programmes and Initiatives**

<file:///C:/Users/Lenovo/Desktop/BI-projek/MPC-BI/The-Application-of-Behavioural-Insights-to-Financial-Literacy-and-Investor-Education-Programmes-and-Initiatives.pdf>

**TOOLS AND ETHICS FOR APPLIED BEHAVIOURAL**

**INSIGHTSfile:///C:/Users/Lenovo/Desktop/BI-projek/MPC-BI/BASIC-Toolkit-web.pdf**

**WORLD BANK DEVELOPMENT REPORT 2015**

**MIND, SOCIETY, AND BEHAVIOR <file:///C:/Users/Lenovo/Desktop/BI-projek/MPC-BI/WDR-2015-Full-Report.pdf>.**

**PROFILE BI TEAM:****PROJECT LEADER**

**DR HJH PAUZIAH HANUM ABDUL GHANI  
ENVIRONMENTAL MANAGEMENT SYSTEM EXPERT**

Dr Hjh Pauziah Hanum spent her illustrious 37 years of her working experience lecturing, presenting papers, facilitating seminars, reviewing reports and monitoring developmental projects. Her lecturing experience includes as Associate Professor with Malaysia University of Science and Technology, Universiti Putra Malaysia and Nottingham University in the field of environment management science and education. With her Degree, Masters and Doctoral Graduate from University Putra Malaysia in Environmental Management Science, she has worked in a very diverse job scope of the environmental science which includes Environmental Impact Assessment (EIA), Water Quality, Marine Pollution, Toxic Waste Management and Water Restoration. Her doctoral thesis concentrated in the development of knowledge-based system for river water quality management. Her years with the Department of Environment (DOE) and National Research Institute of Hydraulic of Malaysia (NAHRIM) had given her hands-on experience in environmental management. Her association with DOE and NAHRIM had given her the opportunity to work with different ministries, universities and agencies in the field of procedures and practice with regards to the Malaysian Environmental Laws, Environmental Impact Assessment review and project approval, monitoring of marine, air and noise pollution, curriculum development and performance assessment in competency based training, advisory and consultancy work with local authorities in lake restoration, advisory work in water management to the Ministry of National Resources and Environment and had made her one of the country experts in river water quality management. A registered member with Environmental Institute of Malaysia (EiMas) rendering advice on EIA and AKAS 1974. Her international exposure includes her paper presentations and as country expert in round table discussion in Japan and ASEAN countries. Her Post Graduate studies at the Institute of Hydrological Engineering in Delft, Holland had given her international exposure in European Union countries on the practices of environmental management science. She was appointed as Lake Putrajaya and Lake Perdana Project Director in managing the water quality of both lakes by Perbadanan Putrajaya and Dewan Bandaraya Kuala Lumpur.

Among her other consultancy work includes:

- Rehabilitation and restoration of water quality in Kuala Lumpur Lake garden, 2010/2011, Shah Alam Lake water quality, 2011
- TNB wastewater improvement project, 2011
- YKK Manufacturing, Johor (Technical Advisor), 2011

- EIA for Agriculture College, Tangga Batu, Kedah. 2010 • Study on domestic drinking water filters in Malaysia, 2009.
- EIA for Agriculture College, Tangga Batu, Kedah. 2010
- Study on domestic drinking water filters in Malaysia, 2009.

Some of her works were published to be shared among environmental practitioners in:

- Pauziah Hanum Abdul Ghani, Mohd. Kamil Yusoff, Latifah Abd. Manaf and Mohamed bin Daud, 2010. Building Knowledge-Based System for River Water Quality Management. Journal of Environmental Hydrology, Vol. 18 Paper 21, 2010.
- Pauziah Hanum Abdul Ghani, Mohd. Kamil Yusoff, Latifah Abd. Manaf and Mohamed bin Daud, 2009. Ammonium Ion Trend in Selected Malaysian River, World Applied Science Journal. (World Applied Sciences Journal 6(3):442.448,2009)
- Pauziah Hanum Abdul Ghani, Mohd. Kamil Yusoff, Latifah Abd. Manaf and Mohamed bin Daud, 2009. Knowledge-based System for River Water Quality Management (European Journal of Scientific Research, Vol. 33 No.1 (2009), pp153-162

Her academic achievement includes winning the Gold Medal in Research Invention and Innovation at Universiti Putra Malaysia for her work in the development of the expert system in river management. She was the Head of School for Environment and Energy at the Malaysian University of Science and Technology, and lecturing part-time in University Putra Malaysia in Solid Waste Management, a consultative member for Environmental Impact Assessment (EIA) for Department of Environment, and was the Associate Advisor for Alam Sekitar Malaysia (ASMA). She is a certified with HRDF and Asian Productivity Organization trainer in Green Technology under a joint certification program with APO and Malaysia Productivity Corporation Malaysia. Her last position was with National Hydraulic Research Institute of Malaysia (NAHRIM) as Director of Water Quality Laboratory (Q54).

Her engagement with MPC's Good Regulatory Practice (GRP) and Productivity Nexus were to review the Non-Tariff Measures (NTM) of Department of Environment, Jabatan Perhilitan Negara, Jabatan Mineral dan Geosains Perak, Ministry of Health Bahagian Kualiti and Keselamatan Makanan (BKMM), Ministry of Primary Industries and currently agencies under Ministry of Energy, Science & Technology, Environment and Climate Change (MESTECC). She was also part of the State Regulatory Mapping initiatives and GRP Initiatives for Pahang, Negeri Sembilan, Kelantan and Perak States. She had facilitated the GRP State Perak pilot project in the development of Ground Water Enactment, Solid Waste Management for Negeri Sembilan and capacity building for Pahang. She was also involved with Tourism Nexus workshop facilitation for the East Coast Tourism Corridor, Machinery and Equipment (M&E) Nexus in Strengthening the Industry Academia Collaboration, and with the ICT Nexus Working Group.

Her publication available in Amazon.com is on Knowledge-based system for river quality management. Currently she is also the Board of Study for Open University and internationally she is the international independent reviewer for International Journal for Springer.

## ASSISTANCE PROJECT LEADER

## CURRICULUM VITAE

**DR HJ NOORHISHAM MOHD ALWI****ORGANIZATIONAL DEVELOPMENT CONSULTANT**

Chief Resident Consultant Thinkers MAJLIS PROFESSOR NEGARA  
 GRP RIA Technical Expert, Malaysia Business Excellence Assessor  
 Former Adjunct Professor with Faculty of Food Science and Nutrition UMS  
 And Faculty of Cognitive Science and Human Resource Development  
 UNIMAS, Industrial Advisor to BBA HRM MMU Melaka  
 International APQC Jury, SME Business Coach MPC Productivity  
 Specialist

**NH STRATEGIC RESOURCES (001176577-H)****MOF REGISTRATION: 357-01006444**

Tingkat 1, Bangunan Sapura, Lot 2,  
 Jalan Enggang, Kawasan Perindustrian PKNS, 54200 Kuala Lumpur.  
 Tel: 03 – 4256 5589 Fax: 03 – 4257 5589 HP: 019-2815847  
 e-mail: linkfarr@gmail.com

**ACADEMIC QUALIFICATIONS**

Ph.D in Extension Education (UPM) 2007  
 Master of Science 1992  
 Purdue University, USA  
 Concentration : Restaurant Hotel &  
 Institutional Mgmt  
 Phi Kappa Phi : Top 5% Achievement in  
 US  
 Achievement for CGPA 6.0/6.0  
 Bachelor in Food Science and  
 Technology 1983  
 Concentration : Food Processing  
 Universiti Putra Malaysia  
 Diploma Pertanian, UPM Semenggok  
 1978  
 Diplome in British Technical Education  
 Curriculum, Watford UK 1987

<p><b>FIELD OF STUDY: PH.D</b></p> 	<p>Knowledge Acquisition and Transfer in the Manufacturing, Maintenance, Repair and Overhaul of Aircraft in the Malaysian Aviation Industry – PhD Dissertation</p> <p>A Qualitative Research Design</p>
<p><b>FIELD OF STUDY :MASTERS</b></p>	<p>The Use of Quality Assurance in Malaysian Hospitality Industry (Relationship Study)</p>
<p><b>FIELD OF STUDY :DEGREE</b></p>	<p>Storage Stability of Sweet Potato Leather (<i>Ipomea Batatas</i>) ( Experimental Design)</p>
<p><b>EXECUTIVE DEVELOPMENT PROGRAMS ATTENDED</b></p> 	<ul style="list-style-type: none"> <li>• Behavioural Insights Competency and Case Study Development Workshop, OECD, Feb 2020</li> <li>• Executive Program : Short Course in Regulations, London School of Economics and Political Science, 2019</li> <li>• Productivity Champion 2019</li> <li>• ISO 9001:2015 Internal Auditing, SIRIM STS 2017</li> <li>• Assessment Method And Impact Analysis : TRAINING FOR GRP RIA ASSESORS Jacobs, Cordova &amp; Associates 2016</li> <li>• Business Excellence: US Best Practices Sharing – Baldrige America Society for Quality (ASQ) 2014</li> </ul> <p>Certificate of Achievement as a Judge Team Excellence Competition 20<sup>th</sup> Asia Pacific Quality Conference 2014</p>
<p><b>CONSULTANCY AND TRAINING EXPERIENCE</b></p> 	<p><b>37 YEARS IN THE FIELD OF TRAINING AND CONSULTANCY, WITH 14 YEARS AS SENIOR CONSULTANT WITH MALAYSIA PRODUCTIVITY CORPORATION</b></p> <ul style="list-style-type: none"> <li>• Productivity and Quality initiatives in ICC, 5S, ISO,TQM and GRP</li> <li>• Human Resource Development</li> <li>• Entrepreneurship Program Business Excellence, SPPE, MyKe MITI Groom Big and SME Business Coaching</li> <li>• Public and Corporate Training</li> </ul>



	<ul style="list-style-type: none"> <li>• Good Regulatory Practice (GRP)</li> <li>• Quantitative and Qualitative Research</li> <li>• Learning Needs Analysis</li> <li>• Strategic Planning Workshops</li> <li>• SOP for ASEAN UNIVERSITY GAMES</li> <li>• Motivator FOR Team Malaysia to ASEAN, ASIAN dan WORLD SKILLS COMPETITION</li> <li>• Internship with Malaysia Airlines, MARDI and Club Mediteranee</li> <li>• Attachment with Cassio College, Watford, UK for BTEC</li> </ul>
<p><b>WORKING EXPERIENCE WITH THE UNIVERSITY</b></p>    	<ul style="list-style-type: none"> <li>• Taught Social Entrepreneurship at UNITAR</li> <li>• Tourism Management at Fakulty of Business Universiti Malaya</li> <li>• Strategic Management at Hotel Catering Faculty UiTM Shah Alam</li> <li>• F&amp;B Operations at UMS</li> <li>• PR and Leadership at Fakulti Bioteknologi UPM</li> <li>• Visiting Lecturer at Cassio College, Watford, United Kingdom.</li> <li>• Adjunct Professor UMS and UNIMAS</li> <li>• Curriculum review for Masters HRD UTM dan PhD UMK</li> <li>• External Viva PhD UTM</li> <li>• Institut Pengurusan Perhotelan MPC</li> <li>• Industrial Advisor Program BBA HRM Multimedia University, MMU Melaka</li> <li>• Guest Lecturer for DCE 5632 OD, DCE 6925 Advance Qualitative Research UPM</li> <li>• Curriculum Development for B,Sc Food Services UPM</li> </ul>
<p><b>RESEARCH EXPERIENCE</b></p>	<ul style="list-style-type: none"> <li>• KAJIAN KETIDAKPATUHAN SEK 49A DALAM AKTA KUALITI ALAM SEKELILING 1974, 2016 (Qualitative)</li> <li>• Kajian Hubungan Di Antara Kestabilan Emosi, Kesihatan Dan Prestasi Kerja Di Kalangan Warga GIATMARA 2018</li> </ul>

 <p><b>GIATMARA</b> IBU PEJABAT</p> <p>Rujukan kami : GM400/6/3.4 (5) Tarikh : 1 Julai 2018</p> <p>DR. HJ NOORHISHAM MOHD ALWI NH STRATEGIC RESOURCES ((001176577-H)) Tkt 1 Bangunan SAPURA, Lot 2 Jalan Enggang Kawasan Perindustrian PKNS, 54200 Kuala Lumpur</p> <p>YBhg. Dr.,</p> <p>PELANTIKAN SEBAGAI PENASIHAT PENYELIDIKAN PROFESIONAL BAGI KAJIAN - KAJIAN DI BAWAH GIATMARA</p> 	<ul style="list-style-type: none"> <li>• Kajian Tahap Penggunaan ICT Dalam P&amp;P Di Kalangan Tenaga Pengajar Giatmara</li> <li>• Faktor-Faktor Penentu Kurang Permintaan Terhadap Program Terpilih Di GIATMARA</li> <li>• Fenomena Keciciran Pelatih GIATMARA 2011- 2016</li> <li>• Kajian Keperluan TVET GIATMARA Di Sarawak Dan Sabah</li> <li>• Kajian Impak Keberkesanan <i>Skill to Society</i> Usahawan KPLB, 2019</li> <li>• Keberhasilan Program <i>Training And Income Generation</i> (TRIG) GIATMARA KPLB</li> <li>• Kajian Pengesanan Lepas Pelatih Bagi Tahun 2016-2017 GIATMARA KPLB</li> <li>• Pemudahcara Bengkel Kajian Kualitatif dan Mixed Method (18 Siri 2017 – 2019)</li> </ul>
<p><b>GOOD REGULATORY PRACTICES for Non-tariff measures (NTM)</b></p> 	<ul style="list-style-type: none"> <li>• NON-TARIFF MEASURES FOOD ACT 1989 Food Safety and Quality Division, Ministry of Health</li> <li>• NON-TARIFF MEASURES AKTA 716 PEMULIHARAAN HIDUPAN LIAR 2010, Jabatan Perhilitan Negara</li> </ul>
<p><b>REGULATORY IMPACT ANALYSIS (GRP RIA) NEGERI KEDAH</b></p>  	<ul style="list-style-type: none"> <li>• Cadangan Penambahbaikan Kepada Kaedah Tanah Kedah 2019 (KTK) Untuk Memasukkan Klausa Baru Bagi Pengeluaran Permit Sementara Bagi Industri Pelantar Ikan Di Atas Tanah Kerajaan Berstatus Rezab Melayu Di Negeri Kedah</li> <li>• Cadangan Pindaan Jadual Pertama Undang-undang Kecil Kerja Tanah (Pihak Berkuasa Tempatan) Negeri Kedah 2016 bagi :</li> </ul>


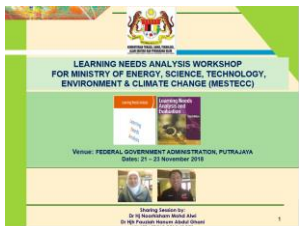

	<p>a) menggubal kaedah pengiraan fi Kerja Tanah Am dan Kerja Tanah Asas Tapak; dan</p> <p>b) semakan Bayaran Fi.</p>
<p><b>REGULATORY IMPACT ANALYSIS (GRP RIA) NEGERI MELAKA</b></p> 	<ul style="list-style-type: none"> <li>• Semakan Dan Pindaan Semula Seksyen 14, Permohonan Lesen Enakmen Sumber Air (Negeri Melaka) 2014</li> <li>• Mewujudkan Peraturan Meterai Hijau Melaka 2020</li> <li>• Mewujudkan Peraturan-Peraturan Penguatkuasaan Gelandangan Negeri Melaka Tahun 2020</li> </ul>
<p><b>REGULATORY IMPACT ANALYSIS (GRP RIA) NEGERI SABAH</b></p> 	<ul style="list-style-type: none"> <li>• Penyeragaman 'Hotel And Lodging Houses By-Laws'</li> <li>• Semakan Semula Dan Pewujudan Undang-Undang Kecil Iklan Seragam</li> <li>• Pindaan Undang-Undang Kecil Pendaftaran &amp; Kawalan Anjing Untuk Semua Pbt Sabah</li> <li>• Pewujudan Undang-Undang Kecil Bangunan Seragam 2020</li> </ul>
<p><b>REGULATORY IMPACT ANALYSIS (GRP RIA) NEGERI SARAWAK</b></p> 	<ul style="list-style-type: none"> <li>• Melaksanakan Fi untuk penambahan tempoh masa untuk lesen pembalakan kurang daripada satu (1) dan merujuk kepada Section 49(2) untuk semakan 3<sup>rd</sup> Schedule Issuance or Renewal of License Rates of Fees of Forest Ordinance, 2015.</li> <li>• Penggunaan Mandatori Thermo Plastic sebagai Tanda Sempadan – Komersialisasi SARAPEG</li> <li>• Jabatan Tanah dan Survei Sarawak Pekeliling Ukur Jabatan Bil 1/2016</li> <li>• Proposed Amendments to the First Schedule of Port Authorities Ordinance, 1961</li> <li>• Amendments to the Local Authorities (Cleanliness) By-Laws, 1999.</li> </ul>

	<ul style="list-style-type: none"> <li>• Review of JPS stormwater management (drainage) laws that are being practiced in Sarawak</li> <li>• Strengthening the Enforcement of Sarawak Urban Sewerage System Guidelines No. 1: The Design and Construction of Septic Tanks.</li> <li>• Inland Fisherman Regulations (Under Section 65 (H))</li> <li>• Development of Sarawak Tourism Act</li> <li>• Review of Ministry of Youth and Sports Dewan Suara Fee Structure</li> </ul>
<b>REGULATORY IMPACT ANALYSIS (GRP RIA) NEGERI PERAK</b> 	<ul style="list-style-type: none"> <li>• Cadangan Mewujudkan Peraturan-Peraturan Sumber Air (Navigasi Jalan Air Pedalaman) Perak 2020 Untuk Operasi <i>Houseboat</i> Di Tasik Temengor, Hulu Perak Dibawah Enakmen Sumber Air Negeri Perak 2010</li> </ul>
<b>REGULATORY IMPACT ANALYSIS (GRP RIA) NEGERI PAHANG</b> 	<ul style="list-style-type: none"> <li>• Pindaan Enakmen Taman Negara</li> <li>• Dasar <i>Accessing Biodiversity And Sharing (ABS)</i></li> <li>• Enakmen Penginapan Hospitaliti Negeri Pahang 2019</li> <li>• Semakan penggunaan tiket sebagai kebenaran lesen bercantum permit. Kanun Tanah Pahang</li> <li>• Semakan peraturan/undang-undang bagi pemilik tanah bangunan kediaman dengan Pengeluaran Permit Sementara bagi Lain-lain Kegunaan selain daripada Kediaman ke atas Tanah Bangunan yang mempunyai syarat nyata bangunan kediaman</li> </ul>
<b>REGULATORY IMPACT ANALYSIS (GRP RIA) NEGERI SEMBILAN</b> 	<ul style="list-style-type: none"> <li>• Semakan Enakmen PBT dalam pengenalan Caj Kemajuan</li> <li>• Semakan Peraturan dalam Ketirisan Kutipan Hasil Tanah</li> </ul>

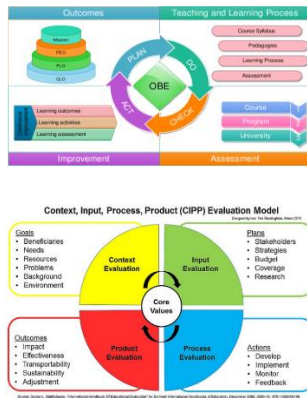
<p><b>REGULATORY IMPACT ANALYSIS (GRP RIA) NEGERI TRENGGANU</b></p> 	<ul style="list-style-type: none"> <li>• Semakan Enakmen Rumah Tumpangan (Negeri Terengganu) 2013 bagi mengawal dan menambah baik kemudahan rumah tumpangan dan inap desa di negeri ini.</li> </ul>
<p><b>SME BUSINESS COACHING AND ENTREPRENEURSHIP TRAINING (1983 – 2020)</b></p>     	<ul style="list-style-type: none"> <li>• Skim Peningkatan Produktiviti Enterprise (SPPE) for ZAKARIA SULAIMAN HARDWARE SDN BHD, 2020</li> <li>• Skim Peningkatan Produktiviti Enterprise (SPPE) for KAY CASTLE SDN BHD 2020</li> <li>• Skim Peningkatan Produktiviti Enterprise (SPPE) HASSAN ABDULLAH HARDWARE SDN BHD 2019 (6 Bulan)</li> <li>• Skim Peningkatan Produktiviti Enterprise (SPPE) Institut Memandu Konsortium Memandu Sejati Erat KMSE 2018 (6 Bulan)</li> <li>• MyKe GroomBig MyHaiz (6 Bulan) 2016</li> <li>• MyKe Batu Burok Beach Resort 2017</li> <li>• MyKe De Rhu Beach Resort 2017</li> <li>• MyKe Residence Inn Cherating 2016</li> <li>• Melahir dan membangun usahawan bersama MARA</li> <li>• Entrepreneurial Business Coaching untuk SME Bank</li> <li>• Groom Big Usahawan Binaan PKNS</li> <li>• Train the Trainer untuk program pembudayaan keusahawanan GIATMARA</li> <li>• Business Excellence untuk SME dan AGROBANK</li> <li>• Asas Keusahawanan untuk Kementerian Pembangunan Brunei Darussalam</li> <li>• Social Entrepreneurship UNITAR</li> <li>• Rundingcara dan persembahan dalam perolehan projek</li> </ul>

  <p><b>HIJRAH SELANGOR</b></p> 	<ul style="list-style-type: none"> <li>• Pengucapan awam untuk CEO SME Selangor</li> <li>• Marketing towards Globalization – Dewan Perniagaan Wanita</li> <li>• Business Coaching untuk Agensi Peminjam Mikro Kredit – TEKUN, BSN, SME</li> <li>• Pengurusan Restoran dan Chalet untuk usahawan SEDC dan WADIRA</li> <li>• Pengurusan Perniagaan untuk Pengusaha Gerai R&amp;R Seluruh Malaysia</li> <li>• Kod Pengendalian Makanan untuk Usahawan Homestay Labuan</li> <li>• Pengurusan Perniagaan Kek Lapis Usahawan Kek Lapis Sarawak</li> <li>• Pembangunan Usahawan Ruminan untuk National Agriculture Training Centre</li> <li>• Gerakan Berdikari Rakyat Kelantan</li> <li>• Program Usahawan Universiti Putra Malaysia</li> <li>• Penampilan dalam Kejurujualan DEWANITA</li> <li>• Pengurusan Pemasaran Strategik</li> <li>• Business Model Canvassing (BMC) untuk 30 program Usahawan Veteran Selangor</li> <li>• Pengurusan Kutipan Hutang HIJRAH SELANGOR</li> <li>• Program Usahawan Kontraktor CIDB (G1-G7)</li> <li>• Pembangunan Keusahawan Brunei Darussalam (2016 – 2018)</li> <li>• PKINK and Gerakan Berdiri Rakyat Kelantan 2012</li> </ul>
<p><b>STRATEGIC MANAGEMENT WORKSHOPS FACILITATION</b></p> 	<ul style="list-style-type: none"> <li>• Kementerian Belia dan Sukan Sarawak MYSS (2020)</li> <li>• GIATMARA RATIONALIZATION STRATEGIC PLAN (GRSP 2020)</li> <li>• Jabatan Hutan Sarawak, Miri 2020</li> <li>• Lembaga Pelabuhan Johor, 2020</li> <li>• Sarawak State Financial Secretary Office, July 2020</li> </ul>



	<ul style="list-style-type: none"> <li>• JPKN Sabah 2019</li> <li>• Halatuju Sukan Universiti KPT 2009</li> </ul>
<p><b>MANAGEMENT CONSULTANCY</b></p>   	<ul style="list-style-type: none"> <li>• Task Force for National Feedlot Centre under Ministry of Agriculture.</li> <li>• Conversion of Hays Performance Management System into Dimension Development PMS model for PETRONAS PENAPISAN MELAKA</li> <li>• Managing absenteeism and difficult employees through Back to Basics Program for PHAAM</li> <li>• Provision of Level 1 Competency Requirement Assessment for National Agriculture Training Council, MOA</li> <li>• Continuous Improvement Process with Fujitsu and Panasonic</li> <li>• Training Needs Analysis untuk MESTECC, KWP, GIATMARA, SPNB, CIDB, MINDEF</li> <li>• ICC Coaching untuk Felda Palm, Kem Wanita, Petronas Methanol</li> <li>• <b>SOP PENGANJURAN ASEAN UNIVERSITY GAMES berasaskan SOP SUKAN OLYMPIK DAN SUKAN KOMONWEALTH. Pertama di DUNIA Bersama BAHAGIAN SUKAN KPT</b></li> </ul>

## HUMAN RESOURCE DEVELOPMENT PROGRAM



## LEARNING AND TEACHING PEMBELAJARAN DAN PENGAJARAN

- Outcome Based Learning
- Integrated Holistic Education System (IHES)
- From Andragogy to Heutagogy : Pemantapan P&P
- Program Evaluation
- Train the Trainers
- Training of Trainers for ICC Trainers
- Train the Trainers for GRP RIA Assessors
- Research Methodology : Qualitative and Quantitative
- Program Planning
- Education Strengthening for Teachers of Maktab Rendah Sains MARA
- TOT for TENAGA PENGAJAR GIATMARA

## MANAGEMENT DEVELOPMENT TRAINING EXPERIENCE




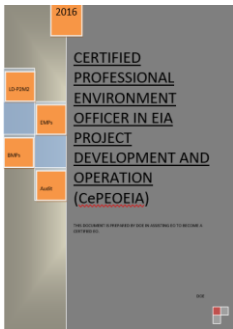
- Strategic Marketing
- Strategic Management
- Training and Development
- Fundamentals of Management
- Organizational Management
- Human Resource Development
- Training Needs Analysis
- Salesmanship
- Leadership and Corporate Team Building
- Strategic Supervisory Management
- Public Speaking
- Filing and Record Management
- Effective Office Management
- Managing Difficult Employees
- Managing Training Evaluation
- Teaming for Excellence
- Corporate Governance
- Clerical Development program
- Enhancing P&Q – the Kaizen Approach
- Productivity and Quality Awareness
- Quality Service



	<ul style="list-style-type: none"> <li>• ICC for Facilitators and Leaders</li> <li>• Managing Office 5S</li> <li>• Total Productive Maintenance</li> <li>• ISO 9001:2008</li> <li>• Entrepreneurship Development Program for Centre of Modern Management Sarawak and SME Bank</li> <li>• Distribution Management</li> <li>• Professional Grooming and Social Etiquette</li> <li>• Secretarial Development</li> <li>• Mind Change for Organizational Excellence</li> <li>• Negotiation for Results</li> <li>• Workplace Ethics</li> <li>• Coaching for ICC Facilitation</li> <li>• Filing and Record Management</li> <li>• Managing Absenteeism</li> <li>• Enhancing Organizational Communication</li> <li>• Small Office Home Office</li> <li>• Effective Communication</li> <li>• MTCP/CMLV Program in</li> <li>• Human Resource Management</li> <li>• Malaysian Economics – A Review</li> <li>• Pelupusan Rekod</li> <li>• Managing Discipline without Punishment</li> <li>• Coaching and mentoring</li> <li>• Leadership Behavior Competency</li> <li>• Transformational Leadership</li> <li>• Finance for Non Finance</li> <li>• Problem Solving</li> <li>• Strategic Alignment</li> </ul>
<p><b>STRATEGIC PARTNERS</b></p>  <p><b>PETRONAS</b></p> 	<ul style="list-style-type: none"> <li>• Akademi Kastam Malaysia (AKMAL)</li> <li>• Centre for Modern Management</li> <li>• DRB Hicom Diecasting</li> <li>• DRB Hicom Yamaha</li> <li>• Felda Palm Industries Sdn Bhd</li> <li>• Fujitsu Component</li> <li>• GIATMARA Malaysia Sdn Bhd</li> <li>• Hospital Selayang</li> <li>• Institut Latihan Kakitangan MARA (ILHAM)</li> </ul>



- Institut Pentadbiran Awam Brunei Darussalam
- Institut Teknologi Petronas (INSTEP)
- Jabatan Pengairan dan Saliran Malaysia
- Jabatan Perdana Menteri Brunei Darussalam
- Jabatan Perkhidmatan Awam
- JVC Electronics
- KEJORA
- Kementerian Belia dan Sukan
- Kementerian Pembangunan Wanita Keluarga & Masyarakat
- Kementerian Pengajian Tinggi
- Kementerian Pertahanan Malaysia
- Kementerian Pertanian dan Industri Asas Tani
- Kementerian Sumber Manusia
- Khazanah Nasional
- Lembaga Hasil Dalam Negeri Malaysia
- Majlis Amanah Rakyat  
Ministry of Development Brunei Darussalam
- Majlis Bandaraya Petaling Jaya
- Maybank Learning Center
- MODENAS
- Panasonic
- Perbadanan Labuan
- Perbadanan Kemajuan Negeri dan SUK Selangor
- Petronas Learning Center (PERMATA)
- PROTON
- PERODUA
- PUSPAKOM
- Royal Malaysia Air Force (TUDM)
- SHELL Bintulu
- SME Bank
- SEDIDIK SARAWAK
- Taiyo Yuden
- Universiti Putra Malaysia
- Universiti Malaysia Trengganu
- Universiti Malaysia Sabah
- Unit Perancangan Ekonomi Negeri Sabah (SEDIA)

	<ul style="list-style-type: none"> <li>• Petronas ICT</li> <li>• Petronas Penapisan</li> <li>• Petronas Methanol</li> <li>• ASSET</li> <li>• LHDN</li> <li>• APM</li> <li>• UMW Lube</li> <li>• SUK Negeri Sembilan</li> <li>• PUSAKA Sarawak</li> <li>• Jabatan Hutan Sarawak</li> <li>• Bintulu Development Authority</li> </ul>
<p><b>WRITING</b></p>  	<ul style="list-style-type: none"> <li>• Strengthening Collaboration Between The ICT Industry And The Academia To Reduce Mismatch Of Supply And Demand Of Workforce For The ICT Nexus Productivity Initiative 2019</li> <li>• Public Private Collaboration Framework To Upskill Existing Employees In Malaysia 2019</li> <li>• Framework Development For East Coast Tourism Corridor (ECTC) Collaboration – A Concept Paper 2018</li> <li>• The Certified Professional Environmental Officer in EIA Project Development and Operation (CePEOEIA) 2016</li> <li>• Manual Pengurusan Persatuan Belia Malaysia Untuk Kementerian Belia dan Sukan 2007</li> <li>• Module Customer Relation Management (CRM) untuk Malaysia Business Excellence Framework MPC 2015</li> </ul>

## SUBJECTS UNDERTAKEN AT GRADUATE LEVEL

**FIELD: MASTER OF SCIENCE from Purdue University, USA – May 1992**

SUBJECT CODE	SUBJECT TITLE	GRADE AWARDED
RHI 600	Restaurant Hotel Institutional Food Service Management (International Issues)	A
RHI 642	Advance Personnel System in RHI	A
<b>STAT 501</b>	<b>Experimental Statistics 1</b>	<b>A</b>
RHI 590	Training in Hospitality Industry	A
RHI 691	Advance RHI Management	A
RHI 695	Seminar in RHI	A
EDCI 560	Media Application in Education Training	A
EDCI 570	Media for Education and Training	A
<b>RHI 590</b>	<b>Introduction to PC SASS</b>	<b>A</b>
RHI 521	Food Service Facility Design	A
RHI 531	Advance Marketing for RHI	A
RHI 590	Quality Control	A
<b>EDPS 533</b>	<b>Educational Research Method</b>	<b>A</b>
RHI 551	Management Information System	A
RHI 590	Advance Trends in Food Service	A
<b>TOTAL CREDIT HOURS : 45</b>		<b>Graduated with 4.0/4.0 CGPA</b>

SUBJECTS UNDERTAKEN  
for Ph.D in Extension Education at Adult Continuing Education of Faculty  
of Education, Universiti Putra Malaysia  
(Human Resource Development – B Structure) 2007

SUBJECT CODE	SUBJECT TITLE	GRADE AWARDED
DCE 5632	Organizational Change and Development	A
DCE 5631	Theories and Practices of Administration	A
<b>DCE 5900</b>	<b>Research Method</b>	<b>A</b>
DCE 5231	Managing Training and Development	A
DCE 5110	Theories of Human Resource Development	A
<b>DCE 5950</b>	<b>Statistics for Social Science</b>	<b>A</b>
<b>DCE 5953</b>	<b>Advance Statistics for Social Science</b>	<b>A</b>
<b>DCE 5920</b>	<b>Qualitative Research</b>	<b>A</b>
DCE 5011	Principles of Adult Education	A
DCE 5012	Adult Learning	A
DCE 5030	Extension Program Development	A
DCE 5032	Instructional Method in Adult Education	A
DCE 5634	Industrial Relations in HRM	B+
DCE 5031	Program Evaluation	A
DCE 5993	Proposal Presentation	A
<b>DCE 5925</b>	<b>Advanced Qualitative Research Methodology</b>	<b>A</b>
	Cumulative Credit Hours	46
	Graduating CGPA	3.97

# Dissertation: Organizational Learning Processes and the Performance of the Malaysian Aviation Industry

Universiti Putra Malaysia

## *Abstract*

The purpose of this study was to explore the link between organizational learning processes of knowledge acquisition, transfer and utilization and the performance of the Malaysian aviation industry. The study was guided by three research questions: 1) How was knowledge acquired in the manufacturing, maintenance, repair and overhaul of aircraft? 2) How was the acquired knowledge transferred and shared within the organizations? 3) In what ways were the knowledge utilized by the aeronautical engineers and technicians?

A qualitative research design employing the case study method was used in conducting the study. Three case sites made up of two aircraft manufacturing organizations and one maintenance, repair and overhaul of aircraft facility were chosen. Eleven respondents were selected in the study using the snowballing technique. Aeronautical engineers and technicians formed the core of the participating respondents. Data was collected through in-depth interviews, observations and document analysis. The within case and cross-case analysis using the constant comparative method was used to generate the categories. Triangulation, peer examination and member check were used to ascertain trustworthiness of the study.

The findings suggested that knowledge has been acquired through four different processes: technology transfer; expert coaching; personal exploration and hands-on experience. The acquired knowledge was transferred and shared within the organizations through three different mechanics: in the form of documented operating procedures; mentoring; and inhouse training activities. The respondents suggested that the knowledge gained was utilized to conform to customer requirements; for process integration and improvement; professional upgrading; and strengthening the organizational capability.

Keywords: Organizational learning, Knowledge acquisition, Organizational performance

Publication available in Amazon.com

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### MENGHARMONIKAN POLISI DALAM TRANSFORMASI PERUNDANGAN

**PENYAMPAI SESI:**  
**DR HJ NOORHISHAM BIN MOHD ALWI**  
(Perunding Pembangunan Organisasi)

**BERSAMA MODERATOR:**  
**MOHD NOOR AZRIN BIN ADNAN**










**WILAYAH PANTAI TIMUR**  
Pejabat Negeri Kelantan ECRK



## MBEF siri 2: Perancangan Strategi Berkesan

Bersiaran secara langsung  
dalam slot Webinar MPC :

**Hari Rabu**  
**1 Julai 2020**  
**10.30 - 11.30am**




**Dr Hj Noorhisham Mohd Alwi**  
NH Strategic Resources  
Pakar Perunding Perniagaan & Pembangunan Organisasi

**Rusdi Bin Muda**  
Pengurus Kanan, MPC Pejabat Negeri Kelantan






Rujukan kami : GM400/6/3.4 (57)

Tarikh : 1 Julai 2018

**DR. HJ NOORHISHAM MOHD ALWI**  
NH STRATEGIC RESOURCES ((001176577-H))  
Tkt 1 Bangunan SAPURA, Lot 2 Jalan Enggang  
Kawasan Perindustrian PKNS,  
54200 Kuala Lumpur

YBhg. Dr.,

**PELANTIKAN SEBAGAI PENASIHAT PENYELIDIKAN PROFESIONAL BAGI KAJIAN - KAJIAN DI BAWAH GIATMARA**

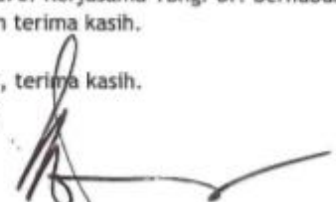
Perkara di atas adalah dirujuk.

2. Sukacita dimaklumkan bahawa YBhg. Dr. dilantik sebagai Penasihat Penyelidikan Profesional bagi kajian-kajian yang dilaksanakan di bawah GIATMARA berdasarkan latar belakang pendidikan, pengalaman serta sumbangan YBhg. Dr. dalam bidang penyelidikan di peringkat nasional dan antarabangsa. Lantikan ini berkuatkuasa bermula 1 Julai 2018 sehingga 30 Jun 2019.

3. YBhg. Dr. dilantik bertujuan untuk membantu dan memberi khidmat nasihat secara profesional kepada pasukan penyelidik yang telah dilantik oleh Pengurusan GIATMARA. Terma rujukan serta pengesahan penerimaan lantikan ini adalah seperti di lampiran.

4. Sehubungan itu, pihak GIATMARA berbesar hati sekiranya YBhg. Dr. bersetuju atas pelantikan ini. Sekiranya ada sebarang pertanyaan dan maklumat lanjut berhubung perkara ini, sila hubungi Bahagian Dasar & Perancangan Strategik (BDS) di talian 03-26937275. Kerjasama YBhg. Dr. berhubung perkara ini amat dihargai dan didahului dengan ucapan terima kasih.

Sekian, terima kasih.



**JABAR AZMAN BIN JAAFAR**  
Timbalan Ketua Pegawai Eksekutif  
Sektor Pengurusan Strategik dan Pembangunan Sumber  
GIATMARA Sdn Bhd

"KEUSAHAWANAN DAN PENDIDIKAN GLOBAL"  
"KEMAHIRAN MENJAMIN KEHIDUPAN"

GIATMARA Sendirian Berhad, Wisma GIATMARA, No. 39 Jalan Medan Tuanku, 50300 Kuala Lumpur  
Tel: 03-26912690

## TECHNICAL EXPERT



DR. NOOR AZLIN ISMAIL

## a. Education Background

**Ph.D in Field Management - International Entrepreneurship**

Major: Small and Medium Enterprises.

Minors: International Entrepreneurship, Halal Industry.

Dissertation Title: The Moderating Effects of Degree of Internationalization on Factors Affecting the International Performance of Small and Medium Enterprises in the Malaysian Halal Food Industry.  
Universiti Putra Malaysia, 2011

**Master of Science (MSc)**

Universiti Putra Malaysia, 2002

**Bachelor of Business Administration (BBA)**

Second Class Upper

Universiti Utara Malaysia, Sintok, 1996

## a. TEACHING – Undergraduate

No.	Semester	Code	Course	Credit Hour	Class Size
1	2004/2005-1	MGM4184	Small Business Management	3	63
2	2004/2005-1	MGM2111	Pengurusan Organisasi dan Perniagaan	3	92
3	2010/2011-2	MGM4184	Small Business Management	3	19
4	2010/2011-2	MGM4187	New Venture Management	3	21

5	2011/2012-1	MGM3101	Principles of Management	3	48
6	2011/2012-1	MGM3101	Principles of Management	3	55
7	2011/2012-2	MGM3180	Basic Entrepreneurship	3	35
8	2011/2012-2	MGM4183	Entrepreneurship	3	17
9	2011/2012-3	MGM4187	New Venture Management	3	4
10	2012/2013-1	MGM3180	Basic Entrepreneurship	3	40
11	2012/2013-1	QKI2101	Innovation & Invention	3	20
12	2012/2013-2	MGM3180	Basic Entrepreneurship	3	15
13	2012/2013-2	MGM3180	Basic Entrepreneurship	3	37
14	2012/2013-2	MGM4183	Entrepreneurship	3	13
15	2012/2013-2	QKI2101	Innovation & Invention	3	9
16	2013/2014-1	MGM3180	Basic Entrepreneurship	3	46
17	2013/2014-1	MGM4184	Small Business Management	3	12
18	2013/2014-2	MGM3180	Basic Entrepreneurship	3	40
19	2013/2014-2	MGM4183	Entrepreneurship	3	18
20	2014/2015-1	MGM3180	Basic Entrepreneurship	3	48
21	2014/2015-1	MGM4184	Small Business Management	3	16
22	2014/2015-2	MGM3180	Basic Entrepreneurship	3	46
23	2014/2015-2	MGM4183	Entrepreneurship	3	16
24	2015/2016-1	MGM4184	Small Business Management	3	16
25	2015/2016-1	MGM3180	Basic Entrepreneurship	3	48
26	2015/2016-2	MGM4178	Franchise Management	3	5
27	2015/2016-2	MGM3180	Basic Entrepreneurship	3	51
28	2016/2017-1	MGM4184	Small Business Management	3	14
29	2016/2017-1	MGM3180	Basic Entrepreneurship	3	49
30	2016/2017-2	MGM4183	Entrepreneurship	3	11
31	2016/2017-2	MGM3180	Basic Entrepreneurship	3	51
32	2017/2018-1	MGM4184	Small Business Management	3	20
33	2017/2018-1	MGM3180	Basic Entrepreneurship	3	68
34	2017/2018-2	MGM4184	Small Business Management	3	4
35	2017/2018-2	MGM4183	Entrepreneurship	3	2
36	2017/2018-2	MGM4183	Entrepreneurship	3	54
37	2017/2018-2	MGM4178	Franchise Management	3	35
38	2018/2019-1	MGM4183	Entrepreneurship	3	19
39	2018/2019-1	MGM4189	Entrepreneurship and Innovation	3	62
40	2018/2019-1	MGM4184	Small Business Management	3	61
41	2018/2019-2	MGM4178	Franchise Management	3	69
42	2018/2019-2	MGM4184	Small Business Management	3	32

**b. Award and Recognition**

No.	Award and Recognition
1.	UPM Excellent Service certificate: 2012, 2013, 2015, 2016, 2017,2018
2.	Expert panel instrument development Entrepreneur – Agrobank Headoffice (2017, 2018)
3.	Outstanding Ph.D Dissertation, 2011- Among top three PhD thesis finalist, 2011 at National Level organized by Yayasan Nurul Yaqeen, chaired by Tan Sri Muhyiddin Yassin under theme “Islam from a world point of view” thesis competition for Public University in Malaysia. (2011/2012)
4.	Invited Scholar – Atkinson Graduate School of Management, Willamette University, USA (2018)
5.	Invited Scholar First PhD Colloquium McGill University, Canada (2010)
6.	Invited Scholar, PhD student –3 month research attachment program, University of Birmingham City, United Kingdom (2009)
7.	Inovarsiti Bernama dan TV
8.	Pensyarah Aktif Menggunakan PUTRA LMS

c. Policy Contribution

No.	Description
1.	Policy paper presentations in 2017 : (i) Economics Planning Unit (EPU) - revision on RMK 11
2.	Policy accepted for RMK 11
3.	Policy presentation on Polisi Graduasi Program Pembangunan Bumiputra -EPU (2012)
4.	Policy paper presentation in 2017 Halal Development Corporation – Initiate Halal Industrial Master Plan 2 (2018-2030).
5.	Policy accepted for Halal Development Corporation for IMP2 (2018-2030)

d. National Level Appointments or Memberships

No.	Appointment/Organization
1.	Agrobank Berhad –UPM : Co-ordinator for Seminar Usahawan Muda, Instrumen Anugerah 2016, 2017, 2018
2.	Pusat Zakat Selangor (MAIS) : Project usahawan Asnaf “MY BURGER”
3.	SME-CORP
4.	Yayasan Vokasional Wanita
5.	Taalim Darul Hamid
6.	Akademik Tahfiz al Quran Wal Hadith
7.	Institute Marketing Malaysia (IMM)
8.	Humanology Sdn. Bhd
9.	Economics Planning Unit (EPU)
10.	Halal Development Corporation (HDC)
11.	Member of Islamic Consumer (Persatuan Pengguna Islam)
12.	BERNAMA & ASTRO
13.	Persatuan Permata UPM
14.	Member of Islamic Treatment (Persatuan Perubatan Islam Malaysia)
15.	PERKIM
16.	Persatuan Ahli Akademik UPM

## RESEARCH STATISTICIAN



## MOHD ANUAR BIN ABDUL KARIM

## Educational Background

## Highest Education

**Level** : Master's Degree **Mobile HP** 013-2945569  
**Field of Study** : Statistics e-mail : nuar1965@yahoo.com.my  
**Name of Institution** : Universiti Kebangsaan Malaysia, Bangi Selangor

Working Experience : 30 years of Productivity and Quality Consultant

## Employment History

- Company Name** : National Productivity Corporation (Nov. 1991 – Jan 2006)  
**Position** : Consultant  
**Level** : Senior Executive  
**Specialization** : Research & Training Development

Job experience includes:

1. Conduct and Develop Training Program

Type of training program: Quality Improvement Activities, Housekeeping 5s activities, Motivation, human relation, productivity measurement and etc

2. Conduct consultancy project:

Type of projects: P&Q improvement projects, ISO9000:2000 projects

3. Panel of Judges for Regional QCC Convention organized by NPC as well as in-house QCC convention

4. Lead Auditor and auditor for Quality Management Excellence Award, Productivity Award, Selangor Industrial Award

5. Develop productivity indicators for Manufacturing sector database

Indicators such as Labour Productivity, Unit Labour Cost, Process Efficiency, Capital Productivity, capital intensity, Total productivity Measures and etc.

6. Data analysis using SPSS package, Mic. Excel, Fox Pro and Minitab:

Type of analysis performed: Forecasting, Modeling, Analysis of Variance, Design of Experiment, and other statistical test.

7. Conduct survey on Productivity and Quality Improvement of the organization to measure their competitiveness

## **1. AREA OF SPECIALIZATION**

### **A. Conduct Training Program:**

1. Statistical related program:
  1. Design of experiment and analysis
  2. Data analysis - forecasting
  3. Statistical Analysis using SPSS
  4. Statistical Quality Control
  5. Statistical Process Control
  6. Six Sigma Improvement Methodology and Tools
2. Productivity and Quality program:
  1. Total Quality Management
  2. Quality Control Circle activities (KIK)
  3. Quality Improvement tools
  4. Six Sigma Improvement tools
  5. 5'S Housekeeping process and implementation
  6. Productivity measurement and analysis

### **B. Research methodology and analysis using SPSS package:**

1. Questionnaire development
2. Research Methodology
3. Analysis using SPSS
4. Report writing

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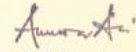
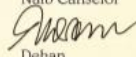
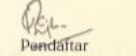
**MOHD. ANUAR BIN ABDUL KARIM**

setelah memenuhi segala syarat serta lulus peperiksaan yang ditetapkan oleh Universiti  
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