

ASIAN JOURNAL OF KNOWLEDGE MANAGEMENT

Vol.3 • No.2 : 2016

PP 18417/02/2014 (033797)

In This Issue

- **Knowledge Innovation Management - Innovation Entrepreneurship Process**
By Dr. Tan Thai Soon
- **Channel for Decision Making - What a Talent Manager Should Do In Practice**
By Dr. Tay Jon Jon
- **Wage Distress: Phenomenological Research on Employees**
By Dr. Joseph Walter Anthony

ISSN 2289-6287



9 772289 628008



Asian Institute of Knowledge Management Sdn Bhd

ASIAN JOURNAL OF KNOWLEDGE MANAGEMENT

CONTRIBUTORS

All manuscripts and editorial correspondence pertaining to articles and related matters should be addressed to The Chief Editor, Asian Institute of Knowledge Management Sdn Bhd at the publisher address.

PUBLISHER

Asian Institute of Knowledge Management Sdn Bhd
5, Jalan 3/125D, Desa Petaling, 57100 Kuala Lumpur, Malaysia
Tel: +603-9057 2233 Fax: +603-90571323
Email: info@asianikm.com Website: www.asianikm.com

PRINTED BY

James Aries Printing Sdn Bhd
No. 40 & 42, Jalan TPK 2/5, Taman Perindustrian Kinrara
58200 Puchong, Selangor
Tel: +603-80752502

POLICY AND DISCLAIMER

The Asian Journal of Knowledge Management is published twice a year by Asian Institute of Knowledge Management Sdn Bhd. Its main objective is to provide a platform for the publication of articles based on research, concept, theory and commentaries related to the knowledge management. The views and opinions expressed are those of the individual authors and do not necessarily represent those of the institute.

ASIAN JOURNAL OF KNOWLEDGE MANAGEMENT

EDITORIAL BOARD

Chief Editor

Dr. Tan Thai Soon

Associate Editors

Mr. Kek Che Nyu

Dr. Tay Jon Jon

Editorial Board Members

Dr. John Fisher (University of Newcastle)

Dr. Tan Thai Soon (TST Consulting Group)

Prof. Dr. Nooh Abu Bakar (University Technology Malaysia)

Prof. Dr. Tay Jon Jon

Prof. Dr. Mahamad Tayib (DRB-HICOM University)

Prof. Sr. Dr. Ting Kien Hwa (Universiti Teknologi MARA)

Assis. Prof. Dr. Ong Seng Fook (Universiti Tuanku Abdul Rahman)

Assoc. Prof. Dr. Pua Eng Teck (Universiti Tun Abdul Razak)

Assis. Prof. Dr. Mohammad Falahat (Universiti Tuanku Abdul Rahman)

Assoc. Prof. Dr. Chin Sze Kim (Berjaya University)

Assoc. Prof. Dr. Fakhrol Anwar Zainol (Universiti Sultan Zainal Abidin)

Assoc. Prof. Dr. Wan Norhayate (Universiti Sultan Zainal Abidin)

Assoc. Prof. Dr. Stanley Yap (SEGi University)

Assoc. Prof. Dr. Joseph Walter Anthony (Stradford International College)

Dr. Goh See Kwong (Taylor's University)

CONTENTS

Editorial

Knowledge Innovation Management - Innovation Entrepreneurship Process

Dr. Tan Thai Soon

Channel for Decision Making - What a Talent Manager Should Do In Practice

Dr. Tay Jon Jon

Wage Distress: Phenomenological Research on Employees

Dr. Joseph Walter Anthoney

Editor's Note

The recent development of disruptive business environment particularly in the mobile technology and online eCommerce development has greatly affected the traditional way of doing business and how the people interact and communicate with each other.

The first article on this issue is entitled, “*Knowledge innovation management: Innovation-Entrepreneurship Process*”. The concept incorporates the four perspectives of knowledge processes, referred as the “Knowledge 4Cs” (Tan, 2013) in innovation management. The new process is referred to as the “Innovation-Entrepreneurship Process” TM, and includes Knowledge Creation (innovation creation), Knowledge Conversion (innovation commercialisation), Knowledge Communication (innovation-communication) and Knowledge Change (innovation-change).

The second article looks into the “Channel for decision making-What a talent manager should do in practice.” The article discusses of HR best practices and what is the meaning of talent management.

The third article looks into “Wage distress: Phenomenological research on employees.” This article looks into the welfare and well-being of employees which focusing into the monetary and non-monetary rewards.

Dr Tan Thai Soon

Editor, *Asian Journal of Knowledge Management*

Knowledge Innovation Management -Innovation Entrepreneurship Process

DR. Tan Thai Soon

TST Consulting Group Sdn Bhd

tanthaisoon@gmail.com

Abstract

This article looks into the use and application of Knowledge Management Process (KM Process) in innovation management. This concept was first introduced in my book (Tan, 2013), by incorporating the four perspectives of knowledge processes. These were referred to as the “Knowledge 4Cs”: Knowledge Creation, Knowledge Conversion, Knowledge Communication and Knowledge Change.

In applying the original four perspectives of knowledge processes in knowledge innovation management, the adapted process is referred to as an “Innovation-Entrepreneurship Process”TM : these include Knowledge Creation (innovation creation), Knowledge Conversion (innovation commercialisation), Knowledge Communication (innovation-communication) and Knowledge Change (innovation-change). The changed process is set out in figures 2 below.

Keywords: Innovation-entrepreneurship Process, Innovation Creation, Innovation Commercialisation, Innovation-Communication, Innovation-Change, Entrepreneurship and *Innopreneurship*.

1. Knowledge Innovation Management

Knowledge innovation management is *a continuous process of managing innovation by creating, commercialising, communicating and changing the right product and service in the right place at the right time in the market place*. The four perspectives in knowledge innovation management include knowledge creation (innovation creation); knowledge conversion (innovation commercialisation); knowledge communication (innovation-communication); and knowledge change (innovation-change).

2. Innovation-Entrepreneurship Process™

In the “Innovation-entrepreneurship Process”™, the innovation is a function of entrepreneurship. The main premise of this concept is about *creating and commercialising new innovative products and services; to communicating its value propositions to its stakeholders through high value entrepreneurship; and subsequently disrupting and redesigning products and services in the changing market place.*

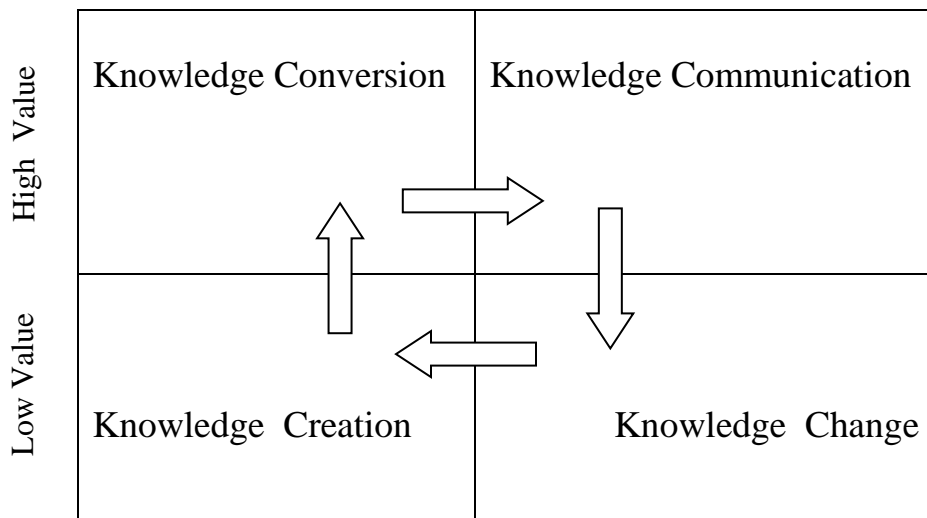
High value is an important aspect of the “Innovation-Entrepreneurship Process”. The first dimension is the innovation, which includes creating and commercialising an innovative new product or service. The second dimension is entrepreneurship. This involves entrepreneurial communication with various stakeholders externally and internally, and how an *innopreneur* manages innovation change in a disruptive environment and marketplace.

3. The Four Modes of the Knowledge Innovation Management Process

This concept was first introduced in my book (Tan, 2013), by incorporating the four perspectives of knowledge processes. These were referred to as the “Knowledge 4Cs”: Knowledge Creation, Knowledge Conversion, Knowledge Communication and Knowledge Change, as shown in figure 1 below.

In applying the original four perspectives of knowledge processes in knowledge innovation management, the new process is referred to as an “Innovation-Entrepreneurship Process”™. As shown in figure 2 below, these include Knowledge Creation (innovation creation), Knowledge Conversion (innovation commercialisation), Knowledge Communication (innovation-communication) and Knowledge Change (innovation-change).

Figure 1 – The Four Modes of the Knowledge Management Process



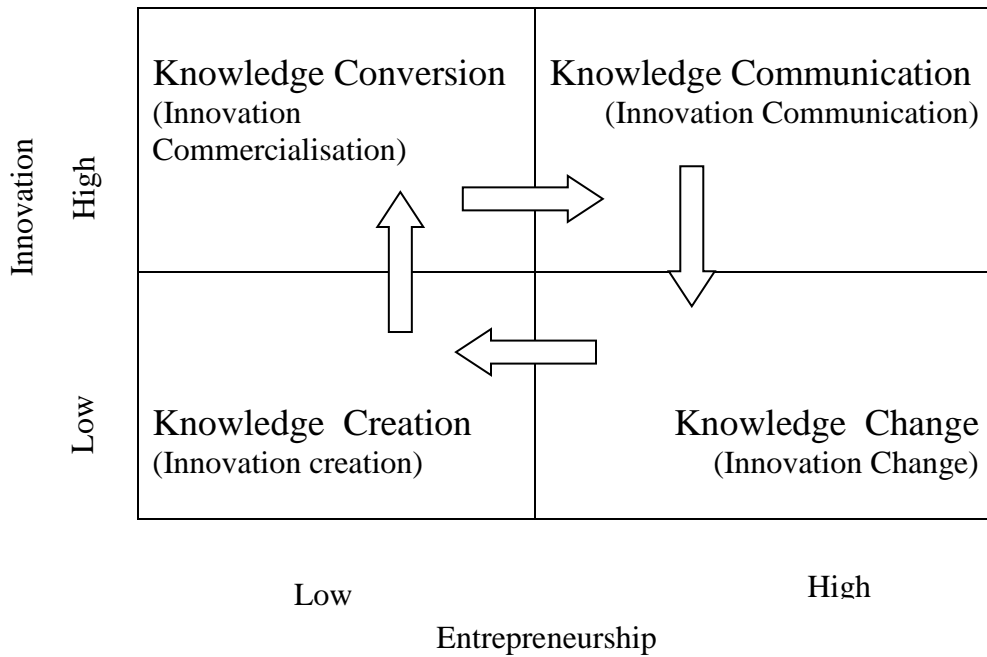
Low Sharing

High Sharing

Value-Sharing Process

TST Consulting Group© 2013

Figure 2 – The Four Modes of the Knowledge Innovation Management Process



“Innovation-Entrepreneurship Process”™

TST Consulting Group© 2016

3.1. Knowledge Creation (Innovation Creation)

The knowledge creation process in innovation management examines the process of innovation creation of the new products and new services applications in a new market place. To create a new product or service application is a starting point. The new product or service application faces many challenges, such as a disruptive market place and ever-changing customers' tastes and preferences for new products and service applications.

3.1.1 Start-Up

At the innovation creation stage, the start-ups or business founders will focus on creating new products and services. They will try to introduce their new products and services to existing and new customers.

The recent development of start-up eco-system has seen many types of new start-up in difference sectors include:

- ICT and digital contents, particularly in the mobile applications
- Social mobile applications
- eCommerce platforms
- Robotics and artificial intelligence
- Bio-technology
- Medical-technology
- Life science

3.1.2. The Challenges facing new start-up

The business founders in a start-up face many challenges include:

- design appropriate products and services at the right time and in the right marketplace;
- sourcing sufficient financial assistance either from the public or private sectors to commercialise their products and services;
- ability to complete with the competitors;

- ability to cultivate an innovative team and subsequently retaining them;
- ability to balance costs, pricing and profit; and
- Last but not least, the ability to manage cash flow.

However, at the initial start-up stage, the business founder knows that only with considerable promotion can they persuade the funders to provide financial assistance to commercialise their products as will be discussed below.

3.2. Knowledge Conversion (Innovation Commercialization)

The knowledge conversion process in innovation management examines the process of innovation commercialization. *Innovation commercialisation is a process of converting, launching, exploring and monetising initial ideals, products or contents in the marketplace.* In short, it relates to the processes on how the business founders or start-up, converting or commercialising their new products and services into a marketplace.

3.2.1 Innovation Commercialisation

At the innovation commercialisation stage, the business founders or start-up will focus on moving their new products and services from the lab to market space.

A critical goal is to commercialise their intellectual properties. Application and registration of product and service patents is an important process in commercialisation because it increases the value of their products and services.

3.2.2. Pre-commercialisation and Commercialisation

In Malaysia, there are many government agencies which exist to help the local start-up with grants and funding, in the pre-commercialisation and commercialisation stages, so as to enable them to move their initial ideals to viable projects. These include:

- **MSC Malaysia** provides various initiative and programmes to attract, nurture and retain ICT and ICT enabled business. The local technopreneurs or business founders with a viable business plan may require funds for prototype development as a step towards commercialisation;
- **Ministry of Science, Technology and Innovation (MOSTI)**, has introduced various initiatives and seeding funding to undertake pre-commercialisation technologies;
- **Multimedia Development corporation (MDEC)** has provided various initiatives and fundings to assist local SMEs and technopreneurs, who have innovation and commercially focused digital contents projects; and
- **Cradle Fund**, an agency under the Ministry of Finance, provides pre-seed funding programmes to innovators and aspiring start-ups to transform their raw technology-oriented ideas into commercially viable ventures.

In addition to the government initiatives and financial assistance, a local start-up in Malaysia may commercialise its projects by raising funds from the private sector. This can be through:

- **Equity crowd-funding** and peer to peer lending, approved by the Securities Commission Malaysia, is a platform for raising funds for the start-ups and SMEs;
- **Angel Investors** are a class of investors who take a higher risk and reap a higher reward. They are willing to invest their personal wealth in start-up companies in return for an equity stake;
- **Interest scheme**, under the supervision of Companies Commission of Malaysia, is an alternative method to raise fund for the SMEs and new start-up;
- **Cyberview Living Lab Accelerator (CLLA)** programme. Its objective is to assist new fintech start-ups to pilot and validate their innovations before commercialisation

In summary, the initial start-up's commercialisation has been largely involved in the public agencies in the past. However, more recently, there has been an increasing trend for private sector involvement from such bodies as private equity crowdfunders, angel investors, interest schemes, incubators, accelerators and venture capitalists. Some of these private funders are working closely with the relevant regulators to raise funds from the public as an alternative to the traditional banking facilities.

Thus, in a highly competitive market, there are many new and substitute products and services. The initial commercialisation will not guarantee a success or a sustainable launch for their products and services. In this case, it follows that in order to sustain their new products and services, the business founders need to employ the sort of "innovation-communication mix strategy" to be discussed in the following paragraph.

3.3. Knowledge Communication (Innovation-Communication)

The knowledge communication process in innovation-communication process looks into how the business founder or entrepreneur communicates with such stakeholders as financial funders and bankers, investors and shareholders, customers and distributors, suppliers and venture partners, and talented and creative workers. It relates to how a business founder can carry out an innovation-communication mix strategy through entrepreneurial skills and create high value propositions for various stakeholders. In short, it is a process of entrepreneurship.

3.3.1. Innovation-Communication Mix and Entrepreneurship

In the narrow sense, entrepreneurship is defined in Wikipedia "as the process of designing, launching and running a new business, which typically begins as a small business, such as a start-up company." In a broader sense, it relates to how a business founder or entrepreneur carry out various innovative communication mix strategies, through communications and collaborations with their stakeholders and their employees, to ensure the business continues to grow and be sustainable. Such strategies include:

- Communication with the funders and bankers to get their continuous support through regular reporting;
- Communication to ensure that investors, interest scheme owners and shareholders are happy and willing to invest additional capital if necessary.
- Continuous communication and engagement with customers by providing a good experience through high value service propositions and getting feedback from customers on the products and services. In addition, they can turn their existing customers into direct distributors (in multi-level network);
- Ensuring continuity of supply from the suppliers; the business founders may collaborate with their existing suppliers to become their joint venture partners (up-stream or down-stream);
- Collaborating with stakeholders, employees or potential investors, by creating a business network or franchise business, to help the business founders to expand their business with capital contributions from such franchisees; and
- Continuing to promote a culture of innovation, and to cultivate creative talent in an innovation environment. In addition, to reward and communicate with talented employees, in order to retain them.

By applying a proper innovation-communication mix strategy and entrepreneurial skills, the business founders or entrepreneur can promote growth and increase their market share for their products and services.

These strategies are inter-related and integrated with each other. For example, failure to source for additional finance or to meet a cash flow problem may hinder a business expansion plan or cause insolvency; similarly failure to continue innovating and improving their products and services may result in obsolescence of your products and services with eventual loss of market share. Also, ability to retain their talented and innovative employees is equally important.

In summary, to be successful, an entrepreneur must possess a entrepreneurial skills in order to growth and sustain their businesses. However, in a highly

competitive and disruptive market, there are many new ideals, new products and services being launched. Existing products and services may become obsolete and thus not sustainable. In such a disruptive environment, it follows that in order to survive, the business founders needs to employ the sort of innovation-change strategy or *innopreneurship* skills to be discussed in the following paragraph.

3.4. Knowledge Change (Innovation-Change)

The knowledge change process in innovation management examines the process of innovation-change strategy. An innovation-change process is concerned with how an innovative entrepreneur (*innopreneur*), constantly and continuously, re-designs and launches new products and services, responding to technological changes and innovations in a disruptive marketplace.

This is a necessary journey in the innovation management process in order to survive in the marketplace. The *innopreneur* faces many challenges and competition from their competitors seeking to introduce similar or close substitute new products or new business applications. The following are some of the competitive and closely substitute applications and products like:

- Yahoo and Google search;
- Friendster and Facebook social media;
- Uber and Grab applications; and
- Nokia and Apple mobile phones etc

From the early stage of a start-up and commercialization, some continue to grow with bigger market shares, some have lost their popularity and many have disappeared in the marketplace. Therefore, in order to survive, the *innopreneur* needs to continuously disrupt their products and services, and constantly apply their *innopreneurship* skills processes.

3.4.1. Innovation-Change and *Innopreneurship*

In the innovation-change process, the *innopreneur* need to apply its *innopreneurship* skills. The need for *innopreneurship* can arise out of changes in technology and in the marketplace. An *innopreneur* must constantly review, reinvent and re-design their product and services, and re-engage with their customers while targeting new customers in an ever-changing innovation space (Tan, 2016).

This always presents new challenges for an *innopreneur* for the following reasons:

- The rise of online shopping and e-commerce platforms. These have led to the decline of previously successful enterprises. For example, in the last few years, Parkson China retail stores have seen a decline in profit and performance. Similarly, traditional bookstores such as the Borders bookselling chain in the US have closed down due to the challenge from Amazon. The rise of e-commerce, of companies like Alibaba and Amazon in recent years, mean dealers and retail stores generally must re-engage with their customers (Tan, 2016).
- The advance of various forms of digital media in the changing technology space. This has seen the music industry moving from CDs and DVDs to online downloading through iTunes and Youtube. Similarly the digital camera has put the traditional photo film product out of business (Tan, 2016).
- The highly innovative and technological smart phone, with a range of possible apps, has opened up new mobile horizons for all enterprises including SMEs.

In summary, the disruptions caused by new technology require the *innopreneur* to re-design and re-engage with their customers; success can mean survival in the challenging changing and disruptive business environment.

4. Knowledge Innovation Management Process Map

A detailed summary of the above processes is set out in Figure 3 as a Knowledge Innovation Management Process Map. The purpose of a knowledge innovation management process map is to assist the business founder, entrepreneur and *innopreneur* in creating a long term management plan and processes. It draws on the four modes of the knowledge innovation management process.

Figure 3 – KM Process Map

Innovation High Low	High	Knowledge Conversion (Innovation commercialization) <ul style="list-style-type: none"> • Commercialization 	Knowledge Communication (Innovation-communication) <ul style="list-style-type: none"> • Entrepreneurship
	Low	Knowledge Creation (Innovation creation) <ul style="list-style-type: none"> • Start-up 	Knowledge Change (Innovation-change) <ul style="list-style-type: none"> • <i>Innopreneurship</i>
		Low	High
Entrepreneurship			

“Innovation-Entrepreneurship Process”™

TST Consulting Group © 2016

5. Conclusion

In summary, the main premises of knowledge innovation management are innovation creation, innovation commercialisation and innovation-communication through the innovation-communication mix strategy and innovation-change through constantly reviewing, reinventing and re-designing their products and services, and re-engaging with their customers while targeting new customers in an ever-changing innovation space. In the disruptive to innovation space and new technology space, the *innopreneur* needs continuously to redesign their products and services, and re-engage with their customers. Such *innopreneurs* are more likely to survive in the modern challenging, changing and disruptive business environment.

References

Tan, T.S. (2013) *Strategic Knowledge Management and Innovation – A Process Perspective*, TST Consulting Group, Kuala Lumpur.

Tan, T.S. (2016) “Knowledge Customer Management-Customer Dealership Process”, *Asian Journal of Knowledge Management*, Vol.3 No.1, 2016: 1 to 10.

Channel for decision making - What a Talent Manager Should Do In Practice

Dr Tay Jon Jon
tjj212@gmail.com

Abstract

In management philosophy there is no real “right” or “wrong” answers especially when it comes to the art or sometimes science of decision making. However, one should as an entrepreneur in many start ups be aware of the alternatives and options available and make sense of them in the most moral fashion. The article discusses of HR best practices and what is the meaning of talent management.

Key terms: Decision making, HR best practices.

Lenses for Decision Making

In a workshop initiated with human resource managers in Kuala Lumpur, the Chartered Institute of Personnel Development (CIPD) of UK examined the new direction of its research from a CIPD report.

HR managers were asked if their workplaces promoted well being such as autonomy and happiness. When there is a choice of providing bad and providing good, the decision should provide more of good and little of bad. Most concurred that this was an important element in the development of their decisions. In fact, with the GEN Y executives this was what most of them looked for in their job search of a good employer.

Secondly, HR managers were asked if the rights of people were important and that they should not be violated just to improve the outcome of someone else. “People have a right to be protected from harm and to have a choice over what happens to them. In the workplace, this means the right to be treated with dignity and respect, to exercise autonomy and control.” One set

of HR managers argued that should the direction of the company be more important in terms of survival and sustainability, the question of rights should be set aside.

Third, managers were asked on whether “merit should be designed to guarantee equal opportunities based on individual talent and hard work, rather than irrelevant characteristics such as gender, race, sexuality and social class.” Managers felt that this was an important criterion and that the world needed more meritocratic policies.

Fourth, managers were asked to explore the impact of fairness and justice. Not every one can compete on merit alone. “People have unequal access to education and development” and workplaces could be designed with an eye to those who might end up being the worst off as a result of the decision.” Most managers chose not to make decisions on the basis of fairness and justice as this could be most subjective.

Fifth, people should get what they need based on a market lens. “Some people are lucky enough to have scarce qualities and ability to negotiate freely to command higher wages. Others are less fortunate and end up with less, even if they are no less worthy.” Most HR managers did not base their decisions on the market lens. However, in the world of “Uberization” this is the direction that the world is moving towards as the driver with the most efficiently priced taxi would succeed in providing the service to the customer. This is in the face that Uber alone does not own a single taxi or has a fleet of cars.

Sixth, HR managers felt that most people should not be able to influence the decisions that affect them. Everyone should be able to democratically elect the decisions made at the workplace just like a “collective”. This could explain why trade unions are not a powerful force in Asia. It is obvious that we live in an autocratic society with right wing leaning organizations cum companies.

Seventh, HR managers felt that decisions should be made with integrity - the character lens, even if means compromising certain values. It is about doing the right thing and not about just the regulation, it is what the decent person should do. One example is whether to let go of staff and lose competitiveness or whether to retain them but ask employees not to ask for a raise, in the face of appalling economic conditions.

Finally, most HR managers felt “long term interests, people, organizations and society are more important than short term gains.” History preserved as a role model for the future of the company. Most Asian companies tend to follow this model and is implicit in their culture.

HR can add value to the organization by positioning itself and talent management towards contributing towards the effectiveness of financial performance. HR managers should concentrate on recruiting the right talent to match the type of business strategy that the company wants to pursue (Lawler 2016).

HR Best Practices

Best practices firm Google communicate the job they are hoping to fill with the talent that they are looking for. The performance of the talent recruited differentiates Google from the competition. 3M gave staff time to work at pet projects thus encouraging innovation and creativity (Lawler 2016).

However, many firms find that talent is not important towards their goal of having good technology and finance. For example engineering is an issue crucial to strategy not talent management. HR managers need to be a driver of strategy rather than just a supporting role that for decades has been the norm.

Employee networks and social ties are important and will dissipate and lead towards a downward slope if not handled sensitively especially in the case of retrenchments which become viral within the organization (Baesens *et al.* 2016).

HR managers should critically interpret, reflect, adjust, and steer the outcomes of the analytical models using his or her business acumen, experience, and knowledge of the problem and organization. For example from Big Data, HR professionals should be able to deduce falling clients are due to the exit of one employee. The mindset of the HR manager needs to be mindful, opened and informed (Baesens *et al.* 2016).

“Analytical models should always be interpreted with caution, and gender equality and diversity should be respected when selecting the data to build your analytical HR models (Baesens *et al.* 2016).” It is important that number crunching though important should also consider data privacy and issues that come with it.

“Analytical models in HR should be back tested by contrasting the predictions against reality, so that any change of state in performance can be immediately noticed and acted upon.” Such as from a hiring orientation, the steps pre hire (how and who is recruited) and post-hire (whether the best were selected) should be continuously managed (Baesens *et al.* 2016).

Companies should fully comprehend their employees and customers and the traditional concept that both internal and external marketing is of utmost importance to strategic formulation of policy.

After much debate and opaqueness over the words talent management an agreed definition that it is the process through which organizations anticipate and meet their needs for talent in strategic jobs, was coined. A key improvement in the strategic human resource management (SHRM) literature, suggested that organizations should disproportionately invest scarce resources in the individuals or jobs from which they expect the greatest return. It differs from traditional approaches, which simply assumed that the importance of an individual or job was associated with its position in the organizational chart (Capelli & Keller 2014, p.307).

Karsan (2016) mentions that meaningful work will exist but implied that jobs may become extinct. Thus, the HR manager may look into aspects of work in a creative and innovative fashion and as a knowledge worker (Landsman 2016) be:

- Critical in thinking and have analytic reasoning.
- Emotional or socially intelligent.
- Have novel and adaptive thinking.
- Cross cultural competency in an age of globalization of human resources.
- Computational thinking and able to present big data in a seamless, integrated comprehensible manner.

The HR manager's skills of the future are as follows:

- New media literacy.
- Ability to traverse across different organizational functions.
- Design mindset to different work environments.
- Being able to deal with phenomenal large amount of data sets.
- Being able to work with virtual teams and cloud based technology.

Summary & Conclusions

The GEN Y & GEN Z generation will demand that HR software used encourages them to feel engage and with mobile applications allow them to access payroll and company policy information. Thus, lighten the load for the over burdened HR manager who can concentrate on more strategic issues. Video streaming be it recorded or live, should be embedded in the HR software. Hiring HR executives can interview via video conferencing. To conclude it is the HR manager and his or her team that will have to help develop software that will allow Millennials to enjoy the digital experience they form with the company (TopDogHR 2015). A happy Millennial employee will result in a satisfied customer or client.

References

- Baesens B., Winne S. & Sels L. (2016) *Is Your Company Ready for HR Analytics?* Retrieved from <http://sloanreview.mit.edu/article/is-your-company-ready-for-hr-analytics/>
- Cappelli P. and Keller JR (2014) Talent management: Conceptual approaches and practical challenges, *Annual Review of Organizational Psychology and Organizational Behavior*.
- Karsan R. (2016) *How the future of work is not “Jobs”*. Retrieved from <https://www.youtube.com/watch?v=sQNtu4kpd64>
- Landsman R. (2016) *What Are the Skills For the Future Workforce?* Retrieved from <https://www.youtube.com/watch?v=mcFiCdG-rwc&spfreload=10>
- Lawler III, E. (2016) *What Should HR Leaders Focus On In 2016?* Retrieved from <http://www.forbes.com/sites/edwardlawler/2016/02/04/what-should-hr-leaders-focus-on-in-2016/#e10c5b67d8f9>
- TopDogHR (2015) *HR Tech Trends for 2016*. Retrieved from https://www.youtube.com/watch?v=_8Xpjoy0GGEI
- Workshop on Lenses for Decision Making, Kuala Lumpur, Malaysia (2016) *From best to good practice HR: developing the principles for the profession*. Retrieved from www.cipd.asia

Wage Distress: Phenomenological Research on Employees

Dr. Joseph Walter Anthonyey
uum_joe@yahoo.com

Abstract

Great effort has been invested in the areas of management, psychology and especially in organizational behavior and human capital. It is very crucial for management to look into the welfare and well-being of employees such as focusing into the monetary and non-monetary rewards. Employee satisfaction and organization reward system is seen as interrelated components in an organization. Organizational rewards help organizations in enhancing employee's motivation, morale in leading to employee satisfaction. Hermeneutical Phenomenological approach is used to unfold and uncover the feeling of those involved in depth. Multiple participants were interviewed one-on-one in their natural work setting to attain the perspective of wage distress. Staffs from various ranks and industries were interviewed face-to-face using digital video recordings. The major theme emerged from the study, Wage Distress, I use this new term, as it explains that an employee's frustration on his/her career where this is no hope of development. This research comes as an evident that employees claim wage distress do exists in most working environment. Promotion is being blocked, no salary increment and underpaid is experienced most of employees resulting to wage distress. The researcher upholds the originality of this work with full pride and honesty for current and future improvement and development, paving the way for researchers to continue to fill in the knowledge gap. This research contributes to guiding HRD practitioners to encourage organizations to embrace and cultivate a holistic approach towards management in fostering value in every employee's perception. Employee satisfaction, recognition, greater performance, and retention can be achieved for organizations as a result of this.

Keywords: Wage Distress; Phenomenological Research

Introduction

The surge of transformation in management is a hot topic of current management to continue operation in fast-changing and unpredictable environments. Currie and Kerrin (2003) and Storey and Quintas (2001) cautioned human resource practitioners about the negative impact of the issue of wage distress if it is not tackled, or not taken seriously. The feeling of being ‘cold storage’ by employees at work, and its consequence, is what this research will address. There are continuous presentations from scholars on the belief that human capital is the organization’s most valuable asset (Edvinsson & Malone, 1997; Klein, 1998).

Evidently, many academics (see Guthrie et al., 2001; Petty & Guthrie, 2000) claim that, although many organizations trumpet loudly that their employees are the company’s most important asset, however only a handful of them “walk the talk”. If people are truly an organization's greatest asset, they have to be protected, and valuing them as assets is unquestionably the best way to do this. Employees who are dissatisfied with their employments only complete the minimum workplace duties (Chen & Hung, 2006; Chen, Lin, Lu, & Taso, 2007; Chen, Tsui, & Far, 2002).

Despite the fact that organizations routinely tend to espouse an ideology of valuing employees, it does not directly follow that employees themselves feel valued. As Malaysia climbs the ladder of development, the emphasis on human capital development and a knowledge-based economy becomes more important. To survive in a global market in the new millennium, Malaysian firms need to exploit their resources as a means of achieving a competitive advantage. Accordingly, there is a call for human resource practitioners to challenge themselves to be creative in addressing issues and being updated, where strategic and human development is seen as crucial (Brewer & Brewer, 2010; Hislop, 2003; Nicolini, Powel, Conville, & Martinez-Solano, 2007). Human capital has become the key component in an organization today. Buildings can exist, but without humans it becomes lifeless. In other words, the researcher claims that companies become lifeless without employees.

Literature Review

Human Resource Development

The Malaysian government has given human resource development its highest priority, and is considered as one of the strategies in achieving Vision 2020. Human capital is undoubtedly the fundamental investment in achieving the industrialization status. However, the issue of HRD needs to be tackled and addressed in recognizing the value of employees, not unappreciated, but relatively in a stable form that adds value to the organization.

As stated in the Malaysian newspaper, The Star (Wednesday July 6, 2011) human capital has always been the central factor of many human resources, and in the development of human resources. Because of their skills, knowledge, experience, and competencies they are viewed and monitored as a driving force for the success of the organization (Becker, 1975; Schmidt & Lines, 2002, Harrison & Kessels, 2004). Therefore, it is argued the ability of strategically-focused HRD to formulate plans and policies with business plans (Garavan, 1991; McCracken & Wallace, 1999). Because they are short-term plans, and are scarcely available in some organizations, they are reported as imperceptible organizations (Ardichvilli & Gasparishvilli, 2001; Elbadri, 2001; Budhwar et al; 2002) and may be completely absent in small firms (Kerr & McDougall, 1999; Hill & Stewart, 2000; Hill, 2004). The central emphasis of HRD should be that employees are the greatest asset, and should managed and developed just as well as the most stringent financial asset (Doyel, 2003). If employees are always seen as the greatest asset, the question of career ceiling should never be an issue.

Human Capital

It has been always the anthem of organizations to say “employees are our greatest asset”. In 1954, the term “human capital” was given birth during the discussion of material capital (Schultz, 1971; Becker, 1964). Becker’s book, entitled *Human Capital*, spoke more on personal income, and more attention was given to money instead of employees, which lead to negative undertones

by professional practitioners. Today the term “human capital” is widely spoken, accepted and used popularly to describe human resources at management levels since 2003 (Scholz, 2007). Companies all over the world today, no matter where they are operating from, are coming to realize the importance of developing human capital by planting values in them. It is still an unending debate of organizations, why employees are treated so haphazardly, if what they claim, that their employees are the greatest asset, when the “marginal value of the investment in human capital is more than three times greater than machinery value” (Stewart, 1997, pg.85).

As Malaysia passages forwards towards industrial development, the focus on human capital development becomes more essential. Human capital, in fact, is an essential factor for development today, which includes organizations striving for success. Prior to this, physical capital, such as land and financial capital were some of the factors of business’ competitive edge; today, those are no more as human capital overtook that thinking. It is agreed by many that human capital has been the key to most competitive advantages in this new era.

Many organizations have vision and mission statements that state people are their most valuable asset. If this is true, the development and concern of employees in any organization would have the highest strategic priority, and employee engagement within those organizations would be very high. Many surveys conducted by consulting firms consistently state that high employee engagement enhances organizational performance and contributes to the bottom line (*Debunking the Myths of Employee Engagement*, 2006; *Employee Engagement Report 2006*, 2006; Gebauer, 2006). Why is it then that many organizations that claim to hold employees as their most valuable asset do not engage them and employees are, in fact, underperforming, which contributes to employee to experience career celling? If organizations cannot quantify human capital attributes of employees, then they run the risk of underutilizing it, de-motivating the individual, and losing a valuable resource to a competitor. As stated by Fong (2006):

“Developing human capital through HRD would not be complete if consideration is not given to the issue of values and ethics. Positive work values, the spirit of competition and integrity must be an inherent part of the labour force. Employers are concerned about work attitudes among workers. They are concerned about job-hopping, dislike for hard work, and their unwillingness to put in extra efforts, especially to work over-time.”

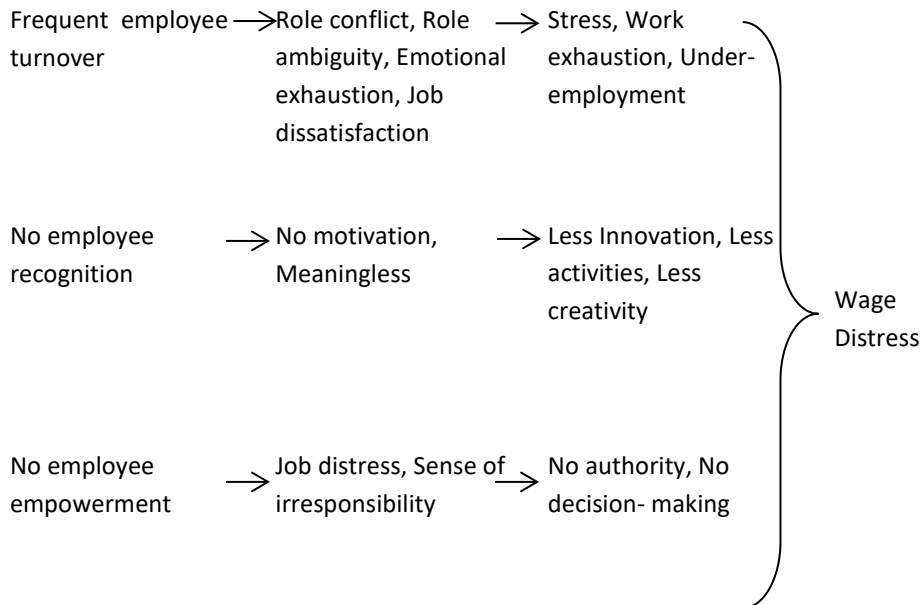


Figure 1: Factors Contributes to Employee’s Wage Distress

Figure 1 above explains the contributing factors of wage distress. One of the major reasons that will contribute to an employee wage distress is lack of recognition. This was experienced by one of the researchers of this study who worked as a senior HR manager in which during his tenure he has witnessed many employees left due to lack of recognition. Management being very snobbish is a factor that may hurt employees and makes them feel undervalued. Employees love to receive praise and congratulations as a reward, this makes them feel proud and valued. Even the smallest praise gives employees self-confidence and boosts their morale. Hay Group Insights had conducted a related study among Asian workers in Japan, Indonesia, Singapore, South Korea, Thailand and Malaysia. The study found that found that 29 percent of Asian feels frustrated about their jobs revealed that nearly three out of four Asian employees feel frustrated with their work. They noted that, even with high motivation, does not necessarily turn them toward high performance. The factors of frustration faced by Asian

employees boiled from various system management failures. They added that poor leadership styles, ineffective work structures, unproductive work environments and procedures, also contribute to that failure. Besides that, Asian workers in general lack, or are not given the empowerment with professional development by their bosses.

The study also reveals that there is no guarantee in having highly motivated employees for high performance without sufficient resources to accomplish this, as most employees desire challenging jobs. Most employees want unhelpful managers to not be in the organization, as they can be a hindrance to their achievements. Organizations planning to invest in corporate retreats, development programs, and in team-bonding, are surprised that these sessions are lukewarm and fade easily away from the employee's mind. Their survey suggested that employees look forward to corporate structures and policies that promote healthy effective work behavior instead.

Incentives Impact on Employee Value

Incentives are necessary for employees, to show that the organization cares for their welfare. Nonetheless, with the continuous changes in organizational structure at the current workplace, the psychological value of the employment contract is seen as being minimized (Sullivan, 1999). In Malaysia, as reported by the Star, Saturday, September 10, 2011, "The Government is getting ready to implement minimum wage by year-end". According to the then Human Resources Minister of Malaysia, Datuk Dr S. Subramanian, "the wage council is currently working towards setting the figures as statutory minimum wages for the various jobs, sectors and regions in the country". These figures, determined "in the best interest of the country's economy", will be unveiled by year-end, following which employers would have to observe, or face a fine of RM10,000 for each worker they fail to pay according to the new legislation. And with that, many working-class people will have good reasons to cheer, as they will likely feel a tad richer by the end of the year, with their holiday presents coming in the form of wage increases through a price floor set by the Government. Employers, on the other hand, though, will be more concerned.

By Datuk Subramaniam's own admission, the decision to legislate a minimum wage is a controversial one. Nevertheless, he says it is a necessary initiative to protect the welfare of the working class in the country, whose pay has remained depressed for years. "At present, nearly 30% of Malaysians are earning less than RM700 a month," Subramaniam says, adding that there are also some sectors in the country paying their workers a mere RM350 to RM400 a month. Just compare that with the poverty line income of the country - RM720 for the peninsula, RM970 for Sabah and RM830 for Sarawak, which are calculated for a household of four to five people, amid the rising cost of living, and one could perhaps understand why the Government is taking this step to intervene in the labour market." "In my view, labour should not be seen as merely an input to production, but as a development goal. Workers' welfare is therefore paramount in national policy decision-making, hence the desirability of a minimum wage policy," says RAM Holdings Bhd. Group Chief Economist Dr Yeah Kim Leng. According to the guidelines prescribed by the International Labour Organisation (ILO), "a minimum wage should help their families, the general level of wages in the country, the cost of living, social security benefits, and the relative living standards of other social groups"; and "economic factors, including the requirements of economic development, levels of productivity and the desirability of attaining and maintaining a high level of employment" (31 July-11 August, 1995).

Appropriateness of Qualitative Method Applied in this Study

The focal point of any research method is to employ tools that largely contribute in obtaining comprehensive insights of an issue, and developing the richness of the design, the analysis, and development of the implications and interventions (Morse & Chung, 2003). According to Greene and Caracelli (1997), various methods of framing and studying social phenomena have unveiled numerous points of understanding.

Specifically in this study, the researchers engaged with a kind qualitative study which is known as phenomenological. This approach is said to be appropriate in investigating and exploring a core problem identified with a

general issue (Creswell, 2005). This method inquiry into the real meaning that individuals ascribe to social or human problems (Creswell, 2007). Its rich analytical and defined perspective as well as its strength in focusing on actual practice *in situ* cannot be denied.

My approach towards phenomenological approach is to generate knowledge that is applicable and faithful to human actions. Such knowledge becomes a prerequisite in our practices, as it is refining and able to bring forth improvements. In order to protect the knowledge, as mentioned by experienced participants, I bring forward my study outcomes to the practitioners so that employees' experiences of wage distress at the workplace may be improved. With regard to this, the researcher used them.

Dr. Duncan, the first Medical Officer Of Health 1994 in Britain said, "The almost sole recognition given to quantitative methods has trained students inadequately, established flawed standards of practice and research, and delayed the development of essential medical knowledge.... When qualitative methods are clearly established in our research repertoire, the advance of medical knowledge will be greatly accelerated". Dr. Duncan's strong statement has deeply persuaded me to uncover the real phenomenon that causes wage distress at work. Time and again, studies have been too quick to measure rather than to deeply understand the phenomena or the underlying issues, and this might lead them to irrelevant descriptions. However, my research is aimed at understanding the phenomenon of employees wage distress.

Results of Thematic Analysis

All interviewed participants expressed wholeheartedly experienced wage distress at work. All of them agreed that there are negative elements of contribution of wage distress takes place at work. Based on their responses to several interview sessions, the researcher found that the psychological phenomenon of Wage Distress had arisen among the participants. Thus, wage distress is a theme that the researcher establishes in this study. The result of this thematic analysis is summarized in the Table 1 below.

<p>Wage Distress</p> <ul style="list-style-type: none"> -Pay cut -No bonus -Ingratiating 	<p>Saturday September 10, 2011, Malaysian daily, The star reported a comment by the Human Resource Minister of Malaysia, <i>“The main reason for this controversial decision of introducing minimum wage I say controversial because there are people who are for it and against it is because of the huge number of Malaysians across various sectors who are still earning below-average wages considering the current cost of living. At present, nearly 30% of Malaysians are earning less than RM700 per month, which by our definition is a very low salary. We know there are also some sectors that pay their workers as low as RM350 to RM400 a month there's nothing much people can do with that amount of money.”</i></p> <p>Speech by the HR Minister 18th March 2010: <i>“Malaysian wages remain stagnant for a long time. Recently the World Bank report said our wages has only grew by 2.6% over the last 13 years. Whereas the cost of living and inflation has probably increased many many more times. This has resulted into reduce consumption power of Malaysians, reduce availability of funds and this is an issue which we are trying to handle. 58% of Malaysian households have incomes less than RM3, 000 per month. And we have to get out or what we call this low middle income trap</i></p>
---	---

Ms. Maznah “The starting salary for manager is RM 3,150 and compared to senior manager about RM 7,000 something. So quite aaa..more than double. Maybe because of the annual increment factor also, because then the salary may be different with one another. So, for example, like my case even though I have more than I think around 10 years of experience and 5 years in managerial capacity, but the salary still not reach RM 4,000. As compared to industrial practice, actually for manager level, for HR generally at least RM5,000. So base on that quite frustrated also laa..and I considered that I am undervalued and underpaid based on monetary reward.”

Mr. Selvam “I have been working for 22 years, first 5 years I didn’t have any tertiary education only secondary education. I was employed by very large employer in Malaysia and I was given a roller posting. I feel that Malaysian workers are undervalued. First and foremost why I said this, this is because when I was given a roller posting I was not given a salary that commensurate with such hardship but then the argument was most of us knew that this job did not pay so well.” He added “ Upon graduating I was given posting and the salary did not commensurate with the time. Because it was 1997, by the time I had graduated after a 4 years degree program and 1997 the average private sector blue collar worker was earning close to 2,000 ringgit. I was offered only 1,340 ringgit with no other peers or no what other benefit or what so ever. But the funny thing about some employer, they feel their job is normal, they feel they can contribute to nation building.”

"Incentives have long played an important workplace role motivating, rewarding, and energizing employees and providing employers with powerful tools to retain valuable employees. The "one-size fits all" incentive plans of the past no longer encompass the diverse needs and desires of today's multigenerational workplace. " (Nelson, 2005, p 1)

However, the motivation for monetary or financial rewards become less important when employees’ financial need are met while factors such as recognition and career development makes an more important appear (Maslow, 1954; G. P. Smith, 2001). Though money is important employee

seek other means of satisfaction which offer meaning and makes them different as result of growth.

Mr. Moses: “We work long hours ah... with less income and the benefits also play a role in our ah.. well-being. Now how these experiences influence my perception of my value as an employee? Right, I am one person who is very hard working do a lot of things come out with great ideals, coaching and molding our staff ahm.. but then when it comes to the rewards right, I am underpaid. “ he continues “because we worked long hours we come in 8.30 but we go back at 8.30 in the night that is about 12 hours’ work. And we all measure of performance yes a... If we perform then we get our incentive, If we don’t perform we don’t get our incentive and when we perform this performance is paid because we put it the long hours and therefore when at the end of the day we value our, our take back salary ,our incentive I probably think that we are underpaid or rather I am underpaid.”

Ms Su: “We work like a private company, but at the end of the year, the incremental is based on government (it is really unfair). our Head of Dept (HOD) incremental is around 10%, but normal worker is only 3-5%, but if you pandai (clever) MENGAMPU (ingratiating) then your salary is BIG. I’m working here for 3 years, but my salary is not 3year big. All new comer (so-called experience people) they earn more than me but the work load is not SAME. HOD just sitting in front of the computer, I don’t know what they do, but get higher paid. the upper management was so two sided (really sick with it), they talk rubbish at your back but when they need your service, they will talk nicely....(they are so pathetic).”

Conclusion

The researchers is not trying to solve any problems or, issues, but instead trying to recognize the phenomenon of employees affected by wage distress at workplace. This research is not a journey in solving any issues or problems, but an addendum in improving human resources development practice through training, which translates to the appreciation of employee value at the workplace. The researchers offer this qualitative

phenomenological research as a contribution to the appreciation of employees' experiences of wage distress at work in anticipation of this invaluable research, which will assist human resources development practitioners in implementing, executing, complying with, and carrying out their core principal role of encouraging management in incorporating employee value at their working environment. As part of the research I did interview the Human Resource Minister and Industrial Relations Director, not that they are victims but to have them affirm that employees do experience wage distress. This is what they say: *“Issue on undervalued employee because of wage distress as such. I am sure it happens, although we can't quantify it you know, we can give the figure as to how extensive it is”*. And this is what the Industrial Relations Director says: *“From my view, as the committee members they feel they were undervalued by employers on wage distress and because of that they will fight for their rights. They think what they have got are not worth and enough as what they had contributed to the company. Sometimes, the company earned more money and the business run good but then they did not get any increment of salary, or get any additional benefits such as allowances or bonuses as discussed before”*. I recorded their statement as evidence that wage distress exists, or the feeling of being undervalued because of psychological impact of wage distress by an employee once or many times in the lifetime of an employee. Wage distress is a kind of “virus” that can lead a human from having high spirits to what we called being in “cold storage” by an employer. This research contributes evidence of employee's wage distress from their lived experiences. The researcher hopes that this research, as claimed by the interview participants, will elicit new insights for employers in bringing improvements in valuing the employees as assets.

References

Ardichvili, A. and Gasparishvili, A. (2001) Human resource development in an industry in transition. *Human Resource Development International*, 4 (1): pp. 47-63.

Becker, G. S. (1975) *Human capital: A theoretical and empirical analysis, with special reference to education*, 2nd edition. National Bureau of Economic Research. New York: Columbia University Press.

Brewer, P., & Brewer, K. (2010). Knowledge Management, Human Resource Management, and Higher Education: A Theoretical Model. *Journal of Education for Business*, 85(6), 330-335.

Budhwar, (2002) An integrative framework for understanding cross-national human resource management practices. *Human Resource management Review*, 12: pp. 377-403.

Chen, X., Tsui, S., & Farh, L. (2002). Loyalty to supervisor vs. organizational commitment: Relationship with the performance of Chinese employees. *Journal of Occupational and Organizational Psychology*, 75, 339-356.

Creswell, J.W. (2007). *Qualitative inquiry and research design: Choosing among five approaches* (2nd ed.). Thousand Oaks, CA: Sage Publications Inc.

Currie, G. and Kerrin, M. (2003) 'Human resource management and knowledge management: enhancing knowledge sharing in a pharmaceutical company', *International Journal of Human Resource Management*, 14:6, 1027-1045.

Doyle, P. 2003, *Marketing Management and Strategy*, 3rd Edition, Prentice-Hall, UK.

Edvinsson, L., and M.S. Malone, 1997, *Intellectual Capital*, Piatkus, London.

Elbadri, A. N. A. (2001) Training practices of Polish companies: An appraisal and agenda for improvement. *Journal of European Industrial Training*, 25 (2-4): pp. 69-79.

Fong Chan Onn. (2005). Managing human capital in the globalised era. 11Public services conference, 21 August, INTAN Bukit Kiara, Malaysia.

Garavan, T. N. (1991) Strategic human resource development. *International Journal of Manpower*, 12 (6): pp. 21-34.

Guthrie, J.T., et.al., 2001 Benefits of opportunity to read and balanced reading instruction for reading achievement and engagement: A policy analysis of state NAEP in Maryland. *Journal of Educational Research*, 94(3), 145-162.

Harrison, R. and Kessels, J. (2004) *Human Resource Development in a Knowledge Economy: An Organisational View*. New York: Palgrave MacMillan

Hislop, D. (2003). Linking human resource management and knowledge management via commitment: A review and research agenda. *Employee Relations*, 25 (1/2), 182-202.

Hill, R. (2004) Why HRD in small organisations may have become a neglected field of study. In Stewart, J. and Beaver, G. (2004) *HRD in Small Organisations: Research and Practice*. London, New York: Routledge.

Hill, R and Stewart, J. (2000) Human resource development in Small Organisations: *Journal of European Industrial Training*. Bradford. 24 (2-4): pp. 105.

Kerr, A. and McDougall, M. (1999) The small business of developing people. *International Small Business Journal*. London. 17 (2): pp. 65-74.

Klein, D.A. (Ed.) (1998). *The strategic management of intellectual capital*. Boston: Butterworth-

Heinemann.

McCracken, M. and Wallace, M. (2000) Towards a redefinition of strategic HRD. *Journal of European Industrial Training*, 24 (5): pp. 281-290.

Morse, J. M., & Chung, S. E. (2003). Toward holism: The significance of methodological pluralism. *International Journal of Qualitative Methods*, 2(3), 1 – 12.

Nicolini D, Powell N, Conville P, Martinez-Solano, L. Managing knowledge in the healthcare sector. A review. *Int J of Manage Rev*. 2007;10(3):245-263.

Petty, R. and Guthrie, J. (2000) "Intellectual Capital Literature Review: Measurement, Reporting and Management", *Journal of Intellectual Capital*, May, Vol.1, Issue 2, pp.

Schmidt, J. & Lines, S. (2002) A measure of success. *People Management*, 8 (9): pp.32.

Scholz, C. (2007) Human capital management – a long and winding road, *German Journal of Human Resource Research*, 21(3): pp. 203-205.

Stewart, T.A. (1997). *Intellectual Capital*. New York: Doubleday.

Storey, J. & Quintas, P. (2001). *Knowledge Management in HRM*. In Storey, J (Ed.) *Human Resource*

The Star, Wednesday July 6, 2011

DECLARATION FORM

Title of Paper

Organisation or Company's Name (if any):

Author's Name: _____

Designation: _____

Address:

Email: _____

Tel: _____ Fax: _____

I/We _____

confirms that that my/our submission to AJKM is my/our original work/
manuscript. I/We have read and understood the terms of reference of the
Asian Journal of Knowledge Management. I/We shall not hold the Asian
Institute of Knowledge Management Sdn Bhd liable for the consequences of
my/our failure to comply with the terms.

Author's signature: _____

Date: _____

Call for Paper

Asian Institute of Knowledge Management would like to invite researchers, scholars, academicians, professionals, industry experts and management consultants from all over the world to publish their work in our journal (ISSN: 2289-6287) on any topic relevant to aim & scope of the journal includes:

Knowledge Management Input

Knowledge management enablers

- learning and eLearning,
- trust and culture,
- leadership skills and manager skills,
- information technology support, and
- business strategy

Knowledge Management Process

Knowledge creation

- knowledge creation process, and
- strategic creation and strategic plan

Knowledge conversion

- critical & emotional thinking,
- business analytical skills,
- management analysis, and
- human resource management skills

Knowledge communication and sustainability

- entrepreneurship skills,
- customer relation & communication,
- economic resource planning,
- enterprise resource planning, and
- corporate governance and corporate social responsibility

Knowledge change

- change management,
- risk management, and
- re-inventing & re-engineering

Knowledge Management Outcome

Organisation performance

- financial measurement,
- balance scorecard,
- benchmarking and
- competitive advantage
- productivity

Applications of Knowledge Management

Knowledge-based economy and development

- Efficient use of existing & new knowledge,
- Effective creation, dissemination and processing of information,
- Effective system of firms and research centers, and
- Creation, sharing and transferring of knowledge

Knowledge management in the energy Sector

- New resource revolution,
- Renew energy development, and
- Energy Innovation

Knowledge management in the public sector

- Public sector structural change, and
- Fiscal Management and issues

Knowledge management in the service sector

- Knowledge management in accounting practices
- Knowledge management in management consulting
- Knowledge management in financial services
- Knowledge management in private healthcare services

Knowledge management in human resource management

- Knowledge talent management,
- Knowledge management in management consulting
- Knowledge sharing, and
- Knowledge transfer

Knowledge management in the manufacturing sector

Knowledge management in the property development & construction industry

Submission of manuscript

All submitted works will be reviewed rigorously and will be accepted after the positive response of reviewers. All the submissions should be original and free from plagiarism; it should not have been published elsewhere. Currently there are no submission, processing or publication fees in this journal.

Our objective is to notify authors of the decision on their manuscript(s) within four weeks of submission. Following approval, a paper will normally be published in the next issue.

The AJKM is fully committed to the Open Access Initiative and all articles will be available freely as soon as they are published.

AJKM also invite competent scholars and academicians to voluntarily join our review/editorial board. We would appreciate it if you could share this information with your colleagues and associates.

All manuscripts and editorial correspondence pertaining to articles and related matters should be addressed to:

The Chief Editor

Asian Institute of Knowledge Management Sdn Bhd

5, Jalan 3/125D, Desa Petaling, 57100 Kuala Lumpur, Malaysia

Tel: +603-9057 2233 Fax: +603-90571323

Email: info@asianikm.com Website: www.asianikm.com