

COMPREHENSIVE GUIDE  
SERIES

---

# MALAYSIAN MANAGEMENT PRACTICES: AN EMPIRICAL STUDY

---

*Arif Hassan*

*Khaliq Ahmad*

LIBRARY  
INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA  
**COMPREHENSIVE** **GUIDE**  
**SERIES**

# **MALAYSIAN MANAGEMENT PRACTICES: AN EMPIRICAL STUDY**

***Arif Hassan***  
*Associate Professor*

***Khaliq Ahmad bin Mohammed Israil***  
*Assistant Professor and  
Deputy Dean, Research Centre*

DEPARTMENT OF BUSINESS ADMINISTRATION  
KULLIYAH OF ECONOMICS & MANAGEMENT SCIENCES  
INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA



**LEEDS PUBLICATIONS**

## Comprehensive Guide Series

Leeds Publications

57, Jalan Jalak,

Tmn. Sri Bahtera, Cheras,

56100 Kuala Lumpur, Malaysia.

Tel: 03-91333266, 91334266 Fax: 03-91335266

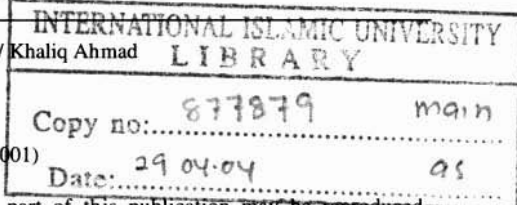
E-mail: gcc2@pc.jaring.my

---

Copyright © Arif Hassan / Khaliq Ahmad

ISBN 983-9839-94-2

First published (January 2001)



All rights reserved. No part of this publication may be reproduced, translated, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior written permission of the copyright owner.

---

Perpustakaan Negara Malaysia

Cataloguing-in-Publication Data

Arif Hassan

Malaysian management practices: an empirical study /

Arif Hassan, Khaliq Ahmad bin Mohammed Israil.

Bibliography: p. 114

Includes index

ISBN 983-9839-94-2

1. Management.
  2. Industrial management—Malaysia.
  3. Industrial organization—Malaysia. I. Khaliq Ahmad Mohammed. 658.4009595
- 

This publication provides accurate and authoritative information in regard to the subject matter covered. It is sold on the understanding that neither the author nor the publisher assumes responsibility for any error or omission that may arise due to unforeseen circumstances.

---

Printed in Malaysia by Vinlin Press Sdn. Bhd.

56, Jalan Radin Anum 1, Sri Petaling, Kuala Lumpur.

# Contents

	<i>Page</i>
<i>Foreword</i>	v
<i>Acknowledgements</i>	vii
<i>Preface</i>	ix
<b>CHAPTER 1: INTRODUCTION</b>	
Background	1
Norms of Resource Allocation	4
When are the Norms Applied?	5
The Study Objectives	7
Methodology	8
<b>CHAPTER 2: LITERATURE REVIEW</b>	
Organizational Justice	10
Distributive Justice: The Sociological Perspective	14
Justice as Entitlement	17
The Islamic Concept of Distributive Justice	20
The Influence of Culture	26
The Characteristics of Malaysian Society	28

### **CHAPTER 3: PERCEIVING JUSTICE : THE NORMATIVE STANDARDS**

Objective and Hypothesis	31
Method	32
Result	36
Discussion	44

### **CHAPTER 4: ORGANIZATIONAL JUSTICE IN MALAYSIAN CORPORATE SECTOR**

Objective of the Study	47
Method	48
Result	51
Examining Organizational Differences in:	
Hiring	54
Promotion	58
Perks and Privileges	62
Placements	65
Performance Appraisal	69
Foreign Visits	73
Training	76
Financial Loans	79
Special Leave	82
Parking Space	86
Office Space	89
Confidential Information	92
Discussion	93

## **CHAPTER 5: SUMMING UP**

The Islamic Concerns	110
Limitations of the Study	112
<i>References</i>	114
<i>List of Tables</i>	120
<i>Index</i>	124