



## Excerpts from an interview with

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### What is HR's role in Changing World of Work?

From HR Strategic Partner to HR Strategic Collaborator:

- Focus on people first, business second.
- Distribute authority to remote Project Managers (site offices) on ad-hoc compensation and benefits requisitions, and coordinate action quickly.
- Real-time data collection to identify precisely compensation problems (overtime hours/pay out, administrative expenses) and working hand-in-hand with functional managers seeking interventions.
- Assess what jobs are going away and start to align people toward new roles, and their compensation and benefits quickly.

From Policy Making Doer to Policy Making Advocate:

- Pandemic has necessitated a new approach to the compensation and benefits rules, and practices that guide the organisation.
- New compensation and benefits policies or written FAQs which provide for consistency and clarity to employees (e.g. allowances entitlement, claim expenses, incentives, team profits, vehicle service & maintenance, WFH, etc) and must respond quickly to develop these with the broad input from stakeholders.

From People Culture Governor to People Well-Being Nurturer:

- People and culture is very vulnerable in times of crisis when decisions (austerity measures) are being made on the go and financial survival takes top priority over almost everything else
- Treat employee's well-being with great sensitivity and provide clarification as and when needed. Reduction in allowances will directly and indirectly impact employee's emotion and lifestyle. Greater attention to employee's mental health and financial wellbeing.
- The voice of the employee is listened to and advocated for in each decision made by the company.

### What are the current challenges for HR?

- Sustaining Organisational Culture: sustaining people and culture through the COVID-19 pandemic crisis, rather than transforming culture.
- Managing a Remote Workforce: dealing with a fully remote workforce and mostly employees are working from home. HR has to create, monitor and engage a new routine to stay connected.
- Stiff Competition to Attracting and Retaining Good Talent: more difficult for small and medium enterprises since they need to compete with big companies and brands. With the COVID-19 pandemic, small medium enterprises are freezing recruitment due to cost saving and this hinder opportunity to attract best talent in the market.
- Performance Management: becoming difficult to track, measure and monitor work productivity with the remote working implementation and fast pace of business operations. The biggest challenge is the lack of time for performance alignment between individual and productivity.
- Compensation and Benefits: becoming difficult for companies (specially small and medium enterprises) to keep up with the compensation and benefits offered by big names during the COVID-19 pandemic.
- Data Security: with the world becoming digital and employees using mobiles and other such devices remotely, organizations face a high risk of data leaks and misuse.