

Enhancing Organizational Resilience: A Case Study of Workforce Challenges in The Oil and Gas Industry

KIRTANA GUNASEKARAN¹ AND
ANUSUIYA SUBRAMANIAM^{1*}

ABSTRACT

This case study examines the challenges facing MarinePeak Dynamics Sdn Bhd, a specialized oil and gas organization in Malaysia focused on drilling and offshore oil rig management. The company relies heavily on skilled personnel, making employee motivation and retention critical. However, like other corporate environments, MarinePeak Dynamics faces significant issues such as heavy workloads and overtime demands, leading to low employee morale and high stress levels. Consequently, the company struggles with a high turnover rate, exacerbated by mismanagement, understaffing, excessive workloads, and insufficient rest periods. To address these challenges and reduce operational disruptions, MarinePeak Dynamics Sdn Bhd needs to conduct a thorough investigation and implement necessary solutions. Identifying and resolving these issues is crucial for making informed decisions that drive essential organizational changes and improvements. The proposed strategies and recommendations are designed to streamline MarinePeak Dynamics' operations and enhance overall performance. While focused on MarinePeak Dynamics, this case study also provides valuable insights for small businesses entering the specialized oil and gas sector, offering a practical guide for strategic planning. Additionally, it serves as an educational resource, covering fundamental aspects of organizational dynamics such as productivity, workforce management, training methods, and financial strategies. Ultimately, the case emphasizes that organizational success depends on strong

¹ School of Business and Economics, Universiti Putra Malaysia, Malaysia

*Corresponding author: anusuiya@upm.edu.my

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manpower, committed employees, and sustainable financial health.

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PROLOGUE

The morning sweltered under a thick, oppressive humidity that Janice found unbearable. Suddenly, the sky darkened, clouds racing across it. Within moments, the weather turned tumultuous, raindrops cascading like crystalline shards from above. The wind howled, sending water dancing and splashing, creating a dramatic tableau. Janice stood amidst the bustling airport, grateful she had arrived hours early for her domestic flight to Malacca, her hometown. As travelers rushed past checkpoints and through automatic doors, she found herself alone amidst a sea of vacant seats, one hand clutching a book and the other cradling a steaming cup of tea. Despite her attempt to immerse herself in reading, her thoughts kept drifting back to a recent harrowing experience.

The Chronology

Janice was elated to receive a job offer as a Junior Recruitment Consultant at MarinePeak Dynamics Sdn. Bhd. following her internship with PROTÉGÉ. MarinePeak Dynamics was experiencing a resurgence in the Malaysian Oil and Gas industry post-COVID-19.

Upon receiving the offer letter, Janice was already filled with motivation and readiness for new challenges. During her undergraduate studies at University Technology MARA (UiTM), sponsored by the Public Service Department (PSD/JPA), she had garnered numerous accolades, including the Vice Chancellor Award, Degree First Class Honours Award, and consistent placement on the Dean's List from 2018 to 2020.

However, despite her academic achievements, Janice encountered difficulties adapting to the workplace environment at

MarinePeak Dynamics. Her efforts went unrecognized by her manager, Ms. Anggie Netto, MarinePeak Dynamics's Country Manager. Janice, hailing from a small town, often faced criticism from Ms. Anggie Netto regarding her appearance and grooming. This made it challenging for Janice to adjust to the culture and environment of the metropolitan city, where she embarked on her first full-time job.

The Manager – Ms. Anggie Netto

Ms. Anggie Netto was highly regarded at MarinePeak Dynamics, serving as a role model for many long-term employees. Joining the organization in 2010 as a Junior Recruitment Consultant in her mid-20s, she held a bachelor's degree in psychology from a local private university. Over the years, Ms. Anggie Netto steadily advanced within the company, eventually becoming a key member of the business team. Her career culminated in her promotion to Country Manager of MarinePeak Dynamics in 2020, where she oversaw human resources and payroll department, driving significant profit growth under her leadership.

However, as Ms. Anggie Netto's influence within the organization grew, her personality traits began to manifest more prominently. While outwardly extroverted and open-minded, she also exhibited traits associated with the Dark Triad, particularly narcissism. This included arrogance, a grandiose sense of self-importance, a constant need for admiration, and a sense of entitlement. She actively sought attention and recognition from peers and management alike, believing she deserved accolades for her contributions.

The Department

Janice was hired as a Junior Recruitment Consultant at MarinePeak Dynamics. She reported directly to Ms. Anggie Netto but was led by Ira. Her job description included sourcing potential candidates, screening and understanding the needs of clients, proposing qualified candidates, researching and recommending new sourcing techniques and tools, networking through traditional and progressive methods (e.g., LinkedIn and cold calling) to source optimal talent, measuring time-to-fill and source-of-hire for each open role, sending job descriptions and recruiting emails to potential

candidates, preparing brief profiles of potential candidates, and assisting consultants in arranging phone or face-to-face interviews.

Ms. Anggie Netto had five members in her team, including a project manager and a senior operations officer who attended to clients, secured agreements, purchase orders, and service confirmations. The senior operations officer also handled human resource documentation for new hires and exit interviews. The receptionist cum admin assistant managed the full spectrum of administration, such as maintaining supplies inventory by checking stock levels, anticipating needed supplies, placing and expediting orders, and verifying receipt of supplies. Ira and Janice were responsible for both external and internal recruitment, with Ira, a Senior Recruitment Consultant, leading and assisting Janice.

Despite Ms. Anggie Netto, Janice was disliked by a few in her department due to her outspoken and above-board attitude, which involved being open and honest about her actions. This caused friction with her team, including her manager, Ms. Anggie Netto. As the youngest team member, Janice had limited experience working with them. Despite her efforts to build relationships by mingling with her team, having lunch together, hanging out after office hours, and treating them to breakfast, her attempts were unsuccessful. Some team members, including her manager, senior operations officer, and her subordinate, Ira, did not accept her.

As the months passed, Janice struggled to maintain good relationships with her team, who did not accept her from the start. This situation forced Janice to work alone, making it challenging to complete her tasks while staying calm. She faced difficulties due to a lack of teamwork and communication, and her appearance and above-board attitude led to her being neglected by the team. When Janice unexpectedly tested positive for COVID-19, Ms. Anggie Netto began to put direct pressure on her. As the first person in the organization to test positive for COVID-19, Janice was forced to take a sabbatical leave until further notice, despite recovering in seven days. Although uncertainty avoidance is common when someone tests positive for COVID-19, Ms. Anggie Netto used the situation to keep Janice away from the office due to personal grudges and her lack of interest in having Janice on her team, unable to terminate her without strong reasons and evidence.

The Dilemma

Janice was extremely puzzled when Ira informed her to stay at home until further notice from Ms. Anggie Netto. Meanwhile, the receptionist had sent a laptop to Janice as she needed to attend some of the department's meetings, but she had not been invited to any of them. Janice went from sad to angry when she found out that she was being intentionally prevented from working in the office. The receptionist confided in her and revealed that Ms. Anggie Netto was not comfortable seeing Janice in the office every day, which was why she had ordered Janice to take a sabbatical leave.

The following week, the company received a significant project from one of Malaysia's well-known organizations. The clients were interested in partnering with MarinePeak Dynamics, so they arranged a meeting and visited the organization to discuss the project and sign the agreement. Everyone was ecstatic about the new project and celebrated.

Nonetheless, Ms. Anggie Netto had to call Janice back to the office as she was a key person for the project. Ms. Anggie Netto needed her at the meeting to introduce her team to the client. It seemed like she was misusing her power to control innocent employees like Janice. This had been happening for a while where Janice had to show up at the office just to prove that she was working with the organization and Ms. Anggie Netto and then leave immediately after the meeting with the client. Janice felt guilty for getting paid without working, and she decided to text Ms. Anggie Netto to find out the reason behind her forced sabbatical leave.

Janice : Good morning, Ms. Anggie Netto. I am sorry to disturb you, but I would like to talk with you. Are you available to talk now?

Anggie Netto : Good morning. I am preoccupied. Can I know what the matter is?

Janice : Alright Ms. Anggie Netto. I am sorry to trouble you with your busy schedule, but I would like to know the reason why I have been on sabbatical leave for the past three months? I was given a laptop to work from home and to attend the meeting, but I was not invited to any of the virtual meetings. Also, the fact that I am not in

loop in any emails. I was only invited to attend the face-to-face meeting with our new client PETRONAS. Can you please advise me if I have made a mistake while working in the office as I feel guilty to get paid without working?

Anggie Netto : Okay, you can come back to the office from tomorrow onwards.

Janice was perplexed by her manager's response, but she was relieved to return to the office after three months working from home. However, she was given no tasks to accomplish when Ms. Anggie Netto placed her on sabbatical leave. Even though she had a difficult time the entire time with Ms. Anggie Netto and her team members, she went to work as usual the following day. On the same day, Ms. Anggie Netto arrived at the office and directed Ira and Janice to leave the operations team and share the office with the admin team. This is due to Janice's workplace is just across from Ms. Anggie Netto's office space, and Ms. Anggie Netto was not interested in meeting Janice because she was unhappy that Janice had returned to work. Janice was aware that Ms. Anggie Netto had no desire to have Janice on her team and this was her aim. Moreover, moving just Janice's workplace would have been too obvious, and because Ms. Anggie Netto was concerned that her subordinates and employees could question her, she also moved Ira's workplace.

The manager began assigning Janice more workload while reducing Ira's workload. Ira was now tasked with monitoring and assisting Janice's work. Initially, Janice's recruitment target was 50 employees per month, but the manager increased it to 100 without informing Janice verbally or in writing. Furthermore, Janice noticed that she had not received any commission for the months when she achieved the increased target. She decided to check with the manager since the human resources and payroll department had no knowledge of her commission.

Janice : "Knocks the door." May I speak with you, Ms. Anggie Netto.

Anggie Netto : Yes!

- Janice : I have noticed that I did not receive commission payments for the months of November, December, January, and February. Is it possible that the HR department has forgotten to process my payments?*
- Anggie Netto : I have reviewed your performance, and unfortunately, you did not meet your monthly targets during the months in question. As a result, you were not eligible for commission during that time. Additionally, I have concerns about the quality of the employees you have recruited. Many of them have not been a good fit for our organization, and I would like Ira to work with you to improve your recruitment efforts going forward.*
- Janice : But Boss, I had recruited for our Finance and Payroll department, and it seems that never one resigned. Also, I have achieved my target for the four (4) months as mentioned. I have my weekly report for your perusal. Shall I email you my report as evidence that I have achieved my target?*
- Anggie Netto : No, thank you. Ira has forward to me your reports every week and I have checked it. Everyone that you recruited was assisted by Ira. I don't see you working individually. You will get paid your commission when you recruit by not getting help from Ira. Now, you may leave as I am rushing for a meeting.*

Janice left the room with no words. She felt very disappointed as her hard work was not appreciated. Furthermore, "busy work" and increased target had led her to disengagement and burnout. She had decided to find a new job patiently. She did not want to rush into finding a new job as she was in fear of finding a similar manager as Ms Anggie Netto.

Ira and Janice were assigned to recruit employees for the new project with a well-known oil and gas organization. They were working 24/7 to find resumes on the job application platform, they were working in the office and were also attending interviews after the working hours at home. Every so often, they would leave the

office around 12:00 a.m. as they were supposed to speak to the candidates the next day early in the morning.

Fortnight had passed, both worked without taking leave as they needed to find the suitable candidate by or before the timeline given by the Manager. One Saturday, Janice was really stressed and expressed her frustration to Ira for working every day without taking a rest day or leave.

Janice : I am exhausted and stressed from working continuously for the last two weeks. I am planning to speak to our boss about this, and I would also like to inquire about claiming overtime pay or replacement leave for working on my rest day. Moreover, as an employee, we are supposed to work 45 hours a week, but I am working approximately 10 hours per day which is insignificant compared to the total working hours per week.

Ira : Yes, me too. I was about to ask you whether we can highlight this matter to our Boss.

Janice : Yes, we are supposed to get paid or replacement leaves for working without a rest day.

Ira : What if Ms. Anggie Netto doesn't approve our leave or pay us overtime to work on rest days?

Janice : Of course not. According to our employment law in Malaysia, the Personal Data Protection Act 2010 ("PDPA") and the Employment Act 1955 (Act 265), the employer must pay overtime for those who earn less than RM4,000 and replace leave for executives and above (refer to Figure 1). I will highlight this matter to her, but if she insists not to pay us, I will bring this matter to the Labor Court soon to lodge a complaint against Ms. Anggie Netto. I had been patient all this time, but not now.

Ira : Yes, I agree with you. We shall talk to her, and if she doesn't approve, we shall lodge the complaint with the Labor Court, and I can be your witness. We can work together on this

matter, as I have been working so hard without a rest day for the past fortnight, but we should do this without informing anyone in this office.

Janice : *Yes, I agree with you.*

<p>60A. (1) Except as hereinafter provided, an employee shall not be required under his contract of service to work—</p> <ul style="list-style-type: none">(a) more than five consecutive hours without a period of leisure of not less than thirty minutes duration;(b) more than eight hours in one day;(c) in excess of a spread over period of ten hours in one day;(d) more than forty-five hours in one week: <p>Provided that—</p> <ul style="list-style-type: none">(i) for the purpose of paragraph (1)(a), any break of less than thirty minutes in the five consecutive hours shall not break the continuity of that five consecutive hours;(ii) an employee who is engaged in work which must be carried on continuously and which requires his continual attendance may be required to work for eight consecutive hours inclusive of a period or periods of not less than forty-five minutes in the aggregate during which he shall have the opportunity to have a meal; and(iii) where, by agreement under the contract of service between the employee and the employer, the number of hours of work on one or more days of the week is less than eight, the limit of eight hours may be exceeded on the remaining days of the week, but so that no employee shall be required to work for more than nine hours in one day or forty-five hours in one week. <p>100. (1) Any employer who fails to pay to any of his employees wages for work done by his employee on a rest day or pays wages less than the rate provided under section 60 commits an offence, and shall also, on conviction, be ordered by the court before which he is convicted to pay to the employee concerned the wages due for work done on every rest day at the rate provided under section 60, and the amount of such wages shall be recoverable as if it were a fine imposed by such court.</p> <p>(2) Any employer who fails to pay to any of his employees any overtime wages as provided under this Act or any subsidiary legislation made thereunder commits an offence, and shall also, on conviction, be ordered by the court before which he is convicted to pay to the employee concerned the overtime wages due, and the amount of overtime wages so ordered by the court to be paid shall be recoverable as if it were a fine imposed by such court.</p>

Source: Employment Act 1955

Figure 1: Hours of work and penalty to employer to force employee to work on rest day

After the conversation with Ira, Janice felt confident that Ira would help her on this matter, but she was not aware that Ira was conspiring with Ms. Anggie Netto all this while. She had expressed her frustration and anger to Ira without knowing the other side of Ira.

On the next day, Ms Anggie called Janice to her room and yelled at her that she did not like Janice to have her in the team as she acts over smart, trying to solve issues by herself without informing the manager, answer back immediately if she finds the situation or matter is inaccurate and false. Ms. Anggie Netto also expressed her disapproval of Janice's dressing sense and grooming.

Anggie Netto : Are you trying to threaten me that you will lodge a complaint soon to the Labor Court?

Janice : I did not mean that. I told Ira that if my leave was not approved, then I will bring this matter to the Labor Court, and I didn't mean to threaten you, boss. As an employee, I have the rights to bring matters that are not helpful for me to the Labor Court, and I signed the PDPA form on my first day here. Also, my sincere apologies as I do not meet your expectations, and I am aware that I am out of fashion with the rest who are working with you. However, I felt that this is a discrimination and verbal abuse about my appearance and grooming (Figure 2).

Anggie Netto : Hold it! This conversation is not my priority. I am giving you time for a week to decide whether you would tender resignation or to be terminated by the organization. I am not interested in keeping you in my team in the future.

Discrimination in employment

69F. (1) The Director General may inquire into and decide any dispute between an employee and his employer in respect of any matter relating to discrimination in employment, and the Director General may, pursuant to such decision, make an order.

(2) An employer who fails to comply with any order of the Director General issued under subsection (1) commits an offence and shall, on conviction, be liable to a fine not exceeding fifty thousand ringgit; and shall also, in the case of a continuing offence, be liable to a daily fine not exceeding one thousand ringgit for each day the offence continues after conviction.

Source: Employment Act 1955

Figure 2: Discrimination on employment

Ms. Anggie Netto took advantage of this opportunity to dismiss Janice from her team, despite giving Janice time to consider resigning or being fired by the organization. Since Ms. Anggie Netto was traveling to Indonesia for a new project, she used this chance to notify Janice that she should consider quitting the team and the organization.

Although her employment letter required her to serve two months' notice, Janice gave only one month's notice when Ms. Anggie Netto returned to the office. Janice realized that Ms. Anggie Netto would not accept her as part of the team. She chose to stop

causing chaos for Ms. Anggie Netto and her team. Concerned about her mental health, Janice decided to leave the organization early. Ms. Anggie Netto, on the other hand, wanted Janice to leave as soon as possible, so she accepted Janice's resignation and told her she could leave in a week while still being paid for the entire month.

The Industry Background

The discovery of oil in Miri, Sarawak, in 1910 laid the foundation for the growth of Malaysia's oil and fuel industry (Mukoyama, 2024). It created opportunities for many major oil companies to invest in both the upstream and downstream sectors (Waqar, Othman, Shafiq, & Mansoor, 2024). This, in turn, has provided ample employment opportunities and skills transfer to thousands of Malaysians, significantly transforming the economic landscape of the country.

The Malaysian government has made substantial contributions to policy and macroeconomic planning to ensure the sustainable and long-term success of the oil and gas industry (Hasan et al., 2024). In Malaysia, the energy policy for the upstream sector is determined by the Economic Planning Unit (EPU) and the Implementation and Coordination Unit (ICU) (Schuch et al., 2024). Both units report directly to the Prime Minister of Malaysia. The government is focused on increasing production from existing oil and gas fields, new marginal fields, and exploration and development opportunities in deep-water areas (Yusuf & Ibrahim, 2024). To this end, the Malaysian government has introduced new tax and investment incentives, particularly under the Petroleum Income Tax Act of 1967, to encourage oil and gas exploration (Abd Aziz et al., 2024).

Organization's Background

MarinePeak Dynamics Sdn. Bhd. operating since 1998, is an expert issuer of integrated offerings and assignment control answers to Oil and Gas, Maritime and Energy industries worldwide., MarinePeak Dynamics's founder originated at sea, through the shipping, defence, and offshore industry. The founder had the ambition to create a maritime service organization capable of meeting the challenges of outsourced managed maritime services.

Two major markets then intensified these outsourcing needs namely Defence and Energy. Confident in the group's strategy, private equity funds have supported the group's growth from the

beginning of the adventure. The right strategy and access to fresh capital ensure the group's organic growth and enables four acquisitions to be made in the last six years. It is therefore natural that MarinePeak Dynamics has acquired a dominant position in the sectors of activity that are the Navy and Offshore energy. Their strategies rely on the three (3) pillars which is consolidation: they have successfully integrated Ogas Solutions, Fortiori, Wellstaff and Nexource and wish to continue our build-up strategy in high value added services, best in class services: their goal is to provide quality solutions to all of our client including in complex environments, and client first: as a result they have established long lasting relationships with NOCs, Majors and independent oil Co, EPCIC contractors in over 35 countries.

Moreover, their services range from technical assistance to integrated services and asset management such as HSE and risk management services, Drilling and nice engineering offerings, Asset control offerings, EPCIC offerings, Marine and subsea services, and related competency schooling.

Whether it is on or offshore, their business units deliver projects with an emphasis on agenda and price, permitting their customers to be cognizant of their middle activities.

Local Content Strategy

MarinePeak Dynamics understands and is committed to support National content strategy, they believe in working in partnership with customers, partners and suppliers within the communities where they operate.

The development of global capabilities comes with a commitment to employing and developing local resources. National workforce development is often a key consideration for their customers. Additionally, their training and competence development programs are tailored to meet organizational or project capability objectives. With a worldwide presence, MarinePeak Dynamics has a local presence in each country and is in the best position to manage local content matters and comply with mandatory regulations.

MarinePeak Dynamics's, local content management are local workforce training and development, employment priority given to local workforce, knowledge, expertise, and skills transfer, partnership with local companies, development of local supplier's

network, local community support, charitable contributions and sponsorships, and compliance with local administration and tax requirements.

Quality, Health, Safety and Environment Management (QHSE) System

MarinePeak Dynamics strictly complies with OGP standards in the delivery of its services. In order to ensure Quality of the service, Health of employees, safe operations and respect of the environment, MarinePeak Dynamics maintains an integrated QHSE Management System with ISO 9001, ISO 14001 and OHSAS 18001 Certifications.

Services Offered and Procedures of Work

MarinePeak Dynamics's value of services consists of two (2) which are technical assistance services and integrated services. Technical services manage the complete recruitment cycle from sourcing, recruitment, mobilization, and personnel management planning, despite the integrated services working with their clients to identify the specific requirements for each project phase where MarinePeak Dynamics brings its expertise to deliver ad hoc services and support.

Asset Management Services

MarinePeak Dynamics gives scalable, integrated operations and upkeep (O&M) sources and services protecting the lifecycle of onshore and offshore property. Their services vary from the straightforward supply of personnel to supervision and performance control, to the complete technical and operations management of the property which includes onshore/offshore drilling rigs, systems, FPSO, and FSO.

Essentially, technical providers and employees control they cover production operations and maintenance, mechanical, instrumentation and electrical, HSE and emergency control, marine operations, and logistics operations in the meantime, operations and renovation services look into pre-operations making plans, production O&M management, protection planning and scheduling, and protection of compressors, pumps, turbines and rotating equipment.

MarinePeak Dynamics are involved in the management of offshore oil platforms for Sonangol, land rigs for Somoil in Angola, marine departments of Total's FSO Unity in Nigeria and FPSO Farwah in Libya and Previously PTTEP's Zawtika three wellhead platforms and jackets offshore Myanmar.

HSE and Risk Management Services

Drawing on decades of industry experience, MarinePeak Dynamics helps clients manage their risks and comply with statutory regulations throughout their operations from permitting till the decommissioning of Oil and Gas and Petrochemical facilities. Furthermore, their team combines an integrated multidisciplinary approach to provide the energy industry operators with safe, effective and environmentally friendly risk management solutions such as integrated management system preparation implementation and management, permitting, impact notice and studies, environmental analysis and management, project management and support, strategy, policy and management plans, safety risk assessments, legislative analysis and new entrant evaluations, peer review, audit and verification, and training and competence assessment.

On top of that, MarinePeak Dynamics highly experienced consultants are familiar with the requirements of all major energy companies and the regulatory regimes in which they operate. They strive to provide clients with the adequate resources to deliver a high quality and impartial service including environmental experts, HSE engineers, HSE supervisors, coordinator for safety and health protection, and HSE training instructors.

Drilling and Well Engineering Integrated Services

MarinePeak Dynamics's nice Engineering unit offers a wealth of revel in design, making plans, and assignment execution of wells drilled onshore, and offshore together with ERD, MPD, and HPHT wells. Their drilling engineering crew can undertake the partial or entire proper engineering management method along with technical drilling engineering offerings, feasibility studies, the basis of nice design, proper guarantee, distinct drilling and re-entry/final touch packages, well-making plans and drilling education, whole drilling,

finishing touch and trying out supervision and control, and provision of drilling engineering aid.

MarinePeak Dynamics are also proficiency consultancy, expertise and technical assistance can draw from a pool of expert consultants with thorough knowledge of well control techniques to deploy a complete supervision team for overseeing rig operations which is logistics management, drilling project management, drilling and petroleum engineering, drilling supervision, fluid and cement engineering, well testing engineering and supervision, completion engineering and supervision, stimulation supervision and enhanced recovery.

Marine Services

MarinePeak Dynamics engages in the recruitment, training, deployment, and management of personnel employed in the marine, deck, and engineering departments of client FPSO and FSO, drill ships and any type of offshore support vessels. Also, they provide turnkey solutions to Offshore terminal operators to carry out their marine, storage and offloading activities and Offshore and subsea vessel operators to help ensure safe, and reliable offshore operations. The organization can respond with manning solutions whether contractual or permanent, ranging from single placements to entire solutions, including nationality, site/restrictions/requirements such as marine Operation leaders and masters, Cargo superintendents and supervisors, Marine logistics supervisors, DP Masters, Officers and Chief Engineers, Maintenance Supervisors and Logistic officers, Mechanical, Electric and Instrumentation technicians, and any other lower rank positions.

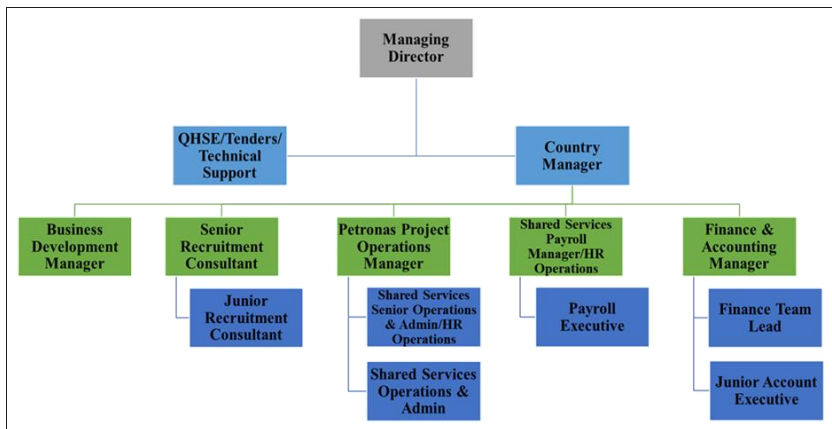
Competency Training Services

MarinePeak Dynamics offers customized guides and advanced education packages around the arena, running closely with our clients and experts to assume their needs and develop their abilities to the best standards. Their training solutions are built on actual international level in each nook of the oil and fuel value chain. They combine the insights from their network of experts with the know-how of pro instructors to help their purchaser's company face complex demanding situations. Also, they recognition on enhancing the overall performance and pleasant practice through powerful

training applications are HSE, Geology and Reservoir Engineering, well construction and Troubleshooting, HP/HT properly creation, Drilling and of completion, Drilling Fluids and Cementing / Waste Management, and Marine / Offshore / Dynamic positioning. Schooling body agreements with corporations which includes ENI, global, MI Swaco, Southern Europe, EFF training Centre, France, and Schlumberger / next (France, UAE).

Workforce at MarinePeak Dynamics Sdn Bhd

Figure 3 shows the workforce at MarinePeak Dynamics Sdn Bhd. The organization is divided into five departments based on the types of services provided: the Business Development Department, Recruitment Department, Operations Department, Human Resources and Payroll Department, and Finance Department. Each department is led by a manager who monitors and leads the employees within that department. All MarinePeak Dynamics employees are permanent employees. The number of employees in each department is shown in the table below.



Source: Managing Director

Figure 3: Workforce at MarinePeak Dynamics Sdn Bhd

Table 1: Total number of employees in MarinePeak Dynamics Sdn Bhd

Departments	Managerial Level	Below Managerial Level
Business Development	1	-
Recruitment	-	2
Operation	1	2
Human Resources and Payroll	1	1
Finance	1	2

Source: Managing Director

Job Scope and Workload of Employees

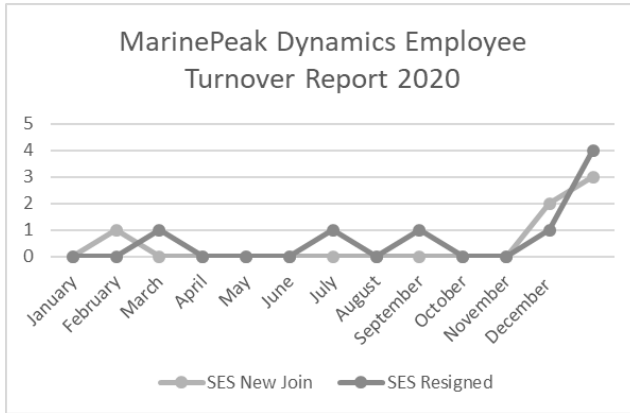
At MarinePeak Dynamics, each employee's primary responsibility is to offer service to ten (10) clients within their respective departments. The workload varies depending on the department.

Recruitment Department: The recruitment department is responsible for the entire recruitment, selection, and hiring process. They must achieve a new target of around 100 candidates per month to earn their commission based on client requests. Unfortunately, only two employees handle the entire recruitment process. The newly defined target has increased their burden, and they are working without taking a day off due to the lack of manpower, as management has decided against hiring more recruiters. Thus, MarinePeak Dynamics experienced high turnover rate and frequent resignations (as seen in Figure 4, 5 and 6).

Business Development and Operation Department: The business development and operation department acts as the mediator between MarinePeak Dynamics and its clients. The business development team's main job is to find new clients and projects for MarinePeak Dynamics. The operation team prepares contract agreements, discusses profit margins, and handles employee contract periods and benefits. Additionally, some employees in the operation department manage reception and administrative duties.

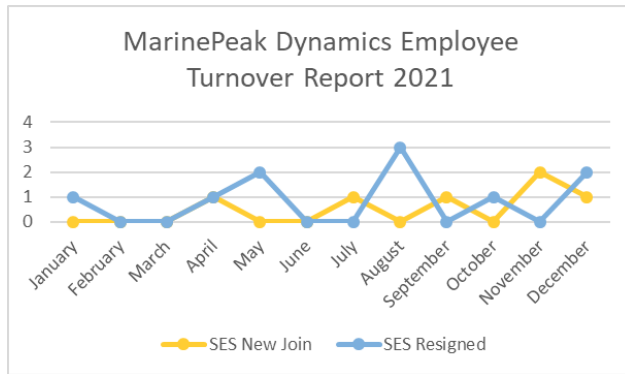
Human Resources and Payroll Department: The human resources and payroll department handles internal and external employee benefits such as payroll, benefits and compensation, employee engagement, industrial relations, etc.

Finance Department: The finance department manages accounts payable (AP) and receivable (AR) for both internal and external transactions. Their main task is to ensure the incoming payments from clients. The first and last weeks of the month are peak periods when these two departments must work overtime to release salaries to employees, invoice clients, and handle other shared services duties.



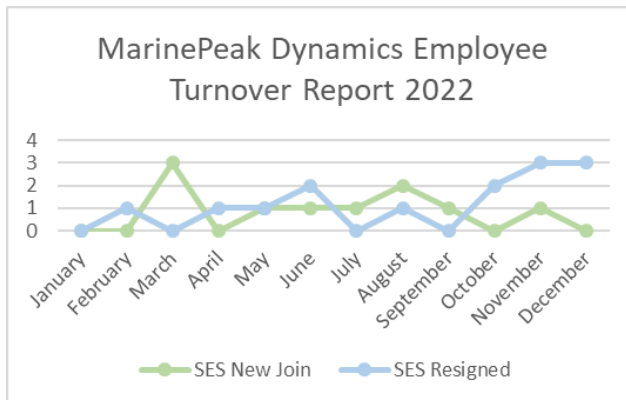
Source: Managing Director

Figure 4: MarinePeak Dynamics Employee Turnover Rate 2020



Source: Managing Director

Figure 5: MarinePeak Dynamics Employee Turnover Rate 2021



Source: Managing Director

Figure 5: MarinePeak Dynamics Employee Turnover Rate 2021

EPILOGUE

The call to board the flight jolted Janice out of her thoughts. She had not realized how quickly the hours had passed. She had not read a single page of her book, and her cup of tea had become cold. Sighing, she stood up, tossed the cup into a nearby trash can, and made her way to the boarding gate.

The past few months had been a whirlwind. Her experience at MarinePeak Dynamics Sdn. Bhd. had left her drained and in desperate need of a break. The once promising position had turned into a nightmare, filled with relentless pressure and unexpected challenges. Despite her efforts to persevere, the constant stress had taken its toll, leading to sleepless nights and a sense of overwhelming exhaustion.

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