

# Editorial

*Welcome to Volume 52 Issue No. 1 of the Malaysian Management Review (MMR), MIM's bi-annual, peer reviewed, academic journal. This is the first MMR issue of 2017 and consists of four papers. Each takes an in-depth look at a topical issue affecting individuals and businesses from a leadership and management perspective.*

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The first paper explores the subject of formal strategic planning. Various academic research findings and teachings by renowned management gurus advocate formal strategic planning as crucial for any organization's success. However, is that actual management in practice when it comes to real organization settings, and how effective has it been in the Malaysian context? This empirical research investigates the usage of formal strategic planning by Chinese business leaders in Malaysia. The research also looks into key strategic planning principles that have contributed to Chinese business success and sustainability. The qualitative study centers on over 25 Chinese businesses throughout Malaysia. The study was carried out over a period of twelve months using case study research design. Raw data was collected from a series of semi-structured interviews.

The second paper examines the experience of foreign Muslim students at International Islamic University, Malaysia and their satisfaction with the Islamization and internationalization of higher education. For this study, students from Bangladesh, Nigeria, Indonesia, Yemen, and Syria were selected to undertake a series of in-depth interviews with a view to exploring their inner psychological and emotional state. The results will be useful for higher-education administrators who wish to attract more foreign students.

The third paper looks at the influence of HR practices on turnover intention, using the specific example of a Malaysian telecommunications company. The study investigates the impact of six HR practices (results oriented appraisals, participation, training and development, job description, employment security and internal career opportunities) on employee turnover. The study employed a quantitative research approach using a survey questionnaire to collect data. Using simple random sampling, 162 employees were sampled among employees of a Telecom company from its branches across the Klang Valley. The findings of this study can be used by managers of telecom businesses and

other related service industry firms to justify their efforts in performance improvement interventions so that HR practices can be monitored and further improved.

The fourth paper explores the issue of loyalty among Generation Y Malaysian Public Administrators. Employee turnover can be detrimental to an organization in the wake of today's economic uncertainty so organizations need to retain their employees to stay competitive. Much research has been done to determine factors that can retain employees and one of them is loyalty. This study aims to determine (i) the level of loyalty among Gen Y administrators in the Malaysian Public sector and (ii) the factors that contribute to employee loyalty. Results show that respondents' loyalty are related to leader behaviour and communication skills.

I do hope you enjoy this edition of MMR. If you have any questions and/or would like to submit an article, please feel to contact us at: 03-7711 2888 / [mmr@mim.org.my](mailto:mmr@mim.org.my) (attn. Mr Lawrence).

Editor-In-Chief