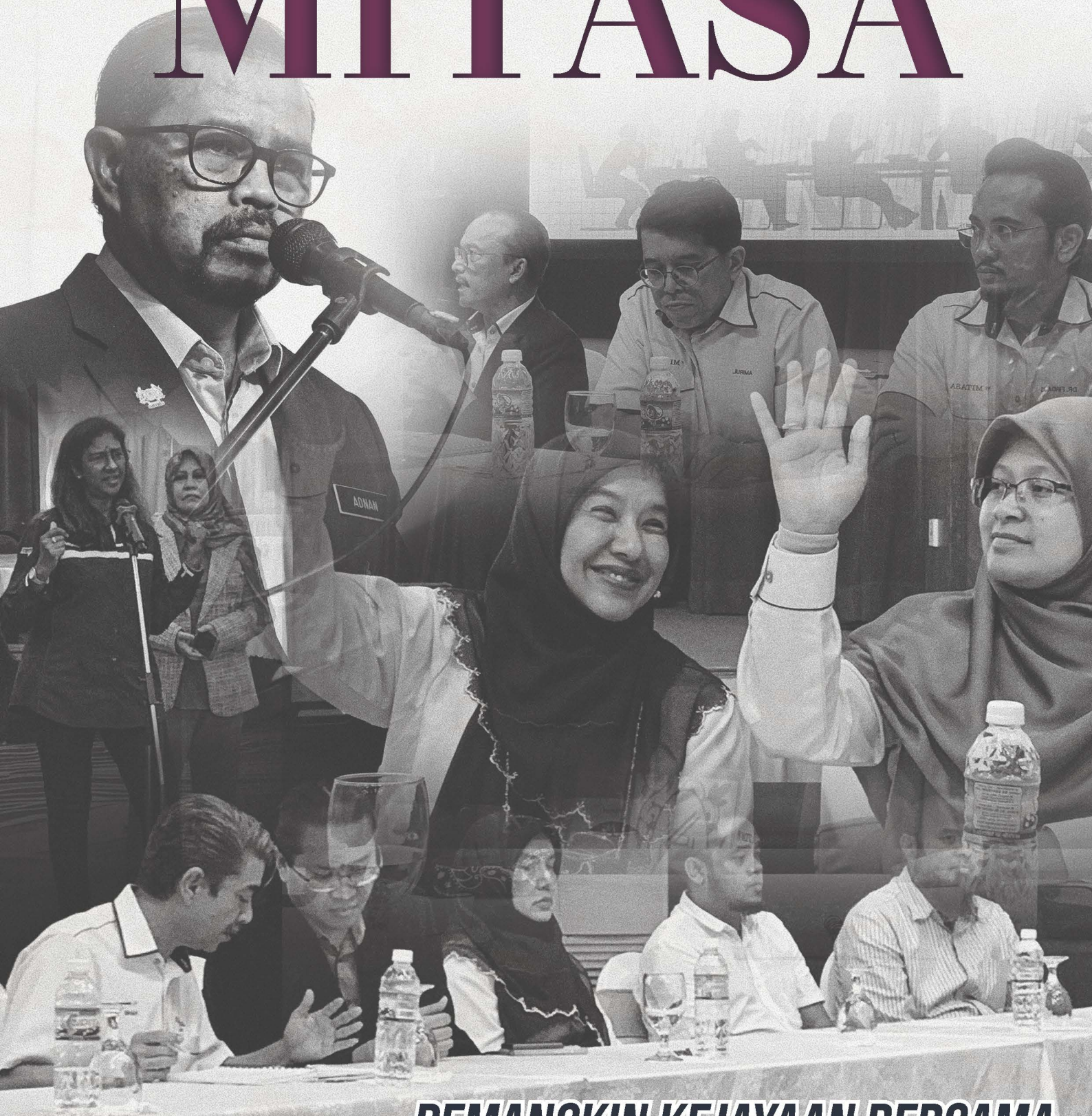


Suara

MITASA



PEMANGKIN KEJAYAAN BERSAMA



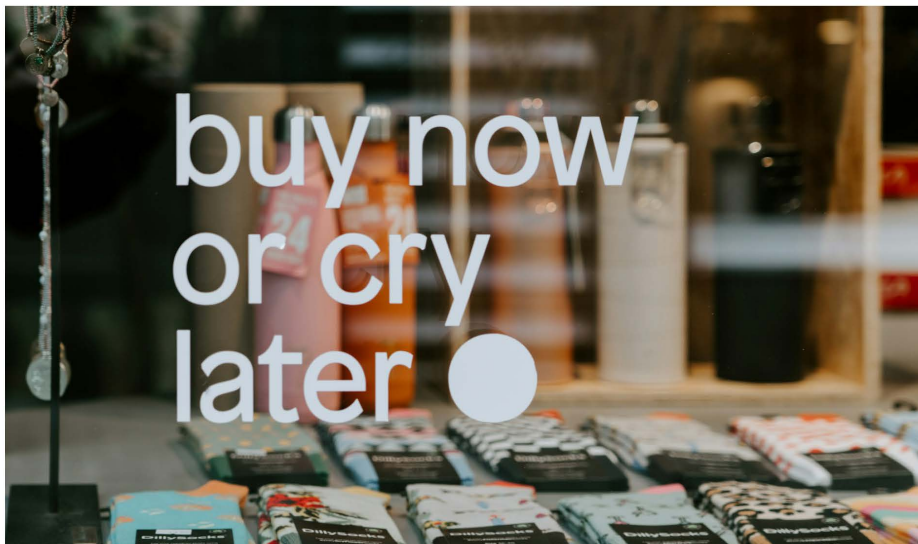
OMBUDSMAN
DAN UNIVERSITI

MESYUARAT AGUNG
TRI TAHUNAN MITASA
2025-2028

MAJLIS SAMBUTAN HARI
DAN BULAN AKADEMIKA
UITM 2025

PEMBENTANGAN LIMA KERTAS KERJA
KESETERAAN PENYELIAAN MELIBATKAN
KENAIKAN PANGKAT

WACANA TOKOH: BAHASA DAN JATI DIRI
BANGSA DI KONVENSYEN 152 PERINGKAT
KEBANGSAAN 2025



Such behaviour has become a concerning matter in Malaysia, as in 2024, the Department of Insolvency Malaysia reported 877 bankruptcy cases among youths, including some university students (Malay Mail, 2024). In addition, a study by Rahman and Abdullah (2021) found that most Malaysian undergraduates struggle with debt management due to a lack of knowledge in saving and budgeting. Undergraduates perceive BNPL as providing “free money” rather than deferred debt. With that being said, students also use BNPL for lifestyle purchases, such as branded clothing, bags, or shoes, due to social pressures to keep up with their peers. This behaviour can negatively affect their financial situation.

The increasing adoption of BNPL by Malaysian students reflects tremendous pressure from the economy and a shift in young consumer behaviour regarding spending, borrowing, and thinking about money. Students with a tight budget can have some breathing room when using BNPL; however, it may also lead to future financial difficulties. The key challenge is to make sure that “buy now” does not result in “worry later”. To avoid this from happening in the future, Malaysian students must be equipped with adequate awareness, knowledge, the ability to make good decisions, and better regulation. Rather than being a trap for Malaysian students, BNPL can serve as a flexible financial tool if they receive proper support and guidance on how to use it wisely.



The Endless Wait of Bureaucracy

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For many of us at UiTM, bureaucracy is a lived reality rather than only a term. What should be simple tasks often become a marathon of forms, signatures, and follow-ups. One colleague shared that her promotion application sat in different offices for years, with the same response each time: “It’s still in process.” By the time the approval came, the excitement had long disappeared.

We have all heard the familiar phrase: “Your file is still under review.” Employees frequently wait months or even years for decisions on tasks like promotions and study leave. Why does paperwork overshadow performance, and how can bureaucracy become a bridge instead of a barrier?

These are not isolated experiences. From promotions to study leave, claims to repeated amendments, bureaucracy has become a test of patience for staff across all levels.

Stories We All Know

Almost everyone has a story to tell:

- **Study Leave Applications**

A lecturer applies for study leave, only to face a long process of multiple forms, signatures, and repeated follow-ups. With delays extending into weeks or even months, every step feels like a fresh start.

- **Promotion Delays**

A staff member applies for promotion after fulfilling all requirements. Yet recognition is delayed due to unclear timelines or administrative considerations, leaving the applicant demotivated despite years of service.

- **Endless Amendments**

Another staff member is asked to amend a document. After making the change and resubmitting, she is later told of additional errors that should have been highlighted earlier. The cycle repeats multiple times, as if her sole responsibility is to comply with endless corrections while other duties are neglected.

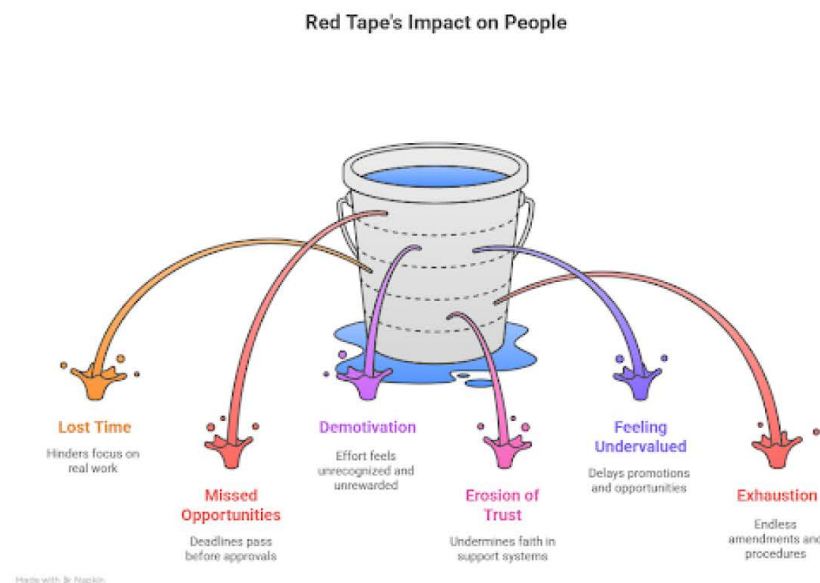
- **Claims and Cost-Cutting**

Staff often encounter strict scrutiny when submitting claims, with every detail checked and rechecked. The process can feel prolonged and exhausting, especially when minor errors lead to resubmissions. For many, the process creates the impression that the system is more focused on policing minor details than on supporting staff who are simply carrying out their duties.

Different cases present the same frustrations: delays, ambiguity, and the perception of bureaucracy disregarding staff time.

The Human Cost of Red Tape

Bureaucracy may be designed for fairness and accountability, but when it drags on, it comes at a high cost:



Lost time chasing signatures instead of focusing on real work.

Missed opportunities when deadlines pass before approvals arrive.

Demotivation occurs when effort and dedication are unrecognised.

Erosion of trust in systems meant to support staff

Feeling undervalued when promotions or opportunities are delayed despite meeting requirements.

Exhaustion when procedures force endless amendments, treating staff as if they have no other errands or responsibilities.

When processes take not just weeks or months but years, the system unintentionally tells employees that patience with paperwork matters more than performance.

How We Can Do Better

Bureaucracy is not the enemy. It has a role in ensuring fairness and transparency. But it must evolve to serve people, not slow them down. Some steps forward could include:

- **Clear and Transparent Guidelines**

For promotions, publish straightforward criteria. If someone fulfils the requirements, recognition should not be postponed for unclear reasons.

- **Fully Integrated Digital Systems**

Applications should move seamlessly online, from submission to approval, without requiring paper copies.

- **Secure Digital Signatures**

Approvals should not depend on whether a superior is physically present. Secure e-signatures and automated routing can accelerate the process.

- **Strict Timelines (SLA)**

No process should take years. Set maximum deadlines, such as 30 days for leave requests and 90 days for promotions.

- **Process Audits and Accountability**

Review workflows to remove redundant steps. Staff should not be asked to amend the same form multiple times because of unclear or careless instructions.

- **Respect for Staff Time**

Bureaucracy should never assume staff have “nothing else to do.” Processes should be streamlined so that compliance does not overshadow core duties.

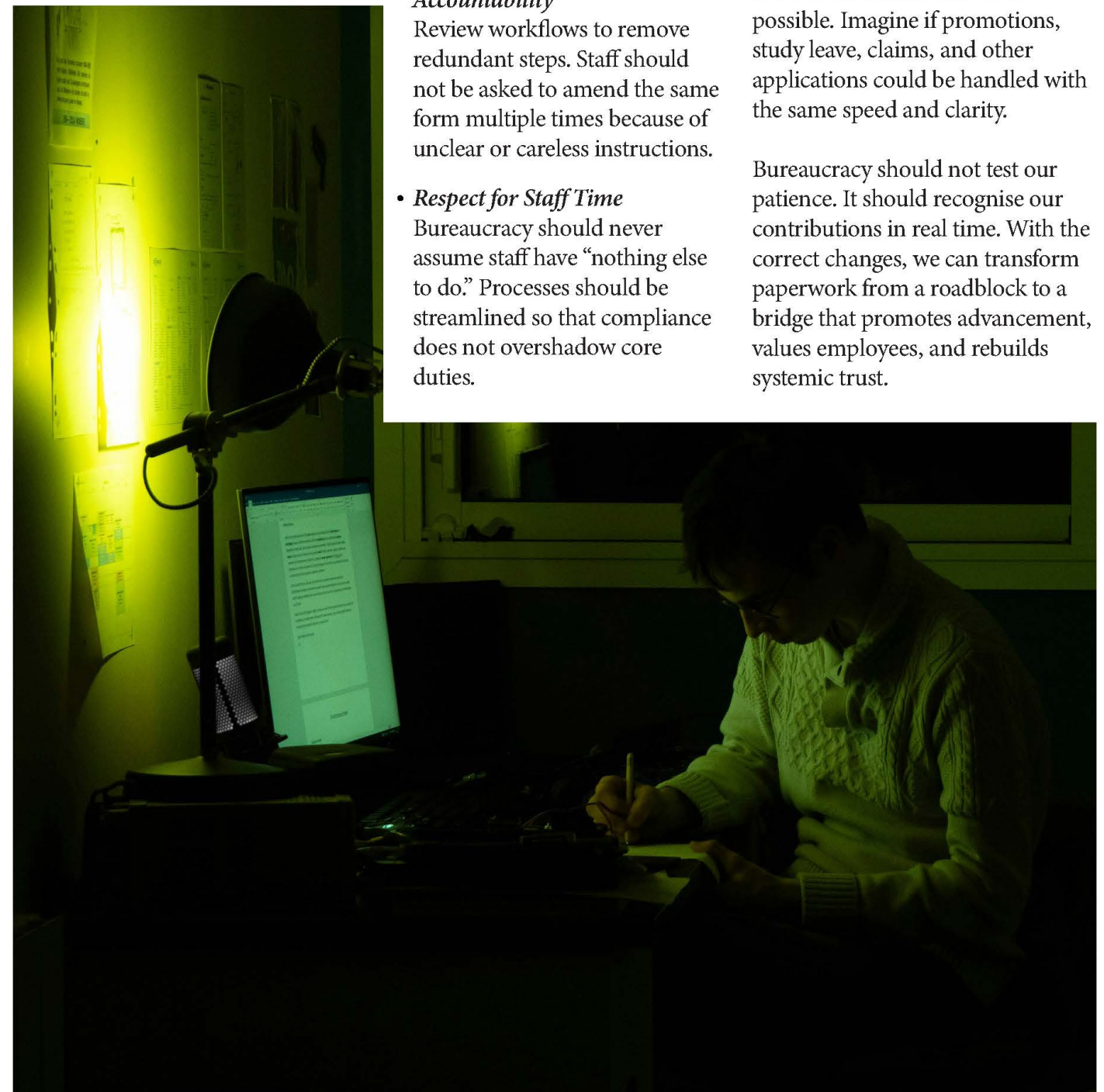
Conclusion:

From Barrier to Bridge

Bureaucracy was meant to protect fairness, but when it stretches into years, it undermines the very people it is supposed to serve. Dedicated staff who give their best to teaching, research, and administration deserve recognition and opportunities without endless waiting.

Yet there is hope. The success of online systems for specific tasks shows that transformation is possible. Imagine if promotions, study leave, claims, and other applications could be handled with the same speed and clarity.

Bureaucracy should not test our patience. It should recognise our contributions in real time. With the correct changes, we can transform paperwork from a roadblock to a bridge that promotes advancement, values employees, and rebuilds systemic trust.



PERFECTION IS NOT ATTAINABLE.

**BUT IF WE CHASE PERFECTION,
WE CAN CHASE**

EXCELLENCE.