

---

**Understanding Organisational Behaviour: Improving the Effectiveness of  
the Ombudsman for Financial Services**

<sup>1</sup>Muhamad Ikhwan Mohd Zain\*, Nur Ezan Rahmat\*\* and Ibtisam Ilyana Ilias\*\*

*Department of Law, Universiti Teknologi MARA (UiTM) Perak Branch, Tapah Campus,  
35400, Tapah Road, Perak, Malaysia\**

*Faculty of Law, Universiti Teknologi MARA (UiTM) Shah Alam, 40450, Shah Alam, Selangor,  
Malaysia\*\**

*Faculty of Law, Universiti Teknologi MARA (UiTM) Shah Alam, 40450, Shah Alam, Selangor,  
Malaysia\*\*\**

*Received: September 18, 2023; Revised: Feb 14, 2024; Accepted: May 5, 2024*

**Abstract:** The formation of the Ombudsman for Financial Services (OFS) as one of the Alternative Dispute Resolution (ADR) organisations is recognised as a scheme operator of the financial ombudsman scheme in Malaysia since 2016. Its principal role is a resolution platform for financial consumers and the financial service provider in resolving disputes that falls under its jurisdiction. While operating the financial ombudsman scheme, OFS need to follow the six guiding principles set by many international standards, which include independence, impartiality, secrecy, accessibility, fairness, and accountability. This paper aims to understand from the perspective of organisational behaviour on how the principles may be utilised in improving the organisation effectiveness. By adopting the doctrinal based research, the study highlighted that by increasing human capital and manpower, emphasising the standard criteria of an ombudsman officer and implementing strategies in online dispute resolution can serve as catalysts for fostering the positive transformation of OFS in Malaysia. This study hoped that it can make a vital contribution to the success of OFS as the most preferred resolution platform for the financial disputes by the Malaysia financial consumers after enhancing the effectiveness of the OFS in an evolving financial market.

**Keywords:** *organisational behaviour, ombudsman, financial disputes, alternative dispute resolution, effectiveness, financial consumer*

### **Introduction**

In general, organisational behaviour is vital to understand on how individuals and groups behave within an organisation and how their behaviour impacts the overall effectiveness of the organisation. Luthans (2011) provides a concise definition of organisational behaviour as the comprehension, anticipation, and control of human behaviour within organisations, encompassing the intricate integration of the cognitive, behaviouristic, and social cognitive frameworks. It is crucial for organisations to understand and manage organisational behaviour as it directly influences employee performance, productivity, job satisfaction, and ultimately the success of the organisation. Organisations play a significant role in the sustenance of human livelihoods, encompassing a collective of individuals who engage in interactions and

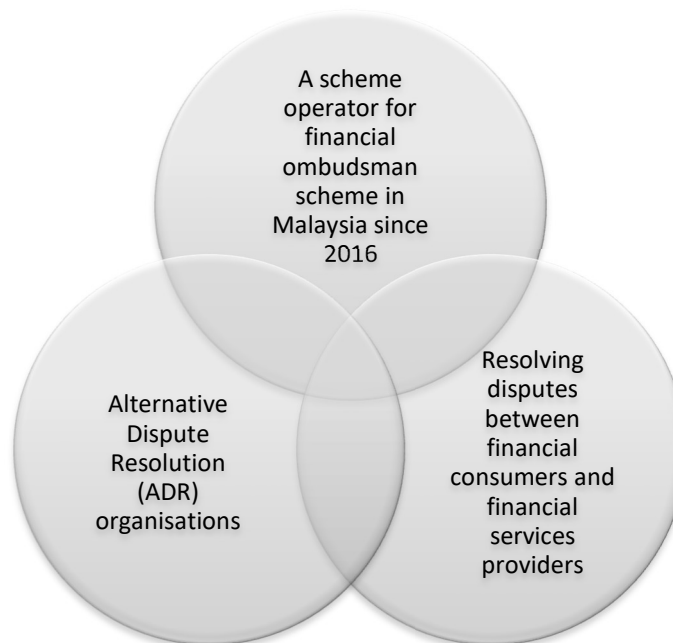
---

<sup>1</sup> <https://doi.org/10.51659/josi.23.205>

collaborative efforts to accomplish a specific objective (Dipoatmodjo, Syahrul and Muhammad, 2023). In other words, by having a clear understanding of the concept of organisational behaviour, each of the organisations can identify areas for improvement and implement strategies to enhance their effectiveness.

In Malaysia, the establishment of the Ombudsman for Financial Services (OFS) is renowned for being one of the Alternative Dispute Resolution (ADR) organisations that provide resolution for financial consumers and the financial service provider in settling financial and commercial conflict resolution. Since 2016, OFS has been formed as a non-profit organisation under the category of company limited by guarantee to act as a scheme operator for the financial ombudsman scheme in Malaysia (OFS, 2023). It was created in response to the need for a fair and impartial platform where consumers can seek redress for their financial disputes, particularly after the enactment of the financial ombudsman scheme in the primary legislation, under the Financial Service Act 2013 and Islamic Financial Service Act 2013, by the Central Bank of Malaysia (Mohd Zain, Rahmat and Ilias, 2022). It is unanimously agreed that financial consumers are constantly confronted with many fraudulent cases involving credit cards, online banking, motor vehicle insurance, to name a few, which result in financial consumers suffering losses and damages (Shen *et al.*, 2016). These fraudulent activities cause financial losses to consumers, undermining their trust and confidence in financial institutions. Being one of the primary institutions as a trusted and well-respected independent dispute resolution avenue for financial consumers, until 2023, OFS has resolved thousand disputes involving banking, Islamic banking, payment systems, and insurance, or takaful (Islamic Insurance), through a two-stage dispute resolution process, namely negotiation and mediation (OFS, 2023). Figure 1 provides a concise overview of the function and purpose of the OFS as a fair and impartial platform where consumers can seek redress for their financial disputes.

Figure 1: The function of OFS in Malaysia.



(Source: OFS Annual Report)

As an organisation that provides a platform for financial consumers to voice their concerns and seek resolution, the behaviour impact within the OFS organisation should be managed properly. Considering the ongoing evolution and increasing complexity of the financial

industry, it is imperative for the OFS to consistently enhance its efficacy to effectively cater to the requirements of both customers and financial institutions. This study helps to highlight the importance of the OFS to improve, making sure that it stays relevant and responsive in an ever-changing financial market. By understanding the organisational behaviour, the OFS in Malaysia can foster trust and confidence among financial consumers, ultimately leading to increased participation and satisfaction with the platform.

### **Problem Statement**

OFS is an independent and impartial organisation that serves as an avenue between the disputing parties for almost one decade. Therefore, the organisation should always continue to grow and thrive. However, some factors may influence the operational efficacy of the OFS to run smoothly. These include inadequate human resources, unclear qualification of the officer, and regulation governing online dispute resolution.

To begin with, the employees were unable in resolving the thousands of registered disputes within the allotted time, which led to a backlog of unresolved complaints to continue to grow over time. One of the reasons is that they do not have adequate manpower to manage the workload effectively, potentially affecting their job satisfaction and performance. The data recorded that up until 2023, the human capital of OFS currently consists of less than 50 staffs to handle the 6,856 new inquiries and 1730 eligible dispute registered in 2023(OFS, 2023). A sufficient number of human resources is required to be capable and credible in carrying out their duties for a successful dispute resolution process. The volume of complaint lodged is increasing as the financial products also rapidly evolve every day, thus, the manpower issues must be addressed. The OFS had to ensure the appropriate number of officers while developing and acquiring the necessary skillsets to deal with the mounting number of complaints to ensure the overall success of the organisation.

On top of that, qualified individuals are necessary to competently perform their responsibilities. Nevertheless, up till 2024, there is no provision discussed the standard criteria or requirements for the qualification to be appointed as an ombudsman officer in Malaysia. By virtue of the Regulation 4(1)(a) of Financial Services (Financial Ombudsman Scheme) Regulation 2015, OFS shall have “qualified, experienced, and expert officers in resolving disputes” but there is no further elaboration or guideline to specifically define the fit and appropriate criteria of an ombudsman (Subsidiary Legislation, 2015). Article 55 of the Articles of Association of the OFS stipulates the disqualification criteria to be an ombudsman, but does not outline for the qualification requirements (OFS, 2021). The lack of those explanation in any of the relevant provisions has created an uncertainty for the position to be appointed. The OFS’s board of director may face challenges in appointing an ombudsman without referring to clearly defined criteria, resulted to confusion and inefficiencies of the selection of candidates for the position. All the individual behaviours and attitude may impact the overall efficiency of the OFS. In the absence of a proficient team, the work quality may decline and affect the reputation of the organisation in the future.

Last but not least, there was a lack of implementation of advance technology in approaching the dispute resolution process in a timely manner. The OFS is yet to introduce online dispute resolution (ODR) through several available methods such as mobile application or online portal that may streamline the resolution process. Palfi agree that ODR systems can be considered successful as they are faster, cheaper and convenient to both parties than usual face-to-face dispute resolution (Pálfí, 2024). The adaptation of the technological advancement in the financial sectors can lead to changes in how employees collaborate, communicate and make decisions for the proper redress mechanism in Malaysia. With the rise in cases involving financial transactions and e-commerce in the country nowadays that contributing to the backlog of cases, ODR may help to increase efficiency and accessibility in conflict resolution.

Therefore, the study aims to comprehend from the perspective of organisational behaviour in improving the effectiveness of the OFS as the financial dispute settlement platform for about one decade in Malaysia. The study list down several research questions and objectives that need to be achieved in addressing the gaps in existing literature and significantly contribute advancing knowledge in the subject area.

### **Research Questions**

1. What role do OFS organisation serve in the financial sector?
2. How can organisational behaviour be utilised to the OFS's performance as Malaysia's financial sector?
3. What are the suggestions to improve OFS's operational efficacy as the financial dispute resolution entity in Malaysia.

### **Research Objectives**

1. To explore the role of OFS organisation in the financial sector.
2. To examine the way to utilise the organisational behaviour to the OFS's performance as Malaysia's financial sector.
3. To suggest the improvement that can be made for OFS's operational efficacy as the financial dispute resolution entity in Malaysia.

## **Literature Review**

### **Conceptual and Theoretical Framework of Organisational Behaviour**

The concept of organisational behaviour was introduced to measure the quality of the people who generally possess physical strength, skills of some kind, executive skills, and organising abilities, which later led to a better quality of the organisation (Aswathappa, 2016). Organisational behaviour also focuses on understanding how individuals and groups interact within an organisation as well as how their behaviour affects the overall performance and success of the organisation. By studying organisational behaviour, managers can gain insights into employee motivation, communication patterns, decision-making processes, and leadership styles, ultimately leading to improved productivity and effectiveness. Other authors suggested that the incorporation of spiritual leadership ideals, such as love, peace, and hope, may have a positive impact on organisational commitment, performance levels, and the overall well-being of employees, ultimately leading to organisational change (Wong, Mahmud and Omar, 2015). Organisational behaviour theory and practise, which date back over 200 years, arose in the twentieth century to improve employee productivity through changes in organisational structures and management practises (Royal Institute of Management, 2014). The study of organisational theories is not limited only to the term, but it has been extended to several other developments by several authors, such as organisational citizenship behaviour (OCB), organisational citizenship behaviour towards the environment (OCBE), unethical pro-organizational behaviour (OPB), and organisational behaviour management (OBM) (Maksimtsev *et al.*, 2023; Popoola *et al.*, 2023; Wang *et al.*, 2023).

Among all the categories, this study focuses on general and basic organisational behaviour, which becomes the fundamental element. According to Delibasic *et al.* (2021), organisational behaviour is a field of study that focuses on systematically examining the actions and attitudes of individuals within an organisation, as well as their thoughts, emotions, and behaviours. It is widely recognised that understanding and addressing these factors is crucial for the success and sustainability of any organisation, particularly in the aftermath of the pandemic. The comprehension of organisational behaviour is of paramount importance for the achievement and longevity of any organisation, as it enables leaders to recognise and tackle any challenges or issues that may emerge. In the current era following the pandemic, organisations are

confronted with unparalleled changes and uncertainties. Consequently, there is an increased need to possess a profound comprehension of organisational behaviour to effectively adapt and prosper in this challenging environment.

The theoretical frameworks proposed by Luthans (2011) encompass three components, with the initial framework focusing on cognitive mechanisms such as expectancy and perception to elucidate human behaviour. Furthermore, the behavioristic approach critically analyses behaviour and its corresponding contextual circumstances. Thirdly, the social cognitive approach places significant focus on the dynamic interplay between individuals, their surroundings, and their actions, highlighting the mutual effect they exert on one another. The social cognitive method integrates cognitive and behavioural components, serving as the foundational framework for the organisational behaviour model. Moreover, the fundamental components of organisational behaviour encompass organisational structure, technological systems, and the employee motivation. By comprehending the interplay between these factors, enhancements can be made to the organisation (M. Kopp, 2023).

### **History of Ombudsman**

After almost 10 years of existence, Ombudsman for Financial Services (OFS) should have adopted organisational behaviour theories, identified areas for improvement in their organisations, and implemented employee engagement and satisfaction. This can result in increased productivity, innovation, and overall effectiveness of the organisation. Regarding the historical background of the ombudsman's service, it is noteworthy that its inception initially occurred within the realm of public administration, later extending its scope to encompass consumer protection and company regulation. Omoola (2020) asserts that the historical origins of the ombudsman may be traced back to several ancient civilizations, including the Romans, Egyptians, Chinese Han Dynasty, Indians, and Ottoman Turks. However, it is in the 21st century that the concept of the ombudsman has evolved into a mechanism for safeguarding the interests of financial consumers. The ombudsman has become increasingly prevalent across various sectors and organisations, including government administration, which relies on public funding, as well as the products and services economy, which is supported by industry service members. According to Beqiraj, Garahan and Shuttleworth (2018), ombudsmen have traditionally fulfilled a role in administrative justice, specifically in ensuring the sound decision-making of government officials and the protection of citizens' rights. However, there has been a recent surge in the utilisation of ombudsmen within the private sector. Throughout history, the ombudsman has been widely regarded as an effective mechanism across various sectors, including financial services, for facilitating the informal resolution of conflicts between involved parties.

It has been acknowledged that numerous countries have opted to establish their own financial ombudsman to address the requirements and concerns of financial consumers (INFO Network, 2007). The legal advancements in 2016 signify the introduction of the inaugural financial ombudsman in Malaysia, accomplished through the establishment of the Ombudsman for Financial Services (OFS). This institution offers a pragmatic avenue for dispute settlement, benefiting all involved parties. David and Francis (2012) define the concept of a financial ombudsman as individuals who aid financial institutions in the resolution of consumer complaints, address consumer issues that financial institutions are unable to settle internally and alleviate the burden on the judicial system. The legal definition of the term ombudsman can be found under the interpretation section of Financial Services (Financial Ombudsman Scheme) Regulations 2015 (Subsidiary Legislation, 2015). In a general sense, it denotes an individual who possesses the ability to address and resolve issues in a just manner without resorting to formal legal proceedings or judicial mechanisms effectively and efficiently. In addition to arbitration, mediation, conciliation, facilitation, adjudication, to name a few, the ombudsman is widely acknowledged as a part of alternative dispute resolution and significant

avenue for resolving disputes (Abdul Hamid and Nik Mohammad, 2016). The implementation of an ombudsman and all its benefits turned out to be a significant accomplishment. This approach, characterised by an inquisitorial rather than adversarial nature, offered a fee-free mechanism and substantial incentives (Galeza, 2020). The financial ombudsman serves the purpose of facilitating enhancements and mitigating disputes within the financial industry involving customers. Its primary function is to intervene in unresolved issues and so alleviate the strain on judicial proceedings (David and Francis, 2012).

In brief, the ombudsman is widely acknowledged as a component of informal justice systems and alternative dispute resolution, and therefore, it is crucial to conduct a thorough examination of the operational efficiency of ombudsman services. Many of the previous studies primarily concentrated on examining the implementation of the ombudsman scheme in Malaysia (Zain and Engku Ali, 2016; Ilias, Hassan and Ibrahim, 2017; Zulkarnain *et al.*, 2024). However, this paper aims to emphasise the importance of comprehending the organisational behaviour of the OFS in Malaysia. By understanding the concept of organisational behaviour, the OFS can be improved to be as the favoured platform for adjudicating financial disputes among Malaysians.

### **Methodology**

This research strategy of the study adopted a qualitative approach which focused on the doctrinal research analysis of the existing literature to explore the correlation between organisational behaviour and the ombudsman's institution in resolving conflicts among financial consumers. This approach allowed for a deep and valuable insights of the underlying principles and theories used in the study area. The study undertook a comprehensive analysis of various scholarly articles and papers to effectively address its research objectives (Ritchie and Lewis, 2003). The researchers utilised various online databases available through the My Knowledge Management websites, such as Web of Science, Current Law Journal, Lexis Advance Malaysia, Scopus, Emerald Insight. The data collection and analysis process were carefully selected to ensure the credibility and validity of the findings. The study used the specific keywords such as "financial dispute," "organisational behaviour," "ombudsman," "effectiveness" and "alternative dispute resolution". These keywords were employed to conduct content analysis on the gathered data. By using these specific keywords, the researchers were able to identify relevant articles and publications that provided insights into the study. The content analysis allowed them to gain a comprehensive understanding of the subject matter and draw meaningful conclusions from their findings. (Hsieh and Shannon, 2005)

### **Results and Discussion**

Having a financial ombudsman as an independent third party can mediate between the two parties and provide a fair resolution, ensuring that consumers are protected, and their rights are upheld. Therefore, understanding the organisational behaviour that influence its functioning, and effectiveness is crucial for assessing how well the OFS can address consumer complaints and disputes in the financial industry. These factors include the organisational culture and leadership style, communication channels and technology system, and employee motivation of the OFS. The study also discusses the significance and jurisdiction of OFS in resolving disputes and how such factors may be applied to provide valuable insight into the effectiveness of OFS in improving organisational development.

#### **Function and Jurisdiction of OFS**

In the capacity of the financial ombudsman scheme operator, the regulator, the Central Bank of Malaysia has appointed OFS as the organisation that dealt with financial disputes not exceeding the monetary jurisdiction. There are three categories that OFS can hear, among others, the financial or Islamic financial services or products which is up to RM 250,000.00, motor vehicle property damages for RM 10,000.00, and the unauthorised transaction including online banking, can be up to RM 25,000.00 (Zain and Engku Ali, 2016). Up to December 2023,

there are 224 registered members consisting of licensed persons and prescribed institutions such as the commercial banks, Islamic banks, digital banks, life insurance company and many others. If the eligible consumer did not satisfy with the response given by the financial service provider, then they may lodge the complaints to the OFS and within few months, the parties may resolve the dispute peacefully (OFS, 2023).

### **Organisational Behaviour in the context of OFS**

The study acknowledged several factors that can be applied by OFS such as organisational culture and leadership style, communication channels and technology system, and employee motivation.

#### *Organisational Culture and Leadership Style*

The organisational culture of the OFS can be characterised by the six guiding principles that may shape the behaviour and attitudes of the people in the organisation. As INFO Network as the worldwide association of financial ombudsman have laid down the principles of independence, accountability, fairness and impartiality, transparency, accessibility, and effectiveness may be the key culture for the organisation to foster a culture of trust and confidence among its customers, leading to improved customer satisfaction and loyalty (INFO Network, 2007). All these principles should be utilised in the development of policies and procedures that guide the organization's dispute resolution processes. However, this study contended that some of the principles are not well implemented which subsequently shaped the behaviour of the organization. As discussed in the problem statement above, the culture of appointing the ombudsman officer may not be adequately transparent as there is no fixed criteria stated in the regulations or even the official websites. This culture has decreased the value of transparency and may lead to potential biases in the selection process, subsequently undermining the OFS credibility among the public. The board of directors, as the responsible body to appoint the ombudsman officers, must follows a well-defined governance framework while upholding the professionalism and integrity throughout the operational of the OFS. While the composition of the board of directors comprises persons with extensive expertise which have been stated clearly the fit criteria in the regulation and its constitution, it is highly recommended for the third party who hear and decide the disputes also have the standard qualification. The personality of the person appointed also plays a large role in influencing how individuals communicate, collaborate, and contribute to the overall dynamics of a team (M. Kopp, 2023). While the level of education needed depends on the context, it would be ideal to have professional qualifications or accreditation in the ombudsman or dispute resolution process (Banerjee and Dimri, 2022). The uncertainty of the qualification may result in unfair and inconsistent outcomes. This may affect the efficiency of the sole organisation that operates as the redress mechanism for financial consumers in Malaysia. While other ADR mechanisms consider accommodating the qualification under their existing laws, the ombudsman should have a supportive legislative framework for the appointment of the expert ombudsman (Ilias, Hassan and Abu Bakar, 2017).





#### *Communication Channels and Technology System*

In implementing effective communication, the OFS has acknowledged the significance of offering a variety of communication channels. Including phone calls, emails, mail and walk-ins, this approach aims to enhance accessibility principle and convenience for individuals seeking to engage with the organisation. Simultaneously, it is promoting transparency and being responsive when it comes to addressing concerns or inquiries. In the 2023 annual report, since 2020, there are few eligible complainants using the walk-in process, due to the Covid-19 restrictions, nevertheless, the amount of walk-in complainant increases in 2023 with the highest numbers of it coming from the central regions. Living in the era of digital transformation, the research contended that OFS should cater the needs of the consumer which tend to lodge their complaint with the easy access. Although there are methods such as e-mail and call, without

having the complainant come through the physical office, the need of having a proper online platform such as mobile application must be considered. Utilising the technology in resolving the financial disputes would ultimately provide a smooth accessibility to the financial consumers. the most communication channels to lodge their complaint is by emails with the less preferable mode is walk in complaint. Figure 2 provides a comprehensive overview of the different modes of complaints reported from 2020 to 2023.

Figure 2: The mode of complaints by financial consumers to the OFS in Malaysia

### MODE OF NEW COMPLAINTS (2020-2023)

YEAR	 Email	 Telephone	 Mail	 Walk-In	Total
2020	3,973	2,626	715	26	<b>7,340</b>
2021	3,907	2,205	341	22	<b>6,475</b>
2022	3,880	1,571	399	59	<b>5,909</b>
2023	5,181	966	296	413	<b>6,856</b>

Source: OFS 2023 Annual Report

The interaction and influence within an OFS organisation are facilitated through effective communication channels and complaint-lodging processes. As of the 2023 latest report, there are 224 members registered with OFS, consisting of various financial institutions and financial service providers. Establishing clear communication channel and lodging the complaints to the consumers, the OFS members can collaborate more efficiently and resolve disputes in a timely manner, fosters a productive working environment. Additionally, the OFS to adapt to changing regulatory frameworks and technological advancements in the financial industry can also impact their effectiveness in resolving disputes and promoting fair practises. Implementing ODR will not only provide a fair environment for financial disputes but also increase efficiency and accessibility in conflict resolution.

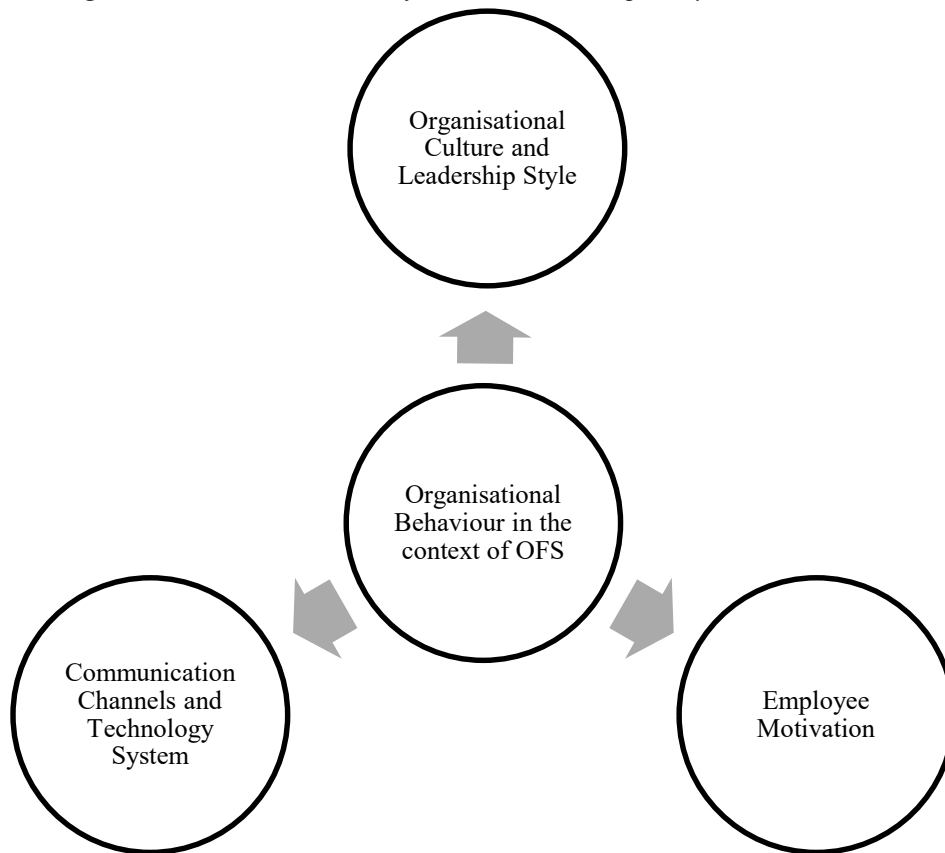
#### Employee Motivation

Organisations that exhibit positive organisational behaviours, particularly teamwork of the employee are more likely to success. The role of communication as a management tool is to facilitate interpersonal relationships and create a conducive environment for the internal growth and development of the organisation (Bucăța and Rizescu, 2017). Having a motivated employee is a crucial aspect of managerial practises as it enables managers to effectively transmit information in a clear and efficient manner. According to the six guiding principles by OFS, effectiveness can be seen when OFS shall have sufficient resources with proficient third party to handle disputes swiftly and effectively (OFS, 2022). This facilitates the establishment of a shared understanding among team members, promoting cohesion and alignment within the team. This can be attributed to the fact that a healthy organisational culture promotes trust and collaboration, enabling employees to work together towards a better organisation. In handling hundreds of complaints every week, the employee needs a greater number of human resources to ensure adequate workforce and productivity which ultimately impacting the overall motivation of each employee. In reducing the backlog cases and

increasing the employee motivation, it is highly recommended that the manpower of the OFS is evaluated to have enough resources to handle the workload effectively, while implementing regular training sessions to improve their skills. Fostering a positive work environment through team-building activities and promoting work-life balance can greatly contribute to employee motivation and overall organisational effectiveness. This initiative not only helped improve communication and teamwork but also boosted morale and created a sense of belonging within the organisation.

Figure 3 summarises the dynamics of factors that may be taken into consideration by the OFS organisation to improve its overall performance. By carefully assessing and addressing these factors, the OFS organisation can enhance its capabilities and achieve sustainable growth in the industry.

Figure 3: The organisational behaviour that influence the OFS's capability to address consumer complaints.



(Source: Luthan (2011), M. Kopp (2023), Wong, Mahmud and Omar, 2015)

Upon thorough analysis, this study emphasis that understanding the organisational behaviour of the OFS can serve as a catalyst for promoting positive transformation within the OFS in Malaysia. There are a proactive and adaptive strategies to transform the organisation to enhance the overall performance of the ADR bodies on financial disputes.

### Conclusion

The financial ombudsman scheme is introduced as an alternative dispute resolution to provide the mechanism for the resolution of financial disputes between the consumer and the services provider. Having OFS in Malaysia can be considered a contemporary ADR organisation that has been specifically designed to cater to the requirements of the financial industry. The

significance of investigating the dynamics of the organisation behaviour can be seen after almost one decade of the operation. The study indicates that the OFS organisation in Malaysia has the potential to significantly enhance its performance by implementing a proactive approach to organisational behaviour.

This study seeks to recommend several suggestions to improve the implementation of OFS as the financial dispute resolution platform in Malaysia. Among other, the ombudsman officer must have the minimum requirement of a legal certificate in law and be a holder of a professional certificate in financial services and products. Alternatively, he may have a bachelor's degree in psychology, administration, or business, which may be useful in understanding the problems. This may create a person who adapts to a diverse range of customers and can listen and ask questions that get to the heart of the problem. All this standard requirement must be enacted in any relevant legal framework to ensure the transparency and accountability. The number of human resources also should be increased. The study suggests the minimum requirement stipulated in the legal framework that for every 100 disputes reported monthly, there must be at least 20 employees available at one time to manage the workload efficiently. Simultaneously, it may avert any backlog or delays in the process and enhance the trust and confidence of the people. If it is difficult to get additional manpower in a short time, with the rapid progress of technology, the online portal or mobile application can be developed to incorporate an additional mechanism for resolving disputes. Through the utilisation of technology, the online dispute resolution system can effectively guarantee the attainment of efficient and prompt conflict resolution, thereby obviating the necessity for physical attendance and facilitating enhanced accessibility and convenience for all relevant parties.

#### **Limitation, Suggestion for Future Research and Implication**

Some limitations may be included in the research as this study is confined only to Malaysian financial ombudsman practices only, therefore the other jurisdiction may not be relevant. The future research may extend the perspective of other jurisdiction to see the practices between the countries. Besides, the methodology used in this study focused on the doctrinal research solely, omitting survey and interview session with the respondents to get their opinion and feedback on this matter. In future research, incorporating qualitative data collection may provide a more comprehensive and well-rounded analysis of the findings.

The implications derived from the findings suggest that enhancing the effectiveness of the Ombudsman for Financial Services (OFS) can be achieved by having a clear understanding of the organisational behaviour theories. By focusing on the organisational structure, leadership, communication channels, technology systems and employee motivation, the stakeholder and the regulators may enhance the prominence of the OFS as the preferred resolution platform among Malaysian consumers. Hence, it is imperative for organisations in the OFS sector to consistently evaluate and adjust their organisational behaviour to maintain a competitive edge in the market.

#### **References**

- Abdul Hamid, M.I. and Nik Mohammad, N.A. (2016) 'Cross-Culture Jurisprudential Influence on Mediation in Malaysia', *Malayan Law Journal*, 4(1), p. 19.
- Aswathappa, K. (2016) *Organisational Behaviour Twelfth Revised Edition*. Available at: [www.himpub.com](http://www.himpub.com).
- Banerjee, S. and Dimri, A. (2022) 'Designing a sound GRM : Principles and International Experience Designing a sound GRM : Principles and International Experience', (366).
- Beqiraj, J., Garahan, S. and Shuttleworth, K. (2018) *Ombudsman schemes and effective access to justice : A study of international practices and trends*.
- Bucăța, G. and Rizescu, A.M. (2017) 'The Role of Communication in Enhancing Work Effectiveness of an Organization', *Land Forces Academy Review*, 22(1), pp. 49–57. Available at: <https://doi.org/10.1515/raft-2017-0008>.

- David, T. and Francis, F. (2012) 'Resolving disputes between consumers and financial businesses: Fundamentals for a financial ombudsman', *Global Program on Consumer Protection and Financial Literacy*, (January), pp. 1–76. Available at: <http://documents.worldbank.org/curated/en/169791468233091885/a-practical-guide-based-on-experience-in-western-Europe>.
- Delibasic, M. *et al.* (2021) 'Organisational behaviour during the pandemic', *Polish Journal of Management Studies*, 24(1), pp. 61–79. Available at: <https://doi.org/10.17512/pjms.2021.24.1.04>.
- Dipoatmodjo, T.S.P., Syahrul, K. and Muhammad, R.I. (2023) 'Organizational Behavior Management in Realizing Competent Human Resources', *Journal Management & Economics Review (JUMPER)*, 1(1).
- Galeza, D. (2020) 'Reforming the Role of the Financial Services Ombudsman', *Liverpool Law Review*, 41(3). Available at: <https://doi.org/10.1007/s10991-020-09249-w>.
- Hsieh, H.F. and Shannon, S.E. (2005) 'Three approaches to qualitative content analysis', *Qualitative Health Research*, 15(9), pp. 1277–1288. Available at: <https://doi.org/10.1177/1049732305276687>.
- Ilias, I.I., Hassan, R. and Ibrahim, U. (2017) 'Muhtasib, Ombudsman and Malaysian financial Ombudsman scheme: A comparative study', *Modern Trends in Effective Dispute Resolution*, (January 2021), pp. 427–435. Available at: <http://irep.iium.edu.my/58747/>.
- INFO Network (2007) *International Network of Financial Services Ombudsman Schemes*. Available at: <https://www.networkfso.org/>.
- Luthans, F. (2011) *Organizational behavior : An evidence-based approach*. Twelfth Edition. McGraw-Hill Irwin.
- M. Kopp, C. (2023) *What Is Organizational Behavior (OB), and Why Is It Important?* Available at: <https://www.investopedia.com/terms/o/organizational-behavior.asp#toc-organizational-behavior-study-methods> (Accessed: 8 September 2023).
- Maksimtsev, I. *et al.* (2023) 'Organizational behavior from the perspective of methodological isomorphism', *Strategic Management*, (00), pp. 39–39. Available at: <https://doi.org/10.5937/straman2300037m>.
- Mohd Zain, M.I., Rahmat, N.E. and Ilias, I.@. I. (2022) 'The role of ombudsman: Resolving financial disputes in Malaysia', *Conflict Resolution Quarterly*, 40(2), pp. 199–212. Available at: <https://doi.org/10.1002/crq.21366>.
- OFS (2021) *Constitution of OFS, OFS*. Available at: <https://www.ofs.org.my/file/files/OFS New Constitution 2021.pdf> (Accessed: 13 March 2024).
- OFS (2022) *OFS Annual Report*. Available at: [https://www.ofs.org.my/file/files/OFS\\_2022\\_AnnualReport.pdf](https://www.ofs.org.my/file/files/OFS_2022_AnnualReport.pdf) (Accessed: 10 September 2023).
- OFS (2023) *OFS Annual Report*.
- Omoola, S.O. (2020) *Alternative Dispute Resolution Law and Practice*. Edited by A. Yaakob *et al.* The Malaysian Current Law Journal.
- Pálfi, D. (2024) 'Internal dispute resolution systems: Do high promises come with higher expectations?', *Hungarian Journal of Legal Studies*, 64(3), pp. 391–412. Available at: <https://doi.org/10.1556/2052.2023.00469>.
- Popoola, I.T. *et al.* (2023) 'A relational view of unethical pro-organisational behaviour', *International Journal of Organizational Analysis* [Preprint]. Available at: <https://doi.org/10.1108/IJOA-08-2022-3393>.
- Ritchie, J. and Lewis, J. (2003) 'QUALITATIVE RESEARCH PRACTICE A Guide for Social Science Students and Researchers', *Sage Publications Ltd*, p. 349. Available at: [https://doi.org/10.21511/ppm.14\(4-1\).2016.04](https://doi.org/10.21511/ppm.14(4-1).2016.04).
- Royal Institute of Management (2014) *The Historical Evaluation of Organizational Behavior*.

Shen, C.H. *et al.* (2016) 'The relationship between financial disputes and financial literacy', *Pacific Basin Finance Journal*, 36(November 2009), pp. 46–65. Available at: <https://doi.org/10.1016/j.pacfin.2015.11.002>.

Subsidiary Legislation (2015) *Financial Services (Financial Ombudsman Scheme) Regulations 2015*.

Wang, H. *et al.* (2023) 'You raise me up and I reciprocate: Linking empowering leadership to organizational citizenship behavior and unethical pro-organizational behavior', *Applied Psychology*, 72(2), pp. 718–742. Available at: <https://doi.org/10.1111/apps.12398>.

Wong, S.C., Mahmud, M.M. and Omar (2015) 'Spiritual Leadership Values and Organisational Behaviour in Malaysian Private Institutions of Higher Education', *Pertanika J. Soc. Sci. & Hum*, 23(2), pp. 495–507.

Zain, N.R.M. and Engku Ali, E.R.A. (2016) 'The introduction of the financial ombudsman scheme as an alternative to dispute resolution in the islamic financial services industry in Malaysia', *Al-Shajarah*, 21(Specialissue), pp. 243–260.

Zulkarnain, I.F. *et al.* (2024) 'Ombudsman in Malaysia: Ombudsman in Sarawak and Ombudsman for Financial Services (OFS) in Kuala Lumpur', in *International Conference on Public Policy and Social Science (ICoPS) 2023*. Environment-Behaviour Proceedings Journal.