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**THE IMPACT OF EMPLOYEE INDIRECT PARTICIPATION CHANNEL ON
DECISION MAKING PROCESS IN DEPARTMENT OF IRRIGATION AND
DRAINAGE HEAD QUARTERS (JPSHQ) AND FEDERAL TERRITORY OF
KUALA LUMPUR (JPSWPKL)**

By



NOORHAYATI BINTI NOORDIN

UUM
Universiti Utara Malaysia

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Othman Yeop Abdullah
Graduate School of Business

Universiti Utara Malaysia

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NOORHAYATI BINTI NOORDIN (810963)

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ABSTRACT

Industrial relations (IR) are getting more important for an organization to produce right decision. This is because the relationship between employer and employee could produce a result accepted by every entity that is capable of generating organizational development in harmony. One element in industrial relations is the employee participation, which channeled directly or indirectly. Indirect employee participation is represented by relationships establish through trade union and joint consultation. The purpose of this study is to examine which indirect employee participation channel could affect decision making process in Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL). A survey of 78 employee starting October 2016 until November 2016, among Support Group's employee were selected using simple random sampling. Inferential, descriptive statistics, correlation, multiple regression analysis was run through SPSS version 17 to test the research hypothesis. Decision making process was selected as dependent variable and 5 hypotheses have been developed. Indirect employee participation channel such as union, joint consultation, and the implementation of Industrial Relations Act 1967 (IRA) were selected and adapted. Multiple regression analysis shows that 31.1% factors explained in the study. Pearson Correlation results show that all hypotheses are accepted and positively significance to decision making process. Finding, theoretical implication, suggestion for future studies and recommendation are suggested.

Key words: Industrial relations, employee participation, indirect employee participation, trade union, joint consultation and implementation of Industrial Relations Act 1967.

ABSTRAK

Perhubungan industri menjadi semakin penting dalam usaha membantu organisasi membuat keputusan yang tepat. Ini kerana hubungan yang terjalin diantara majikan dan pekerja dapat menghasilkan suatu keputusan yang diterima oleh setiap entiti yang mampu menjana pembangunan organisasi dalam keadaan yang harmoni. Salah satu elemen dalam perhubungan industri adalah penglibatan pekerja yang disalurkan melalui penglibatan secara langsung dan tidak langsung. Penglibatan tidak langsung pekerja adalah diwakili oleh hubungan yang diwujudkan melalui kesatuan dan majlis bersama. Tujuan kajian ini adalah untuk menguji dan membuktikan penglibatan tidak langsung pekerja yang dapat mempengaruhi proses pembuatan keputusan di Jabatan Pengairan dan Saliran Ibu Pejabat (JPSHQ) serta Jabatan Pengairan dan Saliran Wilayah Persekutuan Kuala Lumpur (JPSWPKL). Suatu kajian terhadap 78 pekerja bermula Oktober 2016 sehingga November 2016 di kalangan pekerja Kumpulan Sokongan dengan menggunakan pensampelan rawak mudah. Statistik inferensi, statistic deskriptif, kolerasi, analisis regresi pelbagai telah dijalankan melalui SPSS versi 17 untuk menguji kajian hipotesis. Pembuatan keputusan telah dipilih sebagai pembolehubah bersandar dan 5 hipotesis telah dipilih. Saluran penglibatan tidak langsung pekerja dalam perhubungan industri seperti kesatuan sekerja, majlis bersama dan pelaksanaan penguatkuasa Akta Perhubungan Industri 1967 (IRA) telah dipilih dan diadaptasikan. Analisa regresi berganda menunjukkan bahawa 31.1% faktor dijelaskan dalam kajian ini. Keputusan 'Pearson Correlation' menunjukkan bahawa semua hipotesis diterima dan mempunyai kaitan positif terhadap pembuatan keputusan. Keputusan, implikasi teori, cadangan untuk kajian masa depan juga disyorkan.

Kata kunci: *Perhubungan industri, penglibatan pekerja, penglibatan tidak langsung pekerja, kesatuan sekerja, majlis bersama dan pelaksanaan penguatkuasaan Akta Perhubungan Industri 1967.*

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LIST OF ABBREVIATIONS

CB	Collective Bargaining
CUEPACS	Congress of Union of Employees in the Public and Civil Services
EP	Employee Participation
EDP	Employee Direct Participation
EIP	Employee Indirect Participation
DJC	Departmental Joint Council
ILO	International Labor Organization
IRA	Industrial Relation Act 1967
JPSHQ	Department of Irrigation and Drainage Head Quarters
JPSWPKL	Department of Irrigation and Drainage Federal Territory of Kuala Lumpur
MTUC	Malaysia Trade Union Congress
NJC	National Joint Council
r	Correlation Coefficient
R^2	R square
TUA	Trade Unions Act 1959

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Industrial relations as a whole basically connected with the legal aspects of the labour collective as opposed to individual aspects, which would highlight the role and relationship between trade unions and employers as well as the function and the role played by the government in this connection. However, it also emphasizes on the important aspects relating to the individual employment relationship (Poole, M., Lansbury, R. & Wailes, N., 2001).

Industrial relations are important element in the development of an organization. It determines how the parties involved in these relationships interact and co-operate in order to reach an agreement in a harmonious and beneficial to all parties involved. Aminuddin, M. (2003) emphasizes three main parts in this relationship, there are, the employers and trade unions relationship, the employment law's framework provided and the employment contract's disciplinary procedures and termination. However, basically there are so many differences in implementation that involves the procedures, practices, policies, values and attitudes depending on the features used by the organization; sizes, type of companies and enterprises sector (private or public) (Poole, M., Lansbury, R. & Wailes, N., 2001). Each of them contains a list of endless variations. In addition, each organization has a specific internal and external environment; government, customers, shareholders, trade unions, suppliers, competitors and public that influenced by the existence, implementation system and the hierarchical structure of their choosing. Diversity in the implementation of policies, attitudes and values that prevail in the organizational environment will also affect the results. Furthermore, it will impact directly and indirectly on the industrial relations practices (Marchington, M., 2005).

In order to ensure the harmonious environment, starting from the departmental level to the state, as practiced by foreign countries, industrial relations in Malaysia established the relationship through three main groups in the industry, namely; employer, employee and government. In addition, Malaysia also impacted through any changes effected by external organizations participated, as example; International Labour Organization (ILO).

Industrial relations which exist in Malaysia emphasize that all employers and employees' rights and interests in Malaysia are nominally protected by Industrial Relations Act 1967 (IRA) enacted by Malaysian government. However, Employment Act 1955 (EA) applies strictly only to private sectors (Ayadurai, D., 2004). While, for Trade Unions Act 1959 (TUA) is applies to both sectors.

One of the important elements in the study of industrial relations and employment relationships is the employee participation (EP). A study on EP in decision making has attracted many philosophers and researchers of industrial relations, especially in promoting the relationship of employer and employee (Raduan, C.R., 2002). As emphasize by Harley, B., Hyman, J. and Thompson, T. (2005), one of the important element in the field of industrial relations and employment relations is the employee participation in decision making process. Various arguments had revealed an extensive literature review that the quality of decision making can be improved by developing input, commitment's encouragement in the decision making process, employee motivation and teamwork, as well as workplace's communication through the EP (Markey, R., 2005).

Employee participation in an organization is assumed by most authors as a group process involving employers and employees, where in this process, the power of employee participation in decision making are greater in relation to their work (Lawler, E.E.I, Monhrman, S.A & Ledford, G.E, 1995). Perhaps, some define the terms of participation with

formal institutions, which is represented as the union and council, while others embrace that as 'informal participation' through everyday tasks involving superior and subordinate relationships that allow a large input in its decision (Strauss, G., 1998).

There are many studies that have been done on the EP within the private sector (Parasuraman, B., 2007). However, too few studies done regarding the EP in the public sector and there are only seen from the perspective of behaviour and human resources (Mat Zin, R., 1998; Idrus, D., 2001; Hussin, Z., Yew, S.Y. and Din, M.S., 2000; Mansur, M., Kasim, M. and Ahmad, A., 2009). Parasuraman, B. (2007) was a pioneer of studying the EP within the private sector of the industrial relations in Malaysia.

Employee participation for decision making in the Malaysia public sector is often seen as too small. In fact, sometimes they are not given the opportunity to express their views and opinions that may conflict with management in public sector. Thus, this occasionally causes dissatisfaction among public sector employees and it is highlighted through deceitful attitude in work such as work absenteeism, unproductive in carrying out assigned responsibilities and others (Sagie, A. & Aycan, Z., 2003).

The establishment of the union and the council, such as Malaysia Trade Union Congress (MTUC), Congress of Union of Employees in the Public and Civil Services (CUEPACS), National Joint Council (NJC) and Departmental Joint Council (DJC) are employee's indirect participation channels for public sector employees in decision making. Negotiation's result through the representative will give an impact on the structure and lifestyle of public sector employees that they represent (Sher, L. & Chen V.S, 2011). Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL) are department under the authority of the federal government. Thus, the existence of the union and joint consultation are the main conduit for workers in the department to express

their views on the tasks associated with them. This is in line with the main objective of the establishment of the union such as CUEPACS, where it is to implement things necessary to promote the interests or for the perfection of the work of all or any of its affiliated trade unions, as well as to protect the interests of trade unions and their members (Aminuddin, M., 2011)

Public sector employees are the representatives appointed by the government to provide the best service to the public. The biggest challenge face by them is to meet the diverse attitudes of the public who want the best and efficient services delivered to them. However, at the same time they are also dealing with the administrative systems that are often changed when the reins of government change (Secretariat, 2004).

The focus of the researcher is to examine the extent of awareness of the Support Group's employee in the Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL) on the presence and their memberships in the union and the council representing them. This study also aims to see how their understanding of this employee indirect participation channels can affect decision making at the departmental level in relation to their work.

According to Aminuddin, M. (1992) and Idrus, D. (2001), the government only allows support staff to join CUEPACS and this advantage is not given to professional groups in the public service. In fact, these professional groups are not allowed to establish their own trade unions. However, CUEPACS only acts as the government's advisory body in general issues that do not involve collective bargaining (CB) [IRA 1967, Sec 13 (3)]. Therefore, the government who adopted a pluralist approach, namely the relationship between the patterned from top to down (Hunter, F., 1963) outlines the policy, procedure and strategy to be followed by public sector employees without any questions. In other words, the system of

industrial relations in the public sector does not provide bargaining rights to be addressed. Yet, this strategic decision making in the public sector is also dependent on the approach chosen by Malaysia government. Vroom-Jago Model (Vroom, V. & Yetton, P., 1973) shows five situations differ for decision making in the organization; Autocratic I (A1), Autocratic II (A2), the Consultative I (C1), the Consultative II (C2) and Group II (G2). The selection of the type of decision making in this model based on the extent of the need for the involvement of employees in organization decision making, and its dependent on the seven key questions; (i) is there any requirement of quality?; (ii) is the information sufficient for management to make a high quality decision?; (iii) is the problem structured?; (iv) what is the level of critical implementation towards the acceptance of the decision by subordinates?; (v) is the decision made by the management accepted by the subordinates, if management were to make the decision by themselves?; (vi) do the organizational goals in problem solving share by the subordinates?; and (vii) is conflict among subordinates obtaining the preferred solution?

1.2 Problem Statement

The participation of employee in general can be seen through two divisions, namely the direct participation and indirect participation. Direct participation is the involvement in the context of work involving the relationship between superior and subordinates such as teamwork, quality circle, team briefings and total quality management (Markey, R., 2001). This condition usually occurs in the lower level of the organization (Marchington, M., 2001; Marchington, M. & Wilkingson, A., 2005). Meanwhile, indirect participation is employee involvement through representation by the union and joint consultation either voluntary or statutory rights (Markey, R. & Monat, J., 1997; Strauss, G., 1998). However, it is vary from one country to another, but basically it is still in relations with a representative function in the form of employee participations.

From the context of the public sector in Malaysia, employee indirect participation is through memberships in the union and joint council approved by the government such as the Malaysian Trade Union Congress (MTUC), Congress of Union of Employees in the Public and Civil Services (CUEPACS), National Joint Council (NJC) and Departmental Joint Council (DJC). Webb & Webb (1920) describe the trade union as an organization consisting of a group of wage earners make continuous efforts to maintain and improve their interest in their work life. Today, the main function of the establishment of the trade union is continuously involves controlling employee relations through collective bargaining and political activities aiming to support the interest of the work, and this trade union is not subject to any political party (Parasumanaran, B., 2004).

According to the CUEPACS report in 2013, a total of 750,000 public sector employees in Malaysia are members of the union. This makes it as an influential union. However, to what extent they understand their membership of the union helping them to participate in decision making at their department level, together with their understanding and participation in relation to the establishment of the Department Joint Council (DJC). How public sector employees see unions and council participated as a tool for participating them in decision making at the departmental level is still vague.

It has clearly stated (Rahman, B.A., Ibrahim, D. & Hussin, R., 2015) all public sectors employee are required to follow an order received by the government. Thus, government planned all activities to achieve the objectives and goals that have been set. It is based on the principal that public sector is to be concern with quality and productivity in delivering as a service provider organization.

Researcher believed it is important to identify the level of understanding among the public sector employees about their participation in decision making at the departmental level.

Perhaps, failure of the management to allow employee participation in decision making process through the employee indirect participation channels such as trade union, joint consultation and the enforcement of Industrial Relations Act 1967 (IRA) can lead to disharmony environment within the organization. This research attempts to analyse the function of establishment of the trade union and joint consultation to help them indirectly engage in the decision making process.

1.3 Research Questions

- i. How does the decision making process correlate with employee indirect participation channels in the departmental level?
- ii. What is the level of familiarity among the Support Group employees about the trade union and joint council represent them?
- iii. Do the existence of trade union and joint council give impact in the decision making process made at the departmental level?
- iv. Which indirect employee participation channels have the most impact towards decision making in the departmental level?

1.4 Research Objectives

The study is to verify the indirect participation practices among the Support Group employees in Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL). The objectives of the study are listed below:

- i. To determine how the employee indirect participation channels that currently provided by government influence the decision making process in Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL).

- ii. To determine the level of understanding among the Support Group employees of Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL) about the existence of trade union and joint councils that represent them.
- iii. To examine the impact between the union and council existence with the decision making made in the departmental level in Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL).
- iv. To analyse the most effective employees indirect participation channels provided in decision making process at the departmental level of Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL).

It is really important to understand how this employee indirect participation channels provided involves in the decision making process at the departmental level. It will encourage the effectiveness of the work performance among the employees. The EP will increase the employee afford, which will improve their productivity and efficiency and lead to increase their commitment (Doucouliagos, C., 1995).

1.5 Significant of the Study

This research will provide a clear picture on the employee indirect participation channels in decision making process. It will create the sense of awareness among the Support Group employees in Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL) on how their membership in union and council could help the decision making in their departmental level. As much as they could aware their contribution of idea could help the effectiveness of their process of work.

Apart from that, this study can help in term of employee indirect participation and what are the strategies could use by the management to involve the employee actively in decision making process at the departmental level.

1.6 Scope and Limitation of the Study

- a) This study of employee indirect participation channels towards decision making process focus only on the Support Group's employees in Malaysian public sectors from ranking H11/N11 until J38/JA38.
- b) Due to government management approval procedure, this study has been limited to only two government departments in Malaysia. It consists of Support Group employee from ranking grade 11 until 38 in Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL).
- c) This study is limited to explore the employee indirect participation channels practices in Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL) which related to the decision making process in both departments.
- d) Due to Confidential Policy restriction it is difficult to gather information about the policies, term and the condition of the union and council.

1.7 Organization of the Thesis

This study consists of five chapters. Chapter one discusses the background of the study, problem statement, research questions, and research objectives, significant of the study and the scope and limitation of the study. Chapter two focusing on the literature review of the Decision Making and three independent variables related to employee indirect participation

(EIP), which is the unions, joint consultation and enforcement of Industrial Relations Act 1967 (IRA) represents public sector employees in Malaysia. Chapter three emphasis on methodology used in this study, such as research framework, hypothesis development, research design, operational definition, data collection and data analysis technique. Chapter four consists of the research findings based on the data collection and data analysis method. Descriptive analysis, reliability test, Pearson's Correlation analysis, multiple regression analysis was used as a technique in chapter four. Finally, the hypothesis, theoretical and practical implication, as well as the recommendations which based on the result is discuss in chapter five.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In this chapter, literature review on the decision making process and others related to it from the perspective of government presented. It also presenting the three employees indirect participation channels that has a potential to influence the decision making process in the Malaysia public sector.

2.2 Decision Making Process

The success and the ability of an organization are depending on decisions made by management. Salaman, G. and Thompson, K. (1980) define the decision making as a process of selection existing alternative, resulting from the review of relevant information based on criteria that are real. This opinion was also supported by Harrison, E.F., (1999), which emphasizes it as a process of conscious and human, involving individual and social relation of facts and value, and also taking into account the selection of alternatives from behavioral activity to ensure that the objective executed.

Human beings are dealing with a decision making in their life in every single day and it made with many reason and purpose. Cooke, S. and Slack, N. (1991) emphasize that individual and group make decisions. According to Teale, M., Dispenza, V., Flynn, J. and Currie, D. (2003), everyone has the potential to make a decision, however the legitimate right given to the managers. In the context of organization, decision is made because it is the fundamental aspect of the management functions (planning, organizing, leading and controlling) and the decision making is the key for the management role (Kelly, A., 2003).

Decision making process in an organization is influenced by many factors; internal and external. It also concerns the stakeholders involved in the process of decision making made, either directly or indirectly (Vroom, V. & Yetton, P., 1973). Even more, it also analyses the impact from its outcome. Bryson, J.M. (2004) emphasize any individual, group or organization that affected by the output that referred to an organization's attention and resources are a stakeholder. Managers seen as organizational stakeholders who provide a direction for others and the actions taken by them primarily directed to make profit and for the success of the organization (Kelly, A., 2003). According to Anglo-Saxon context, the decision making process of public sector organization attract multiple stakeholders, which involving a different interest and amount of power from their environment (Wilkinson, A., Townsend, K. & Suder, G., 2015).

Many European countries such as Netherlands support the indirect participation in decision making process among their employee through trade union and joint consultation from enactment of legislation (Goodijk, R. & Veersma, U., 2001; Parasuraman, B., 2003). Thus, the Work Councils in Europe were given legal rights in relation to the broader aspects of the decision making process of the organization. Goodijk, R. (2010) stated that the work of the Council in the Netherlands has come up with more professionalism in the conduct of their rights, and are in the process of changing the Council from time to time according to the needs of global demand.

In Malaysia, the indirect participation among the employee in the process of decision making is less from the perspective of public sectors. The public sector employees were represented by the Joint Councils Committee (JCC) or well known as '*Majlis Bersama Jabatan*' to express their views to the management on issues related to their welfare and benefits (Parasuraman, B., 2011). This platform is the medium encouraged for public sectors

employees to fully utilize to communicate with the management; however, no subject on service matters should be arising (MTUC, 2003). Subject discussion is more on general matters such as on working conditions improvement, housing and transportation services and etc (Parasuraman, B., 2011).

2.3 Employee Participations

Since the beginning of the argument related to the issues of employee participations (EP) in decision making process within an organization or institution, employers and employees, as well as academicians have provided different definitions (Teale, M., Dispenza, V., Flynn, J. & Currie, D., 2003). However, employee participations are seen as a key element that can help an organization or institution, whether small or large, to achieve the goals set by top management. According to Wall, T.D. and Lischeron, J.A. (1977), it is the influence exerted on the decision making process of interaction between managers and workers. However, this definition was too broad as it also incorporates "employee involvement". Blyton, P., and Turnbull, P. (1998) has raised several issues related to the complexity and variation in its implementation, firstly depth of participation, that concerning the degree of final decision affected by employee or representatives. Second, scope of decision, determine by willingness of the parties, especially management. Whether, participation requires expansion of the scope, structure and size of the organization and law. Third, form of participation structure that covers a wide range of scales, from the proposal to the workers' representatives; whether the mechanisms and activities of formal or informal, direct or indirect methods. Forth, level of participation take place, ranging from unit, department to workplace, which in normal situation are direct, informal and work based. Finally, is the purpose and outcomes of activities participation, which only to inform and communicate to the employees about the decision that has already taken.

EP formation in Malaysia is inadequate to elucidate based on Favorable Conjunctures Model that has been applied in developed countries such as United State of America, United Kingdom, Europe and Australia (Parasuraman, B. 2007). Perhaps, more accurate it is influence by several factors, macro and micro (Poole et al., 2001). According to previous studies conducted over three private organizations (Parasuraman, B., Kelly, D. & Rathakrishnan, B., 2009) it includes eight factors, namely IR legal framework and government policies (*Industrial Relations Act 1967, Trade Union Act 1959, The Code of Conduct for Industrial Harmony 1975*); government policies (*New Economic Policy (NEP), National Development Policy (NDP), Vision 2020 and Look East Policy (LEP)*); structural factors (*Economic: Asian economic crisis, foreign direct investment (FDI), the influence on Anglo Saxon Model of HRM, globalization and economic competition*); industrial structure (*merge and acquisitions*); subjective aspect (*multicultural influence, religious value*); historical (*the influences of British Colonial*); strategic choices on institutional arrangement for EP and; power relationship between principal industrial relations actors.

EP in Malaysia is seeing as a bridge that connects and promotes good working relationship between employers and employees. They provide a space for an employee to be involved in the organization decision making process and promote the balance of power between management and employee for the mutual benefit. In the context of private organizations in any decision on industrial relations based on three main Acts that held as guidance in the implementation of the organization: Employment Act 1955, Trade Union Act 1959 and Industrial Relations Act 1967 (Ayadurai, D., 2004). According to Aminuddin, M. (1992) and Idrus, D. (2001), establishment of the acts aimed to protect the welfare and benefits of its members. High support for the involvement of employees in decision making processes within the organization can reduce high level of the worker dissatisfaction and alienation identifiable in many forms of work life (Lawler, E.E.I., Mohrman, S.A. and Ledford, G.E.,

1995).

Based on previous study in one of the retail industry in UK (Badigannavar, V. & Kelly, J., 2005) the EP divided into two, namely the employee direct participation (EDP) and employee indirect participation (EIP). Employee direct participation is the act whereby the individual employee or group of employees authorized and empowered direct participation in the process of decision making. Examples of direct involvement are Total Quality Management (TQM), ISO, 5S and many more. It involves the employees themselves (Cabrera, E., Orgeta, J. and Cabrera, A. (2002). In the other hand, employee indirect participation is the use of intermediate body representing the employees. These include the Joint Consultative Committee (JCC), Trade Union, Partnership, Labor Management Committees (LMC), In-house Union and Work Councils.

Even so, not all of the factors which are listed on this study can be applied in Malaysia public service sector. This is because there are disparities in the context of cultural, political and social appliance in Malaysia government (Rose, R.C., 2004).

2.3.1 Employee Participation in Malaysia Public Service Sector

Year 1991 has been witness for the beginning of the movement of employee participation among the employees in the public sectors Malaysia. Various developments have been plan and implemented such as Vision 2020, the Second Outline Perspective Plan (OPP2), the National Development Policy (NDP) and Sixth Malaysia Plan (6MP) in order to achieve developed nation status.

The successfulness achievement of the listed plans poses a major challenge to the public sector, in particularly provision of support services to the private sector, which is the engine of economic growth of the national economy. While simultaneously ensuring that such

economic activities are accordance with national interest; provision of public goods as a basis for the creation of disciplined and caring society and ensuring stability and security so that the people can enjoy a prosperous and peaceful life.

However, the ability of public service to face the challenges listed are depends on the capabilities and qualities that can be produce by its employees and at the same time is in line with the current need of the nation. Thus, sixth aspects have been focus in 1991 for the public sector employees in effort to upgrade their motivation, skills and quality, namely Quality of Personnel; Training; Size, Structure and Service; Welfare; Industrial Relations; and Discipline.

Beginning of the 1991, Public Service has shown a positive change in the establishment of harmonies industrial relation with an effective participation of several National Joint Council and trade unions.

2.4 Employee Indirect Participation Channels in Malaysian Public Sector

The workers' representatives in principle give a great impression to their members, which it represents in relation to the issues related to the management (Solomon, M., 1988). Employee indirect participation is represented by a body set up to represent the employees (Cabrera et al, 2002) such as the Joint Consultative Committee (JCC), Trade Union, Work Council and others.

Mat Zin, R. (1998); Idrus, D. (2001); Aminuddin, M. (2002); Parasuraman, B. (2007) explains that existence of a representative body to represent the employees as stated above is evidence of the influence of the British colonial administration in the tree structure in the public sector in Malaysia. However, it was originally known as "Whitley Committee" and it is available in every department of the government during the time (Mat Zin, R., 1998; Idrus, D., 2001; Aminuddin, M., 2002; Parasuraman, B., 2007). Through system introduced by

British, the administrative system adopted to authorize the employer to govern, direct and distribute work assignments and how and when it should be complete. In fact, it's still used until now.

"Whitley Committee" was first introduced in Britain in the 19th century (Mat Zin, R., 1998; Idrus, D., 2001; Aminuddin, M., 2002; Parasuraman, B., 2007) aims to provide a space for employees to discuss on the issues concerning their welfare. However, as time passed, many changes have been done with it. CUEPACS's Senior Officer in an interview conducted by Parasuraman on May 25, 2010 at CUEPACS office in Kuala Lumpur explains the basis of negotiations in public sector is base on "Whitley Committee". However, today, they are converting to National Joint Council and Departmental Joint Council to meet current needs.

2.4.1 Trade Union

Until 1930, there is no requirement under the law that require employer to engage in collective bargaining with their employees (Dessler, G., 2015). The "Yellow dog" contract was widely enforced in United State as a part of the employment condition by the management to not allow any establishment of union among employees. However, beginning 1932 has considered as the new era in which union activity was encouraged. It guaranteed to each employee the right to bargain collectively (Coates, K. & Topham, T., 1986).

The function of trade union development has spared to the whole world as this is one of the employee indirect participation channel that protect them against discrimination by their employer (Aminuddin, M., 2011). Perhaps, the objective of their membership in the trade union with the objectives of the unions is overlapping.

2.4.1.1 Employee Indirect Participation Channel Represent by Trade Union in Malaysian Public Sectors.

Government employees as stated under the *Trade Unions (Exemption of Public Officers) Notification 1981*, has noted that there may only be a members of federal trade unions whose membership is confined exclusively to trade unions comprising public officers. However, for statutory authority employees, they may join a registered federation of trade union comprising trade unions of public officer with prior approval by the Minister of Human Resources as according to virtue amendment of Section 27 (3) (a) such as CUEPACS.

The applicability of the Industrial Relations Act 1967 in relations with the right to collective bargaining and the settlement of trade dispute by way of conciliation as enshrined were not relevance to the public sectors employees. Thus, Government has provided number of machineries for the purpose of negotiation and settlement of disputes in public sectors (Sher, L. & Chen V.S, 2011).

Malaysia Trade Union Congress (MTUC) was the oldest registered Federation of Trade Unions under the Societies Act, 1996. Its existence was after the First Emergency declared against insurgent communist activities. One of the purpose and function of the establishment is to promote benefits of its affiliation to improve on worker's social and economic status, as well as to render them assistance (George, K., 2009). MTUC has recognized as Malaysian worker's representative by Government and involved actively in helping unions obtaining recognition, mediating in inter-union grievances, assist unions in their negotiation etc. All activities by MTUC aim to promote equality, improving standard of workers' life and create a better and safer working environment (MTUC, 2003).

Figure 2.1: Organizational Structure of the MTUC



Besides that, Government has approved the establishment of Congress of Union of Employees in the Public and Civil Services Malaysia (CUEPACS) which registered under the Trade Union Enactment on 23 October 1957 with an affiliation of 48 unions under it. In 1960, after the restructuring of Trade Union Registrar Office, CUEPACS has reregistered under Trade Unions Ordinance 1957 (Registration No: 195). Since the beginning of the establishment, the main objective of the congress is to promote the union’s cooperation, without involving in autonomous individual administrative affairs of the unions concerned, and for the sake of the interests and welfare of the members who paid monthly from the participating unions (Parasuraman, B., 2003).

2.4.2 Joint Consultation

Joint consultation is the cooperation between employer and employee, either in the act on cooperation within undertaking in sector agreements between the central confederations, or in

the sector agreement, depending on the industry. The purpose of the establishment is to further cooperation between the employer and employee as well as among the employees. Besides, it provides an opportunity for the employees to influence matters relating to their work and workplace (Holinshead, G., Nicholls, P. & Tailby, S., 2003).

2.4.2.1 Employee Indirect Participation Channel Represent by Joint Consultation in Malaysian Public Sectors.

National Joint Council (NJC) had been establishing under Service Circular No. 2 of 1992. The main objective of its establishment is to provide a forum between the Government as the employer with its employees in order to prevent or resolve differences. Currently there are three different types of NJC, known as NJC for employees in the Management and Professional Group; NJC for Science and Technology employees in the Support Group; and NJC for General Workers in the Support Group.

However, all the three different types of NJC were holding the same function, which is to consult and share information pertaining salary, allowances, perquisites, terms and conditions of the civil servants (Chen V. S., 2008). Other than that, as information's provider on the current developments, that gathers a feedback from employee's point of view before submitting any proposal to the Government for an action.

On the other hand, the discussion between management and employees at a departmental level is done through Departmental Joint Council (DJC). The opinion of employee regarding the issues of the common concern is the main function of its establishment (Ayadurai, 2004). However, the discussion was only limited to the issues pertaining safety, health, and welfare of employees, as well as the operational of the organization or institution. Issues related to government policies and personal matters not discussed in the DJC. Beginning June 2002, the establishment and management of DJC were guided by Service Circular Letter No. 3 of 2002.

Both NJC and DJC as quoted by Marchington (1992) “a mechanism for managers and employee representatives to meet regular basis, in order to exchange view, to utilities member’s knowledge and expertise, and to deal with matters of common interest, which are not subject to CB”. He also concludes the establishment as a meaningful form of involvement and participation between managers and employees.

However, it was not in reality as contest by MTUC’s senior officer based on the interview done in the *International Journal of Business and Society* (2001). It was claimed the existence of NJC and DJC as a cosmetic in nature, where the establishment and the discussion done has no implication and those matter brought up mainly a general issue such as canteen’s food and worker not wearing safety shoes. This where supported with what wrote by Mason (1995) & Beardwell (2001), “*Joint Consultative Committee (JCC) merely as a “rubber stamping bodies” for management initiative which focus on issues like “tea, toilets and trivia”*”.

2.4.3 Industrial Relations Act 1967

Industrial relation is referred to the relations among and between employers and employees as well as their organization. Besides that, it also involves the relations exist between this organization with the public authorities (Sher, L. & Chen V.S, 2011).

The Industrial Relations Act 1967 (IRA) was enacted on 7th August 1967 to provide a regulation of the relations between employers and workmen and their trade union and the prevention and settlement of any differences or trade disputes arising from their relationship and generally to deal with trade disputes and matters arising thereform (Aminuddin, M., 2011). It is design to promote harmonious relationship between employers and workmen and their trade unions.

2.4.3.1 Employee Indirect Participation Channel Represent by Enforcement of Industrial Relations Act 1967 in Malaysia Public Service Sector

The principles listed in the Industrial Relations Act (IRA) 1967 for the public service employees are either do not apply at all or do not apply equally as to the private sector (Ayadurai, D., 2004). As listed in Section 52 IRA Parts II, III, IV, V and VI ‘shall not apply’ to any state or federal government service or statutory bodies or local authority.

- i. Part II – Principle of trade unionism
- ii. Part III – Principle of the union recognition
- iii. Part IV – Principle of the collective bargaining
- iv. Part V – Conciliation, which is the component of the principle of dispute resolution
- v. Part VI – Representations alleging unjustified dismissal made by unionized or non-unionized workmen seeking reinstatement in their former employment

2.5 Summary

This chapter has presented related literature review and previous research on decision making process and employee indirect participation channel, namely trade union, joint consultation and enforcement of Industrial Relations Act (IRA) 1967. Literature review on the entire variable was searching from book, online journals and electronic library. The next chapter will discuss on the methodology used in this study.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter is to discuss and elaborate on how this research has been conducted through survey questionnaire, research design, population sampling procedure, and data collection technique and data analysis. Further, relevant quantitative research will also be discussed.

3.2 Research Framework

The theory and definition concept that are used in the research is called theoretical framework. According to Mahmud, Z. (2009), a theoretical framework is a conceptual model that shows how logical sense of relationships among the several important factors that being identified to the problem. It is the foundation on which the entire research project is based, which described and elaborated network of associations among the variables that are deemed relevant to the problem situation.

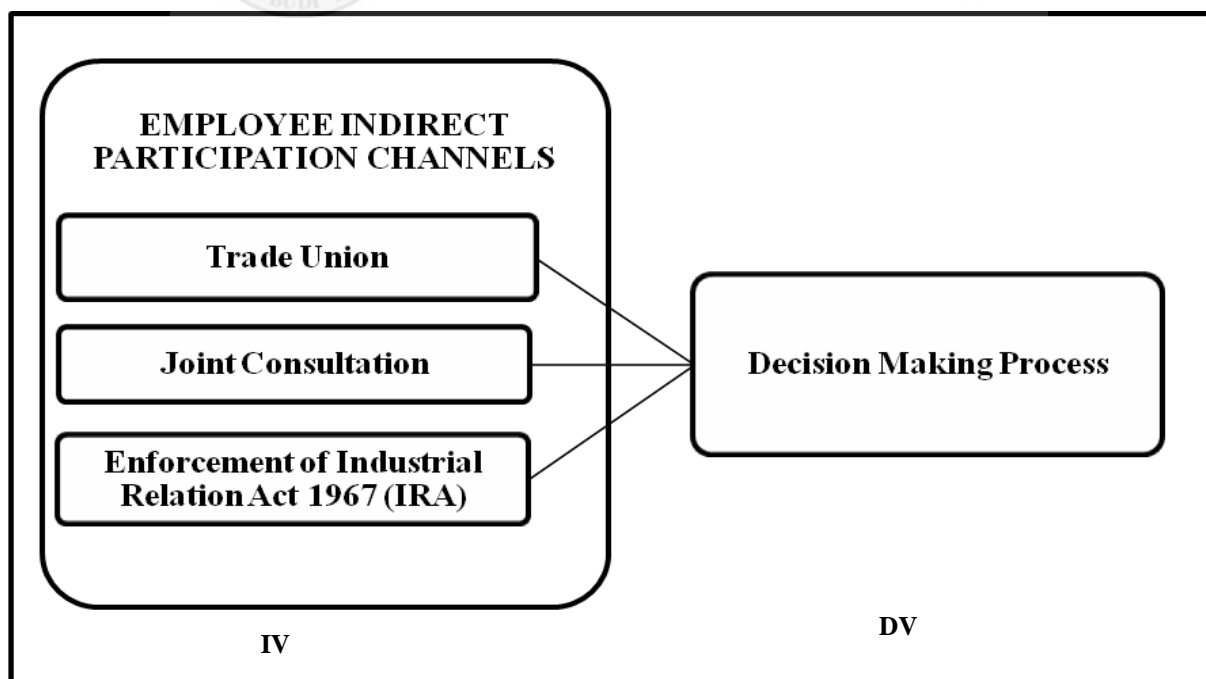


Figure 3.0: Research Framework

The research framework was emphasized on employee indirect participation channels in the Department of Irrigation and Drainage Head Quarters (JP SHQ) as well as Federal Territory of Kuala Lumpur (JP SWPKL) that could influence the decision making process in the department. Figure 3.0 shows the relationship between the independent variable (IV) and dependent variable (DV) includes trade union, joint consultation and enforcement of Industrial Relations Act 1967 (IRA) that may influence the decision making process (DV).

3.3 Hypotheses Development

According to Picardi, C.A. and Masick, K.D. (2014) hypothesis is a proposed explanation for the result of the study. Through testing the correlation between the variables identified by the logic on the theoretical framework, it is able to provide information that can be trusted to lead to the existence of relationship between the variable operating in the state problem (Mahmud, Z., 2009). Based on literature review in the previous chapter, five hypotheses have been developed in the study.

3.3.1 Hypothesis 1

Aminuddin, M. (2007) stated employee indirect participation enable workers to participate in the decision making process through trade union and work councils. The Malaysian Trade Union (MTUC) activities currently are regulated based on Trade Union Act 1959 (TUA) which applicable throughout Malaysia (Sher, L. & Chen V.S, 2011). Under the Trade Union (exemption of Public Officer) Notification 1981, the public service employees may only be a member of a federal trade unions comprising public service officer. However, the existence and growth of trade union in public sector were exception with few specified categories (Aminuddin, M., 2007). Thus, the function of trade union in public sector which known as CUEPACS only act as the advisory body to government on common issues, however not subject to any collective bargaining (Aminuddin, M., 1992; Idrus, D., 2001).

H1: There is a significant relation between trade union and decision making process in Malaysian's public sectors.

3.3.2 Hypothesis 2

The establishment of National Joint Councils (NJC) and Department Joint Councils (DJC) in public sectors forms as a channel of communication between management and employees (Marchington et al, 1992). Malaysian Government has provided the NJC and DJC for negotiation and settlement of disputes in the public sector to replace the right of collective bargaining and settlement of trade disputes which not applicable to public sectors as according to IRA 1967 (Sher, L. & Chen V.S, 2011). The establishments of DJC are the supplement of NJC function in public sectors at departmental level. However, there is no impact on the discussion done and the matter brought up mainly a general issue (MTUC, 2001). Manson, R. (1995) and Beadwell, I. (2001) supported the statement by described existence of NJC and DJC as a "*rubber stamping bodies*".

H2: There is significant relation between joint consultations and decision making process in Malaysian's public sectors.

3.3.3 Hypothesis 3

Industrial Relations Act 1967 (IRA) applies throughout Malaysia to both public and private sectors. However, Section 52 of the IRA declares Part II, III, IV, V and VI "shall not apply" to any federal or state government service or to the service of any statutory or local authority, or to anyone employed by the federal or state government or any statutory or local authority (Ayadurai, D., 2003).

H3: The enforcement of Industrial Relations Act 1967 (IRA) have significant relation with decision making process in Malaysian's public sectors.

3.3.4 Hypothesis 4

Flanders, A. (1968) described collective bargaining as a channel that connects employers and employees through the presence of representative bodies in order to produce better decision making decision that beneficial to both parties.

H4: Employee indirect participations channels have influence on decision making process in Malaysian's public sectors.

3.4 Research Design

Pandiyan, V. and Chandran, V.G.R. (2009) suggested research design as a master plan that specifies the methods and procedures in collecting and analyzing the information needed for the research. It is a plan of action such as selecting sources and types of information that used to answer the research question (Mahmud, Z., 2009). In this study, the researcher was selected quantitative research to verify the relationship and hypothesis made between researches variable as the theory supported by Klinenberg, E. (2002).

The Support Group of Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL) was looks after practically by the Public Service Department (PSD) starting from their recruitment right through to their retirement and even after (Ayadurai, D., 2003). PSD functions in context of given suggestion or improvement to the existing remuneration system for public sector employee; to implement the recommendations of salaries committee once they have been accepted by the federal government; to resolve any anomaly arising from the implementation of these recommendations with any public sector employees who is affected by it, or with any organization of public sector employees whose members are affected by it; and to supervise the operation of NJC and the DJC.

The data were collected using questionnaires which are distributed to Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL) Support Group's employees by using simple random sampling. According to (Picardi, C.A. & Masick, K.D., 2014) with random selection, every participant in the population has an equal chance being selected to participate in the study. Thus, the simple random sampling is used as believed that the population is relatively homogeneous with the questions of interest (White, T.L. & Mcburney, T.H., 2013)

3.5 Operational Definition

An operational definition is a specific scientific explanation of a concept. It is used to gather data that help researcher to address the questions in context-specific (that all the respondents have the same understanding of the question and effectively answer the questions in the same understanding), which designed for the research project.

3.5.1 Decision Making Process

Decision making is a process of selection of various alternatives available (Shull, F.A., Delbecq, A.L. & Cummings, L.L., 1970). Gunadarma, M., (2009) highlighted it as a wise step to take before a decision is made to get the best impact. It is the central role played by the management (Wihardi, K., 1990). However, to obtain good result it must involve the process of gathering facts and data related to the problem faced in calculating the best alternative to be chose (Siagian, S.P., 2002).

3.5.2 Employee Indirect Participation Channel

Employee participation refers to involvement of both management and employees in a decision making (Etzioni, A., 1987). The discussion objective between both parties was to ensure that they are having the same interest in regards to working environment. However, as

a usual practice in every organization the final action chose will be in the hands of the management (Rhodes, S.R., 1979). Employee participation were channel into two categories namely, direct participation and indirect participation. The involvement of employee representatives in management decision making process is known as indirect employee participation channel. They were represented by the unions and work councils based on the occupation and industry they involved in (Lindblom, C.E., 1980).

3.5.2.1 Trade Unions

The classic definition of trade unions by Webb (1920) which still relevant today defined it as a wage earners continuous association with a purpose to maintain or improve their condition of working lives. It is organized by industry or occupation. Malaysian Trade Union and Work Councils were defined in the Trade Unions Act 1959 (TUA). It plays an important role to safeguard their members' right and to ensure that trade unions may only engage in specified objective. Support staff Malaysian public sector represented by unions name CUEPACS was the largest and most active federation which first registered in 1957 with about 950,000 members in the country (Aun, W.M., 2006).

3.5.2.2 Joint Consultation

Joint councils applied in public sector in Malaysia were modeled on the 'Whitley Council' which used during the British Colonial. However, it has contained some important modifications to suit the local government, as well as the characters designed to be consultative and not negotiative (Ayudurai, D., 2003).

There are two level of joint councils practice in Malaysian public sectors namely national and departmental levels. At the national level two of three councils have constituted for the Support Group. While in the departmental level about 900 councils have been formed on a

ministry/ department/ statutory authority/ local authority basis.

National Joint Councils (NJC) were established to serve as for a consultation between representatives of the federal government and representative of public sector employees on the principles governing remunerations, allowances, perquisites and other of public sectors employees (Ayudurai, D., 2003). Conversely, the Departmental Joint Council (DJC) were serve as for a consultation between representative of the employees in the ministry etc. on matters affecting work efficiency and staff welfare in the unit concerned. However, neither NJC nor DJC were intended to serve as for a negotiation.

3.5.2.3 Industrial Relations

Industrial relations are defined as the relationship exists between employer and employees in the working environment (Aminuddin, M., 1990). There are three important major areas stresses in the industrial relations, namely the employers and union's relationship; employment law framework and; disciplinary procedures and termination of the employment contract (Aminuddin, M., 2011). The system of industrial relations which is implemented by a country is differ from one to another depend on the variables that influencing it, namely technology factors, government policies, market condition and relationship status. Besides, it is also influenced by the historical background and the global changes in industrial relations systems from time to time (Chen, V. S., 2008).

3.6 Measurement of Instrument

Research instrument includes in the study is survey questionnaire, data analysis using Statistical Package Science Social (SPSS) version 17. In this study, the researcher was chosen closed format questionnaires. For this section researcher used five-level *Likert* scale interval started from number 1 until 5 (1: *Strongly disagree*; 2: *Disagree*; 3: *Neutral*; 4: *Agree and*; 5:

Strongly agree) to measure the attitudes ranging from very positive to very negative designed to allow respondents to indicate how strongly they agree or disagree with carefully constructed statements relating to an attitudinal object. Employee engagements from Gallup Model (1935) were chosen as a major instrument which is developed by George Gallup, an American pioneer of survey sampling techniques for measuring public opinion.

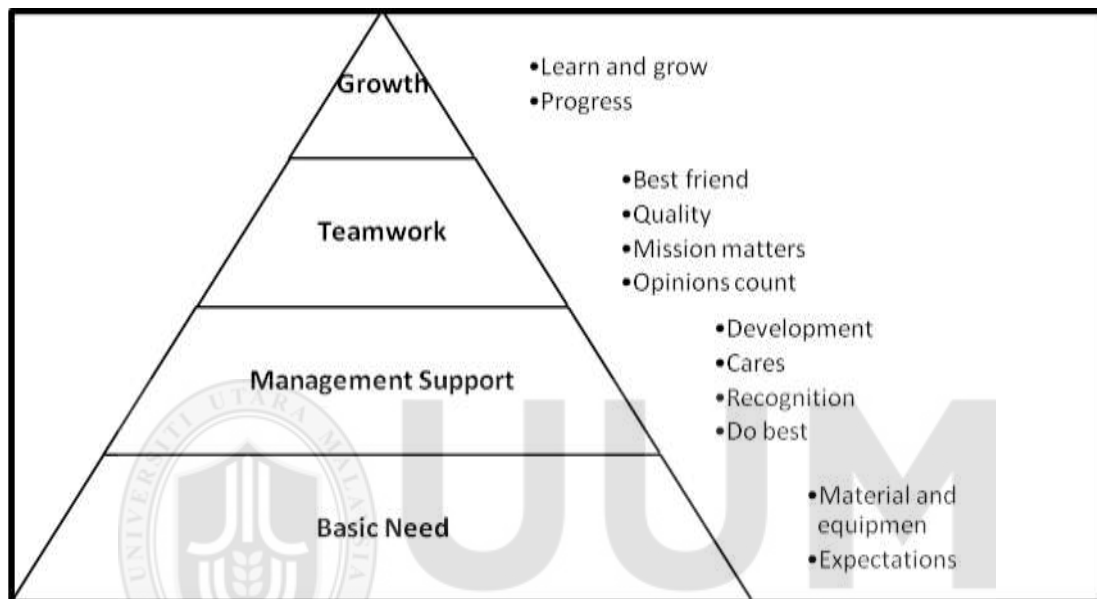


Figure 3.1: Gallup Model of Employee Engagement

Figure 3.1 show that two of the component in employee engagement is the management support and teamwork. According to Idrus, D. (2001) the management support and teamwork is part of the element in the study of employee indirect participation. This also support by Trygstad, S. (2006) that the employee indirect participation will be increase if there is management support and teamwork towards the channel provided such as trade union, joint consultation and the Industrial Relations Act enforcement.

3.6.1 Questionnaire Instrument

The total of 32 questions has been developed for all variables. Each variable have eight questions based on relationship between employee participation and the decision making in the departmental level within the industry.

3.6.1.1 Decision Making Process

Elements in decision making process were measured by the level of employee involvement in relation to their working conditions. The employee satisfaction and opportunities for discussion were also counted in the questionnaire. The last two questions about the variables are to understand the problem solving approach used by the management which satisfied the employee.

Table 3.1
Decision Making Process Questionnaires

DECISION MAKING PROCESS	NO	LIKERT SCALE				
1. I understand the Standard Operational Procedure (SOP) used in my department for any decision made.	DM1	1	2	3	4	5
2. I was involved in important decision within the department that affects me.	DM2	1	2	3	4	5
3. My superior gave me the opportunity to express my opinion before making important decisions in any matters involving me.	DM3	1	2	3	4	5
4. My superior will examine all my opinions as executor of the task before making important decision.	DM4	1	2	3	4	5
5. The department's management constantly discusses issues and ideas with me as an employee's before making major changes.	DM5	1	2	3	4	5
6. The department's management always focuses on problem solving the problem rather than finding fault.	DM6	1	2	3	4	5
7. The management and employees in my department co-operate to solve problems.	DM7	1	2	3	4	5
8. The results upon the discussion between the management and employees were implemented.	DM8	1	2	3	4	5

3.6.1.2 Employee Indirect Participation Channel through Trade Unions

Trade Union in Malaysia was governed by the Trade Unions Act 1959 (TUA). It is an essential element in Industrial Relations. The questionnaires developed examined the awareness and understanding among the respondents about the establishment and functions of the trade union which known as CUEPACS for the Support Group employees in public sectors Malaysia. It is also explained how the indirect participation through this union influenced the decision making process made in the departmental level in Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL).

Table 3.2
Employee Indirect Participation Channel through Trade Unions Questionnaires

Trade Union	NO	LIKERT SCALE				
1. As a civil servant in the category of Support Group, I was represented by my trade union namely CUEPACS.	EP9	1	2	3	4	5
2. Trade unions representing me as a civil servant, influence decision making in my department.	EP10	1	2	3	4	5
3. I will consult with union officers appointed on all issues that falls within the jurisdiction of the council.	EP11	1	2	3	4	5
4. I realize the impact of any changes within the leadership of the Trade Union (CUEPACS) representing me.	EP12	1	2	3	4	5
5. I have the freedom to express my opinions in the Trade Union (CUEPACS).	EP13	1	2	3	4	5
6. The existence of the Trade Union (CUEPACS) helps to improve and raise productivity and welfare of the public sectors.	EP14	1	2	3	4	5
7. Trade Union (CUEPACS) reduce friction management of labor in public sectors.	EP15	1	2	3	4	5
8. Trade Union (CUEPACS) build healthy industrial relations in public sectors.	EP16	1	2	3	4	5

3.6.1.3 Employee Indirect Participation Channel through Joint Consultation

Hall et al (2013) identified a minority participating organization as active consulters that meet the requirement established. This section investigated the function of Department Joint Consultation (DJC) in Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL) which influence the management decision making process. One of the element in the questionnaire is about the scopes of issues were discussed in the DJC at the departmental level. Besides, employee awareness of the DJC representative function was also asked.

Table 3.3
Employee Indirect Participation Channel through Joint Consultation Questionnaires

JOINT CONSULTATION	NO	LIKERT SCALE				
1. I realize the function played by the DJC established in my department.	JC17	1	2	3	4	5
2. All issues related to me and others Support Group's staffs were discuss through the Department Joint Councils.	JC18	1	2	3	4	5
3. Department Joint Councils establish in my department had the ability to influence management decisions.	JC19	1	2	3	4	5
4. Various issues were discussed through the Department Joint Councils in my department, including procedures, labor rights and human resource and in some cases social matters.	JC20	1	2	3	4	5
5. Consultation through Department Joint Councils conducted with involvement of the management at my department.	JC21	1	2	3	4	5
6. Tasks carried out by the Department Joint Council has become a common communication medium.	JC22	1	2	3	4	5
7. Employee representatives can build the capacity of organization to express their collective views through Department Joint Council in my department.	JC23	1	2	3	4	5
8. The consultation process was conduct in an atmosphere of cooperation and harmony.	JC24	1	2	3	4	5

3.6.1.4 Employee Indirect Participation Channel through Enforcement of Industrial Relations Act 1967 (IRA)

Eight items of implementation of industrial relations enforcement were used to measure respondent's perception towards their awareness in the department. This section investigated the awareness among Support Groups employees in Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL) about the enforcement of Industrial Relation Act 1967 (IRA) which influence the management decision making process in public sector.

Table 3.4
Employee Indirect Participation Channel through Enforcement of Industrial Relations Act 1967 (IRA) Questionnaires

ENFORCEMENT OF INDUSTRIAL RELATIONS ACT (IRA)	NO	LIKERT SCALE				
1. I realize that there was a relationship between Trade Union (CUEPACS), employees and the management in my department.	IR25	1	2	3	4	5
2. I am aware that any final decision made by management in my department is base on the policy and regulations set by the Government.	IR26	1	2	3	4	5
3. Any changes in the Industrial Relations Act 1967 (IRA) affect me as a Support Group's staff in the public sector.	IR27	1	2	3	4	5
4. As an employee, I was informed of all matters relating to the effect on the change in industrial relations in the public sector.	IR28	1	2	3	4	5
5. My department does an excellent job of keeping employees informed about matters affecting us.	IR29	1	2	3	4	5
6. I have the tools and the complete source of information related to industrial relations in the public sectors.	IR30	1	2	3	4	5
7. I am satisfied with the information received from management on what is going on in my department.	IR31	1	2	3	4	5
8. Information related to the enforcement of industrial relation in my department channeled through Trade Unions (CUEPACS) and Department Joint Council.	IR32	1	2	3	4	5

The element is included in the survey are their awareness of the relationship exist in the industry and how the information was separate among the parties involved both vertically and horizontally.

3.7 Data Collection Method

The data were collected through a set of questionnaires that has been distributed to the respondents in Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL) starting from 28th October 2016. From 145 questionnaires based on total numbers of Support Group staff placed in Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL), only 78 were returned until 2nd November 2016.

3.7.1 Quantitative Research

The tendency and trend in the study were described by examining the relationship among variables using the quantitative research. According to Creswell, J.W., (2014) quantitative report consist of introduction, literature review and theory, methods, result and discussion. The quantitative research done in this study involved collection of data in the form of number and this associated with empirical social scientific approaches for measurement (Mahmud, Z., 2009). Matthews, B. and Ross, L. (2010) support it as a primary data concerned with gathering and working with data that is structured and can be represented in numerical. For the purpose of the study, this quantitative data gathered helped researcher to identify the small group of people who are different and had an interesting experienced that enable researcher to explore the issues in depth.

3.7.2 Reliability Test

A pilot study is purpose to check on the reliability and validity of questionnaire that has done.

The purpose is to check whether the respondents understand the content according to researcher's interpretation. In other words, the reliability of measure indicates the stability and consistency with which the instrument measures the concept (Mahmud, Z., 2009). A pilot study was conducted using 30 samples from Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL). The researcher was with 30 respondents and conducted face to face session to ensure that they felt comfortable during the session.

Table 3.5
Interpretation of Cronbach's Alpha

Value of Coefficient	Relationship
0.00 – 0.60	Low relationship
0.61 – 0.79	Moderate
0.80 – 1.00	High relationship

Sources: Sekaran, Uma (2000). *Research Methods for Business: A Skill-building Approach*. 3rd Ed. New York: John Wiley & Sons, Inc., p.288

Sekaran, U. (2003) suggested that the reliability instrument should consistent across time in term of items measurement. It also must free from bias. In addition, Cronbach's Alpha indicates how well the items are positively correlated to each other using reliability coefficient. Sekaran, U. (2000) suggested that reliability over 0.80 is good, the 0.70 range is acceptable and less than 0.60 is poor. Table 3.6 is summarizing the value of coefficient.

The reliability test for each questionnaire instrument was measured using Cronbach's Alpha. None of the respondents indicated to change the content of the questionnaire. The questionnaire was presented in both Bahasa Malaysia and English. Each respondent took approximately 45 minutes to complete the entire questionnaire. It is very important that the data are reliable and accurate.

The finding in the pilot study would help the researcher to remove the question that considers unclear and confusing from the respondent's perspective.

3.7.3 Primary Data

A set of questionnaires was used as an instrument to the Support Group staff in Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL) for the purpose of this study. Sekaran, U. (2006) describes data gathered from the actual site of event occurrence as a primary data. A quantitative approach has been gathered by two representatives of both departments to all respondents.

3.7.4 Secondary Data

Secondary data refers to historical data structures of variables that have been previously collected, assemble and interpreted for some research problem (Mahmud, Z., 2009). It can be classified in two types known as internal and external sources. The internal sources referred to the reports created within the organization (Matthews, B. & Ross, L., 2010). As the study conducted on the public sectors employees' indirect participation, that information related to internal sources were unable to collect due to government's confidential policies.

Thus, the external sources were fully utilizing in defined the problem of study. According to Pandiyan, V. and Chandran, V.G.R. (2009) books, journals and articles which used as guidance in the study are the external data which generated, created and recorded by other researcher. Books and journals which related to Employee Relations and Decision Making were used as a based in the questionnaires.

3.8 Population

Pandiyan, V. and Chandran, V.G.R. (2009) suggested that population refers to the entire group of people, events or things of interest that the researcher wishes to investigate, while the sample is a subset of the population. In combination there are other staffs at Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL).

The chosen of only Support Group staffs was based in at Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL). For this quantitative research questionnaire was distributed to Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL) from lower level rank (H11) until upper rank (J38) among Support Group staffs.

3.8.1 Sampling

Suggested by Roscoe, J.T. (1975) that the rule of thumb which 30 to 500 samples is suitable in the determination of quantity sampling (Sekaran, U., 2003). Based on the statement, 78 or 53.8% samples are sufficient as sampling for the study as JPS HQ and JPSWPKL have only total of 145 Support Group staffs.

Simple random sampling method was used in distributing the questionnaires. The questionnaire was given by the researcher to all respondents and received back by hand in a week. The reliability test result will explain in Cronbach's Alpha analysis. Among the advantages of sampling regarding Bless, C. and Higson-Smith, C. (1995) are; bringing together data of samples coming from geographical environs are not exactly that time consuming; when the population is large, the most logical and sensible way to collect data is through sampling and; its less cost involves.

3.9 Data Collection Procedures

Researcher was used mix methods to collect data required. The primary data was collected through questionnaire distributed among the Support Group employees in Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL). While, secondary data was gathered from books and journals.

Data were collected through a set of questionnaires that distributed to the employees directly

by helped from two representatives of both departments. The letter of application from Universiti Utara Malaysia (UUM) has also been forwarded to Chief Director of Drainage Head Quarters (JPSHQ). The letter of application is shown in appendix C and the distribution of the questionnaires was starting on 28th October 2016. The researcher then received back the questionnaires, which are completed by respondents a week after that. The representative of both departments collected all of them.

3.10 Technique of Data Analysis

The most important in the study is data analysis. Several testing was run through Statistic Package for the Social Science (SPSS) software version 17. The analysis includes; descriptive statistics describe the characteristics of respondents; reliability test (Cronbach's Alpha); Pearson correlation analysis to describe the relationship between variables; regression analysis test (Coefficients Alpha) and; multiple regression analysis.

3.10.1 Descriptive Statistics

The descriptive statistics purpose is describing and summarizing the data from respondents (O'Leary, Z., 2004). The demographical information on the study is the staff profiles such as age, educational level, length of services, gender and job grading of the organization as well as their level of participation and the decision making process applied, descriptive statistics like percentage, standard deviation, means, mode, normal distribution and frequencies were used. By using the descriptive statistics, the researcher will be able to present quantitative description in manageable form.

Descriptive statistics in the study are to describe the frequency and percentage the respondents' profiles such as age, gender, total years in services, academic qualification and their salary grade from lower level rank (H11) until upper rank (J38) among Support Group

staffs.

3.10.2 Inferential Statistics

Inferential statistics are the method that assists the researcher to utilize the information from the sample to make generalization about the larger populations. The test is Pearson Correlation and regression analysis. According to Neuman, W.L. (2011) inferential statistics developed a probability theory to test the hypotheses formally, allowed summarizing from the sample to a population and test whether the descriptive results are likely to be a real relationship or just due to random factors.

3.10.3 Pearson Correlation

The Pearson correlation is a parametric test to analyzed data which are correlated linearly. It is also measures the relationship between two or more variable normally between the independents and dependent variables.

Table 3.6
Pearson Correlation Interpretation

R Positive Value	Interpretation
.90 to 1.00 (-.90 to 1.00)	Very high positive (negative) correlation.
.70 to .90 (-.70 to -.90)	High positive (negative) correlation.
.50 to .70 (-.50 to -.70)	Moderate positive (negative) correlation.
.30 to .70 (-.30 to -.50)	Low positive (negative) correlation.
.00 to .30 (.00 to -.30)	Little if any correlation.

Table 3.6 is the interpretation of Pearson's Correlation according to Guildford's Rule of Thumb (Guildford, J.P., 1956). The r value or symbol is the correlation coefficients. The negative value indicates the negative relationship between variables, while positive value is identification of positive relationship. A coefficient +1 is indicating that the two variables properly connected and it is the magnitude and give an overview that there is significant

correlation (Hinkle et al, 1989).

The p value is a symbol of correlation significant. In the study the significance level of Pearson's is 0.01 α (2-tailed). In addition, the closer value to 1, the relationship is likely significant (Muchinsky, P.M., 1993).

3.10.4 Regression Analysis

Multiple regressions are predicting outcomes based on more than predictor variable simultaneously (Steinberg, W.J., 2010). Sekaran, U. and Bougie, R. (2013) suggested that multiple regression analysis is assessing the degree and the character of relationship between the independent variables and dependent variables. In the study, three independent variables under employee indirect participations are predicted namely, Trade Union, Joint Councils and enforcement of Industrial Relations Act 1967 (IRA), while decision making process was selected as the dependent variable.

According to Evans, J.R. (2013) regression analysis is for initiating statistical model that characterize relationships among variable or more. When both dependent and independent variables jointly regress in purpose to explain the variance, it could indicate that how much an increase of a unit in the IV would affect the DV, assuming other IV remains unchanged.

3.11 Summary

This chapter was discussed the methodology of the research includes definition of variables, research design, sources of data, sampling and population, the method of data collection, the research instrument technique of data analysis and descriptive and inferential statistics.

CHAPTER 4

RESULT

4.1 Introduction

This chapter will explain descriptive analysis of the respondent profiles. It consists of gender, marital status, age, academic qualification, length of services and job grading. The results of data analysis from respondents were also shown. The reliability test using Cronbach's Alpha, Pearson Correlation was used to determine the relationship between IV and DV. Multiple regression analysis is used to find which are among variables are the strongest contributor on predicting decision making process.

4.2 Descriptive Analysis

Table 4.1 to Table 4.6 below are the summary of the respondent's profile which include the gender, marital status, age, academic qualification, length of services and job grading for Support Group employee in Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL) answered a total of 78 questionnaires.

4.2.1 Gender

Respondent's gender was shows in the Table 4.1. Out of 78 respondents, 33.3% or 26 are female employee, and 66.7% or 52 are male.

Table 4.1

Gender

	Frequency	Percent
Female	26	33.3
Male	52	66.7
Total	78	100.0

4.2.2 Marital Status

The marital status of Support Group employee's shows that the largest groups are married consists of 73.1% and only 26.9% are single.

Table 4.2

Marital Status

	Frequency	Percent
Married	57	73.1
Single	21	26.9
Total	78	100.0

4.2.3 Age

Table 4.3 shows the respondent's age. The majority of age of Support Group employees between 26 to 34 years old represents 46.2%, age 35 to 44 years old represent 32.1%. The age above 45 years old represents 19.2%. While only 2.6% respondents are below than the age of 25 years old.

Table 4.3**Age**

	Frequency	Percent
Below 25 year	2	2.6
26 - 34	36	46.2
35 - 44	25	32.1
45 and above	15	19.2
Total	78	100.0

4.2.4 Academic Qualification

Table 4.4 shows that employee's academic qualification. The largest group represents 48.7% have diploma, 38.5% have SPM and below. There is only 12.8% with degree.

Table 4.4**Education**

	Frequency	Percent
SPM and below	30	38.5
Diploma	38	48.7
Degree	10	12.8
Total	78	100.0

4.2.5 Experience

Table 4.5 shows respondent's experience or year of services. The largest group works between 6 to 9 years of services represent 30.8%, followed by 28.2% working for 10 to 15 years. 23.1% represents employees who work above 16 years of services, 14.1% work between 3 to 5 years and only 3.8% are less than 2 years.

Table 4.5*Services*

	Frequency	Percent
Below 2 years	3	3.8
3 - 5 years	11	14.1
6 - 9 years	24	30.8
10 - 15 years	22	28.2
Above 16 years	18	23.1
Total	78	100.0

4.2.6 Job Grading

Job grading are divided into four levels, which is H11/N1 to H14/N14, N17/W17 to N22/W22, JA17 to JA22 and JA29 to JA38. The largest group in Table 4.6 is between Grade JA29 to JA38 which is 44.9% of total respondents. This group is the highest level in the Support Group.

Table 4.6*Grade*

	Frequency	Percent
H11/N11 -H14/N14	15	19.2
N17/W17 - N22/W22	21	26.9
JA17 - JA22	7	9.0
JA29 - JA38	35	44.9
Total	78	100.0

The second largest group is in Grade N17/W17 to N22/W22 consist of 26.9%. The third group of respondent is in Grade H11/N11 to H14/N14 with 19.2%. Only 9% of total respondents are from Grade JA17 to JA22.

4.3 Mean and Standard Deviation

Table 4.7 explains the mean score and standard deviation for each item. The results show that the mean for dependent variable explains for impress figure (M=28.6, SD=4.8). However, the independent variable item on average shows that joint consultation plays the most important role in indirect employee participation, but it has the lowest standard deviation (M=27.6, SD=4.6). It is followed by industrial relations enforcement, which only slightly less, on average, than joint consultation, and there is slightly higher variation in the values (M=25.9, SD=4.7). The lowest ranked is influences by the trade union, but it has the highest standard deviation (M=24.6, SD=6.2).

Table 4.7
Descriptive Statistics

	N	Mean	Std. Deviation
Decision Making Process	78	28.6282	4.76489
Trade Union	78	24.6154	6.21734
Joint Consultation	78	27.5769	4.58263
Industrial Relation Enforcement	78	25.9487	4.73971

Note: M = Mean, SD = Standard Deviation

4.4 Reliability Test

Cronbach's Alpha is to show the internal consistency of the questionnaires as shown in Table 4.8.

Table 4.8
Cronbach's Alpha Result

	Cronbach's Alpha	N of Items
Decision Making Process	.92	8
Trade Union	.87	8
Joint Consultation	.96	8
Industrial Relations Enforcement	.83	8

In the study, independent variables and dependent variable alpha are high. The alpha value of decision making process is 0.92. Among three variables, joint consultation is the highest with 0.96 alphas.

The second highest is trade union with 0.87 alphas. While, industrial relations enforcement is the lowest variable among the variables with 0.83 alphas. In general, all variables have strong value and respondent's understanding towards the questionnaire given is good.



4.5 Pearson Correlation Result

Table 4.9 shows that all the variables have a significant relationship towards decision making process, the p value is 0.00, significant at < 0.05 level.

Table 4.9
Correlations

		Decision Making Process	Trade Union	Joint Consultation	Industrial Relation Enforcement	EIP
Decision Making Process	Pearson Correlation	1	.396**	.247*	.453**	.528**
	Sig. (2-tailed)		.000	.029	.000	.000
	N	78	78	78	78	78
Trade Union	Pearson Correlation	.396**	1	-.024	.563**	.834**
	Sig. (2-tailed)	.000		.838	.000	.000
	N	78	78	78	78	78
Joint Consultation	Pearson Correlation	.247*	-.024	1	-.074	.367**
	Sig. (2-tailed)	.029	.838		.520	.001
	N	78	78	78	78	78
Industrial Relation Enforcement	Pearson Correlation	.453**	.563**	-.074	1	.713**
	Sig. (2-tailed)	.000	.000	.520		.000
	N	78	78	78	78	78
EIP	Pearson Correlation	.528**	.834**	.367**	.713**	1
	Sig. (2-tailed)	.000	.000	.001	.000	
	N	78	78	78	78	78

** . Correlation is significant at the 0.01 level (2-tailed)

* . Correlation is significant at the 0.05 level (2-tailed)

The strongest relationship is decision making process and enforcement of Industrial Relations Act 1967 (IRA) which is $r = .453$, $p < 0.05$. However, as refer to suggestion by Guildford (1956), it is considering as low positive relationship between DV and IV shows that if

enforcement of Industrial Relations Act 1967 (IRA) increase, decision making process will also increase. In conclusion all variables are positively correlated between each other.

4.5.1 Hypothesis 1: There is significant relation between trade union and decision making process in Malaysian’s public sectors.

Table 4.9.1
Correlations between trade union and decision making process.

		Decision Making Process
Trade Union	<i>r</i> Sig. (2-tailed)	.396** .000

Based on Table 4.9.1, indirect employee participation through trade union with decision making process gives the figures .396 have a weak correlation. While, the sign ‘**’ indicates the higher participation by trade unions, will increase the implementation process of decision making performed, and vice versa. This means that there is a significance positive relationship between trade union with decision making process as $p < 0.05$. The hypothesis is supported by Sher, L. & Chen V.S. (2011) that the existence of trade union in the public sectors were allowed, however with few specified categories were excluded.

Hypothesis 1 is accepted.

4.5.2 Hypothesis 2: There is significant relation between joint consultations towards decision making process in Malaysian’s public sectors.

Table 4.9.2
Correlations between joint consultation and decision making process

		Decision Making Process
Joint Consultation	<i>r</i> Sig. (2-tailed)	.247* .029

Table 4.9.2 indicate that joint consultation r value is .247 (or 25% $p = 0.029 < 0.05$). The result shows that weak positive relationship between variables and it is a significance influencing decision making process. Thus, if there is influence by joint consultation, it will result a better decision making process, however it will be a small percentage of influences. Perhaps, the result supported by Service Circular No. 2/1979 that the establishment of joint consultation in public sectors are as the body to discuss general issues related to remuneration, allowances and facilities, but determine an action of the discussion held is depend on the decision made by Government. The hypothesis is supported by Parasuraman, B. (2011) that public sectors employee was given a right to voice out their opinion in matters to work related, however the final decision will still depend on Government.

Hypothesis 2 is accepted.

4.5.3 Hypothesis 3: The enforcement of Industrial Relations Act 1967 (IRA) have a significant relationship with decision making process in Malaysian's public sectors.

Table 4.9.3

Correlations between enforcement of Industrial Relations Act 1967 (IRA) and decision making process

		Decision Making Process
Industrial Relation Enforcement	R Sig. (2-tailed)	.453** .000

Table 4.9.3 shows that industrial relations enforcement r value is .453, ($p = 0.000 < 0.05$). It is an indication that moderate positive relationship with other variables and significantly influencing the decision making process. This hypothesis is supported by Aminuddin, M. (2003) emphasizes three main parts in this relationship, that is, the relationship between employers and trade unions; labour law, discipline and dismissal procedures contained in the

employment contract. However, basically there are so many differences in implementation depending on the features used by the organization; sizes, types of companies and enterprises sector (private or public). Even there is an enforcement of industrial relations act in public sector; employees do not have the access to the machinery under the Act.

Hypothesis 3 is accepted.

4.6 Multiple Regression Analysis

Multiple regression analysis was used to test all variables in the study. Multiple regressions are to tell how much the variance in the dependent variable can be explained by the dependent variable.

Table 4.10
Multiple Regression Statistics

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.452	3.935		1.894	.062
	Trade Union	.152	.089	.199	1.705	.092
	Joint Consultation	.290	.101	.279	2.880	.005
	Industrial Relation Enforcement	.363	.118	.362	3.090	.003

a. Dependent Variable: Decision Making Process

Based on Table 4.10, the result was explained that all the indirect employee's participation channels show industrial relations enforcement is the highest ($\beta.363$, $t = 3.09$, $p < 0.05$). The meaning of the result shows that industrial relations enforcement makes the strongest contribution and there is significant to explain the decision making process among Support Group's employees in Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL). The second highest beta value is joint

consultation ($\beta.279$, $t = 2.88$, $p < 0.05$) and there is significance to influence the decision making process. While, the last variable is trade union with ($\beta.199$, $t = 1.705$, $p > 0.05$) are not significant to decision making process.

We may conclude by saying that joint consultation and industrial relations enforcement, have influence towards decision making process. However, the trade union has no impact towards the decision making process. Ahmad, N.U., Suleiman, E.S., Selamat, R. & Ismail, W.I (2005) stated that there is bias in order to make an objective decision in an organization that is driven

Table 4.10.1
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
1	.558 ^a	.311	.283	4.03339	11.154	.000 ^a

by commitment, cognitive dissonance, risk trends and the suspension of past experience.

4.6.1 Hypothesis 4: Indirect employee participations have influence on decision making process in Malaysian’s public sectors.

Table 4.9.5 shows the R^2 value 0.311 which mean that the independent variable only explains 31.1% of the variation in the dependent variable.

The remaining 68.9% were contributed by other factors, which is not included in the study. The regression analysis on all three dimensions of indirect employee participations was significant at $p < 0.05$, at $F = 11.154$. However, it was found that only two dimension was significant at p value < 0.05 , namely joint consultation and enforcement of Industrial Relations Act 1967.

As conclusion, at least two dimension of indirect employee participations, joint consultation

and enforcement of Industrial Relations Act 1967 have an impact on decision making process.

Hypothesis 4 is accepted.

4.7 Hypothesis Summary

Based on Table 4.11, H1, H2, H3 and H4 are accepted. All variable are positively related towards decision making process. Based on Pearson's Correlation result, the strongest relationship with decision making process is the enforcement of Industrial Relations Act 1967 (IRA) (r value = .453), followed by indirect employee participation by trade union (r value = .396) and joint consultation (r value = .247).

Based on Pearson's Correlation result, the multiple regression explains the enforcement of Industrial Relations Act 1967 (IRA) ($t = 3.090$, $\text{sig} = .003$) and joint consultation ($t = 2.88$, $\text{sig} = .005$) have influences on decision making process. However, indirect employee participation by trade union ($t = 1.705$, $\text{sig} = .092$) has no influence on decision making process.

Based on Table 4.9.5 model summary, shows that employee indirect participations has 31.1% contribution factors in decision making process in Malaysian's public sectors. R value .558 indicates that employee indirect participations have a significance relationship towards decision making process ($p = 0.00$, <0.05).

Table 4.11

Hypotheses Summary

NO	HYPOTHESIS.	RESULT
H1	There is significance relationship between trade union and decision making process in Malaysian's public sectors.	ACCEPTED
H2	There is significance relationship between joint consultations towards decision making process in Malaysian's public sectors.	ACCEPTED
H3	There is significance relationship between the enforcement of Industrial Relations Act 1967 (IRA) towards decision making process in Malaysian's public sectors.	ACCEPTED
H4	Employee Indirect Participations have an influence on decision making process in Malaysian's public sectors.	ACCEPTED

4.7 Summary

Base on the findings, hypotheses one until three are accepted using Pearson's Correlation analysis. Based on multiple regression analysis 31.1% factors influenced decision making process are explained in the study and 68.9% other factors are not included by the researcher.

The following chapter will discuss further on the findings and propose recommendation on the subject matter.

CHAPTER 5

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.1 Introduction

This chapter aim is to discuss the result of the data analysis as described in the previous chapter. It will discuss regarding the main findings such as hypothesis of the study, theoretical and practical implication of the study. The chapter also gives the recommendations to the organization and for the future research and the conclusions of the study.

5.2 Finding on Data Analysis

The main aim of the study is to investigate the factors that are contributing the decision making process from indirect employee participation dimensions. The Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL) were selected as a scope of the study. Out of 145 questionnaires distributed, 78 were answered by the respondent.

5.2.1 Finding on Reliability Test

The Cronbach's Alpha was used to verify the reliability of questionnaires using 16 samples of respondents. All variables are above 0.83 alphas and it is meaning that the questionnaire is reliable to study.

5.2.2 Finding on Pearson Correlation

Pearson Correlation analyses were used to test the relationship between variables. Data analysis shows that the positive relationship between variables towards decision making process and p value is less than 0.05. It is indicating that all variables have a significant

relationship with each other.

5.2.3 Finding on Multiple Regression Analysis

Analysis of multiple regression shows that the variance in the dependent variable as explained by the independent variables of regression model is 31.1%. There is another 68.9% unexplained variable that could influence decision making process. Factor such as authority, leadership and policy making are not covered in the study.

5.3 Finding on Hypotheses

The purpose of the study is to determine which indirect employee participation channels that could influence decision making process as dependent variable. Three independent variables, namely trade union, joint consultation and enforcement of Industrial Relations Act 1967 (IRA) were chosen as indirect employee participation channels.

All variables have positive relationship and significance based on Pearson Correlation analysis. Joint consultation value is $r = .247$, $p < 0.05$., shows the weak relationship among variables, but p value (0.029) is significant.

The enforcement of Industrial Relations Act 1967 (IRA) ($r = .453$) is the strongest among three variables. It indicates that even the applications of the IRA implemented in the Malaysian's public sectors, decision making process are still restricted by certain limitations. Besides that, participation of employees through joint consultation has become a channel of communication for the Government to receive feedback on matters discussed among the public sectors employees. In order to develop an effective decision making process, participation from all employee are required to engage the cooperation between employer and employee. Effective trade unions that represented the employee will give right for the employees to voice out their opinion. Their membership in the union will ensure that they are

protecting by rules set by the union (MTUC, 2003).

5.3.1 Discussion on hypothesis 1

H1: There is significant relation between trade union and decision making process in Malaysian's public sectors.

Based on the study, trade union are the second highest factors that related to decision making process in Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL). In the structure interview question regarding the changes within the leadership in the union, employees are concern with the impact towards their membership.

The existence of the Trade Union (CUEPACS) generally helps to improve and raise productivity and welfare of the employees towards decision making process. There is an indication that employee opinions are not seriously brought up in the decision making process. Thus, the function of trade union is not fully utilize to represent the employees right. Jomo, K.S. and Todd, P. (1994) supported this with his statement, in order to be able to deal with management and government more effectively; trade union and supportive organization must undertake serious and relevant research.

A poor participation role played by trade union will increase the probability of getting inefficiency employees and this could be impacted in term of their performance of service. Furthermore, trade union are the second highest influence factors towards decision making process in Pearson Correlation analysis $r = 0.396$. Thus, employees will assume their membership in the union has no function. It seems right to say that management of trade union represent public sectors employee could look into the process of increasing the indirect participations of their members in the decision making process. This reflect by the study done

in Ireland by Kerr, A. (2012) that the establishment of trade union regardless in public or private sectors aiming to be a channel between the employee and employer to discuss on the matter concern to their work tasks.

5.3.2 Discussion on hypothesis 2

H2: There is significant relation between joint consultations with decision making process in Malaysian's public sectors.

Table 4.8 of joint consultation shows r value is .247 in Pearson Correlation analysis. This is the weakest positive relationship variable with decision making process. It indicates that despite there is a role played by the joint consultation to indirectly participating in the decision making process, the degree of participation is still very weak. This situation happens due to no implication on the discussion done and the matter brought up mainly a general issue (MTUC, 2001).

The existence of the joint consultation in public sectors department is only to fulfill the requirement by the government and the function is not to find a solution for the matters brought. Beadwell, I. and Manson, R. (1995) supported the statement by described existence of NJC and DJC as a "*rubber stamping bodies*". From the research question on role play by the joint consultation, employees are aware the existence of the body but are unclear with their function to represent their right in the decision making process related to their daily task performance. The main function of the joint consultation is to give recommendation to the government about differential percentage opinion among the employee in different groups for a better decision making implementation (Brown, W., 1973).

5.3.3 Discussion on hypothesis 3

H3: There is significant relation between enforcement of Industrial Relations Act 1967 (IRA) with decision making process in Malaysian public sectors.

Enforcement of Industrial Relations Act 1967 (IRA) is the first ranking variables that significance to decision making process as through multiple regression analysis which is r value .363. The study shows that among the variables, employees are more depended on enforcement of Industrial Relations Act 1967 (IRA) to determine the decision making process done by the management. Its indicate that although the public service employees are governing by the Industrial Relations Act 1967 (IRA), however, there is a clause listed in Section 52 IRA Parts II, III, IV, V and VI 'shall not apply' to any state or federal government service or statutory bodies or local authority. According to Aminuddin, M. (2011), public and private sectors has been differentiate in most countries when it come to industrial relations system due to few reason. As the largest employer in Malaysia, government decisions on term and condition of public sectors employees influences the terms paid out in private sectors. Thus, the wages increase in public sectors would have an immediate implication on the country. Consequently, the increase in wages will increase the public expenditure and lead to increase in taxation.

5.3.4 Discussion on hypothesis 4

H4: Employee Indirect Participations Channels have an influence on decision making process in Malaysian's public sectors.

Mello, J.A. (2011) emphasize the formation of employee representative's bodies such as union and joint consultation give a legal right to collective bargaining between employee with their employer. However, if one refer to the Journal of Science and Art: Employee

Participations in the Public Sector in Malaysia: A General Overview (2011) all public sectors employees are required to follow general order governed by the government. Therefore, the final decision from all discussion through the union and joint consultation will still depend on the decision made by the Government. The study found, even there is a positive relation between independent variables with decision making process in Malaysian's public sectors; it is still abide by certain rules and regulation.

5.4 Theoretical and Practical Implication

Support Group employees are important groups that represent the government function of existence. They are the first line employees who directly deal with target group. The study indicates the area of awareness that needed to be done by the management to ensure the indirect participation of this group will help to produce a better decision making. It will encourage the effectiveness of the work performance among the employees. The employee participations will increase the employee effort, which will improve their productivity and efficiency and lead to increase their commitment (Doucouliagos, C., 1995). Employee relations are the key strategies issue for an organization, because in nature it creates the employer-employee relationship which can impact the morale, productivity and motivations among the employees.

The result in the study could be used as an indication and guidance for Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL) management. The decision making process in government with certain restriction highlighted not giving a fully right of bargaining for the union to represent the opinion from their members. As higher level in public sectors, the senior management JPSHQ and JPSWPKL must consider all the ideas from every level of their employees. Huge number of membership in CUEPACS shown that the Malaysian Support Group's employee

in public sectors have a high trust on this trade union to represent them to voice their opinion and rights. Perhaps, government should consider a relaxation of the existing policy in the Trade Union Act 1959 (TUA) and Industrial Relations Act 1967 (IRA) to give more space to Support Group's employees to voice out openly through the union. It could improve the efficiency of their daily tasks performance when their realized their views are accounted by the top management.

Joint consultations provided by the government through National Joint Councils (NJC) and Departmental Joint Councils (DJC) in public sectors are to discuss an issue among the employees. However, the scopes covered by the joint consultation are too general, which does not emphasize on the function of the establishment. Moreover, the implications from the discussions are not really implemented by the management and it is only as a pre requirement for the management in public sectors department to fulfil.

The Industrial Relations Act 1967 (IRA) is applicable to all 'workman' throughout Malaysia as defined in Section 2 of the Act (Aminuddin, 2011). In the context of public sectors, there are clauses that do not govern the rights for bargaining. Therefore, even there is an impact received for the establishment of the IRA towards Support Group's employees in public sectors in general, but it is too limited. Perhaps, the function does not really represent employer-employee relationship in this sector.

As indicated through CUEPACS report in 2013 in the problem statement, a total of 750,000 public sectors employees in Malaysia are members of the union and has considered the highest membership among unions in the country. This membership is only allowed for the Support Group's employee. The improvement in the policy and application of TUA 1959 and IRA 1967 could enhance the decision making process in the public sectors through this employee indirect participation channels.

5.5 Recommendations for Future Research

Decision making process has many dimension and scope of research. Employee indirect participation is only one factors that could influence the decision making process of management. Many other employee participation channels not covered in this study. It only focuses the relationship between employee indirect participation channels as the independent variables, with decision making process as the dependent variable. It could be other mediating factors that related to decision making process in JPSHQ and JPSWPKL. Additionally, the wider the scope of study is better for organization improvement.

The Government has to emphasize on hypotheses and pay their attention on the findings. Industrial Relations Act 1967 (IRA) enforcement, trade union and joint consultation are the employee indirect participation channel that consider has an influence towards decision making process in JPSHQ and JPSWPKL. However, it has a very low impact towards it. An employee need the sense of trusted to the bodies represent their right and views to negotiate the issues related to their term and condition of work as well as their welfare.

Another direct employee participation in HRM such as team work, total quality management program, attitude survey and suggestion scheme could be other factors that influence decision making process in Malaysian public sectors.

5.6 Conclusion

After examining all factors within the employee indirect participation channels that influencing decision making process in JPSHQ and JPSWPKL, the researcher found that all variable are equally important. In order to encourage industrial harmony, it is important for each parties involved together in order to understand each other's right and obligation under the law governing industrial relations (Aminuddin, M., 2011).

In long term the employee indirect participation in JPSHQ and JPSWPKL can increase the level of productivity. A participative employee could help to increase the department work progress. Furthermore, employee as the main assets of the organization and management could create harmony environment at the workplace. The industrial relation system is affected by the difference variable in an organization environment such as policies, practices, value and attitude (D'Cruz, A. & Martin, F., 2001). Since 1991, employee participation in public sectors Malaysia is seeing as a bridge that connects and promotes good working relationship between employers (Government) and employees. However, practically the application has indicated the establishment and the discussion done has no impact towards decision making process in Malaysian public sectors (MTUC, 2001).



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APPENDIX A



SPSS Output

TABLE 4.1 GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	26	33.3	33.3	33.3
	Male	52	66.7	66.7	100.0
	Total	78	100.0	100.0	

TABLE 4.2 STATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	57	73.1	73.1	73.1
	Single	21	26.9	26.9	100.0
	Total	78	100.0	100.0	

TABLE 4.3 AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 25 year	2	2.6	2.6	2.6
	26 – 34	36	46.2	46.2	48.7
	35 – 44	25	32.1	32.1	80.8
	45 and above	15	19.2	19.2	100.0
	Total	78	100.0	100.0	

TABLE 4.4 EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM and below	30	38.5	38.5	38.5
	Diploma	38	48.7	48.7	87.2
	Degree	10	12.8	12.8	100.0
	Total	78	100.0	100.0	

TABLE 4.5 SERVICE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 2 years	3	3.8	3.8	3.8
	3 - 5 years	11	14.1	14.1	17.9
	6 - 9 years	24	30.8	30.8	48.7
	10 - 15 years	22	28.2	28.2	76.9
	above 16 years	18	23.1	23.1	100.0
	Total	78	100.0	100.0	

TABLE 4.6 GRADE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	H11/N11 -H14/N14	15	19.2	19.2	19.2
	N17/W17 - N22/W22	21	26.9	26.9	46.2
	JA17 - JA22	7	9.0	9.0	55.1
	JA29 - JA38	35	44.9	44.9	100.0
	Total	78	100.0	100.0	

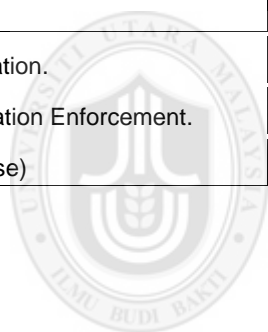
Questionnaire Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
I understand the Standard Operational Procedure (SOP) used in my department for any decision made.	78	3.00	5.00	309.00	3.9615	.54516
I was involved in important decision within the department that affects me.	78	1.00	4.00	232.00	2.9744	.91132
My superior gave me the opportunity to express my opinion before making important decisions in any matters involving me.	78	1.00	5.00	282.00	3.6154	.77679
My superior will examine all my opinions as executor of the task before making important decision.	78	1.00	5.00	274.00	3.5128	.86405
The department's management constantly discusses issues and ideas with me as an employee's before making major changes.	78	1.00	5.00	264.00	3.3846	.88612
The department's management always focuses on problem solving the problem rather than finding fault.	78	1.00	5.00	284.00	3.6410	.73810
The management and employees in my department co-operate to solve problems.	78	2.00	5.00	295.00	3.7821	.61681
The results upon the discussion between the management and employees were implemented.	78	2.00	5.00	293.00	3.7564	.62804
As a civil servant in the category of Support Group, I was represented by my trade union namely CUEPACS.	78	1.00	5.00	272.00	3.4872	1.09002
Trade unions representing me as a civil servant, influence decision making in my department.	78	1.00	5.00	246.00	3.1538	.92690
I will consult with union officers appointed on all issues that falls within the jurisdiction of the council.	78	1.00	5.00	186.00	2.3846	1.15355
I realize the impact of any changes within the leadership of the Trade Union (CUEPACS) representing me.	78	1.00	5.00	233.00	2.9872	.96016
I have the freedom to express my opinions in the Trade Union (CUEPACS).	78	1.00	5.00	202.00	2.5897	1.07433

The existence of the Trade Union (CUEPACS) helps to improve and raise productivity and welfare of the public sectors.	78	1.00	5.00	261.00	3.3462	.86530
Trade Union (CUEPACS) reduce friction management of labor in public sectors.	78	1.00	5.00	259.00	3.3205	.78117
Trade Union (CUEPACS) build healthy industrial relations in public sectors.	78	1.00	5.00	261.00	3.3462	.80303
I realize the function played by the DJC established in my department.	78	3.00	5.00	270.00	3.4615	.59636
All issues related to me and others Support Group's staffs were discuss through the Department Joint Councils.	78	3.00	5.00	266.00	3.4103	.59075
Department Joint Councils establish in my department had the ability to influence management decisions.	78	3.00	5.00	267.00	3.4231	.57024
Various issues were discussed through the Department Joint Councils in my department, including procedures, labor rights and human resource and in some cases social matters.	78	3.00	5.00	266.00	3.4103	.59075
Consultation through Department Joint Councils conducted with involvement of the management at my department.	78	3.00	5.00	267.00	3.4231	.57024
Tasks carried out by the Department Joint Council has become a common communication medium.	78	3.00	5.00	270.00	3.4615	.61775
Employee representatives can build the capacity of organization to express their collective views through Department Joint Council in my department.	78	3.00	5.00	271.00	3.4744	.63908
The consultation process was conduct in an atmosphere of cooperation and harmony.	78	3.00	5.00	274.00	3.5128	.67888
I realize that there was a relationship between Trade Union (CUEPACS), employees and the management in my department.	78	1.00	5.00	265.00	3.3974	.84269
I am aware that any final decision made by management in my department is base on the policy and regulations set by the Government.	78	1.00	5.00	273.00	3.5000	.83355
Any changes in the Industrial Relations Act 1967 (IRA) affect me as a Support Group's staff in the public sector.	78	1.00	4.00	239.00	3.0641	.85796

As an employee, I was informed of all matters relating to the effect on the change in industrial relations in the public sector.	78	1.00	4.00	243.00	3.1154	.70214
My department does an excellent job of keeping employees informed about matters affecting us.	78	1.00	5.00	249.00	3.1923	.79049
I have the tools and the complete source of information related to industrial relations in the public sectors.	78	2.00	4.00	248.00	3.1795	.65947
I am satisfied with the information received from management on what is going on in my department.	78	1.00	5.00	252.00	3.2308	.68230
Information related to the enforcement of industrial relation in my department channeled through Trade Unions (CUEPACS) and Department Joint Council.	78	1.00	5.00	255.00	3.2692	.63804
Decision Making Process.	78	17.00	37.00	2233.00	28.6282	4.76489
Trade Union.	78	9.00	38.00	1920.00	24.6154	6.21734
Joint Consultation.	78	24.00	39.00	2151.00	27.5769	4.58263
Industrial Relation Enforcement.	78	13.00	35.00	2024.00	25.9487	4.73971
Valid N (listwise)	78					



Reliability Test on Decision Making Process

Reliability Statistics

Cronbach's Alpha	N of Items
.918	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I understand the Standard Operational Procedure (SOP) used in my department for any decision made.	24.4333	14.254	.507	.922
I was involved in important decision within the department that affects me.	25.4667	11.430	.753	.908
My superior gave me the opportunity to express my opinion before making important decisions in any matters involving me.	24.9667	12.171	.780	.902
My superior will examine all my opinions as executor of the task before making important decision.	25.1000	12.024	.816	.899
The department's management constantly discusses issues and ideas with me as an employee's before making major changes.	25.2000	12.717	.749	.905
The department's management always focuses on problem solving the problem rather than finding fault.	24.9333	12.823	.790	.903
The management and employees in my department co-operate to solve problems.	24.8333	12.764	.753	.905
The results upon the discussion between the management and employees were implemented.	24.8000	12.993	.712	.908

Reliability Test on Trade Union

Reliability Statistics

Cronbach's Alpha	N of Items
.869	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
As a civil servant in the category of Support Group, I was represented by my trade union namely CUEPACS.	21.3000	17.252	.616	.854
Trade unions representing me as a civil servant, influence decision making in my department.	21.6333	17.689	.537	.862
I will consult with union officers appointed on all issues that falls within the jurisdiction of the council.	23.3000	17.734	.327	.895
I realize the impact of any changes within the leadership of the Trade Union (CUEPACS) representing me.	22.0333	15.757	.838	.830
I have the freedom to express my opinions in the Trade Union (CUEPACS).	22.7333	15.099	.606	.863
The existence of the Trade Union (CUEPACS) helps to improve and raise productivity and welfare of the public sectors.	21.7333	16.685	.789	.839
Trade Union (CUEPACS) reduce friction management of labor in public sectors.	21.7333	17.030	.794	.841
Trade Union (CUEPACS) build healthy industrial relations in public sectors.	21.7000	17.045	.786	.841

Reliability Test on Joint Consultation

Reliability Statistics

Cronbach's Alpha	N of Items
.963	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I realize the function played by the DJC established in my department.	25.4000	14.248	.852	.958
All issues related to me and others Support Group's staffs were discuss through the Department Joint Councils.	25.5333	14.120	.835	.959
Department Joint Councils establish in my department had the ability to influence management decisions.	25.4667	13.982	.887	.956
Various issues were discussed through the Department Joint Councils in my department, including procedures, labor rights and human resource and in some cases social matters.	25.5667	14.530	.822	.959
Consultation through Department Joint Councils conducted with involvement of the management at my department.	25.5000	14.741	.781	.962
Tasks carried out by the Department Joint Council has become a common communication medium.	25.4667	14.602	.830	.959
Employee representatives can build the capacity of organization to express their collective views through Department Joint Council in my department.	25.4333	13.840	.937	.953
The consultation process was conduct in an atmosphere of cooperation and harmony.	25.3333	13.471	.904	.955

Reliability Test on Industrial Relations Enforcement

Reliability Statistics

Cronbach's Alpha	N of Items
.832	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I realize that there was a relationship between Trade Union (CUEPACS), employees and the management in my department.	21.2000	8.441	.296	.849
I am aware that any final decision made by management in my department is base on the policy and regulations set by the Government.	21.4667	7.085	.624	.804
Any changes in the Industrial Relations Act 1967 (IRA) affect me as a Support Group's staff in the public sector.	21.9333	6.616	.655	.802
As an employee, I was informed of all matters relating to the effect on the change in industrial relations in the public sector.	21.8333	7.937	.698	.801
My department does an excellent job of keeping employees informed about matters affecting us.	21.8333	7.523	.639	.802
I have the tools and the complete source of information related to industrial relations in the public sectors.	21.8333	7.868	.729	.797
I am satisfied with the information received from management on what is going on in my department.	21.7000	8.010	.552	.814
Information related to the enforcement of industrial relation in my department channeled through Trade Unions (CUEPACS) and Department Joint Council.	21.5667	8.668	.449	.826

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.558 ^a	.311	.283	4.03339

a. Predictors: (Constant), Industrial Relation Enforcement, Joint Consultation, Trade Union

b. Dependent Variable: Decision Making Process

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	544.370	3	181.457	11.154	.000 ^a
Residual	1203.848	74	16.268		
Total	1748.218	77			

a. Predictors: (Constant), Industrial Relation Enforcement, Joint Consultation, Trade Union

b. Dependent Variable: Decision Making Process



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APPENDIX B



Greetings!

Dear respondent,

I am currently conducting a research project on 'The Indirect Employee Participation on Decision Making Process'. This research is a requirement for Master of Human Resource Management (MHRM) in University Utara Malaysia, Kuala Lumpur. The main purpose of this research is to identify the indirect employee participation that could affect decision-making process in The Department of Irrigation and Drainage Head Quarters (JPSHQ) as well as Federal Territory of Kuala Lumpur (JPSWPKL). I will grateful if you could spend a few minutes to complete the questionnaire. Your answer will remain strictly confidential and all information disclosed will be used for

academic purpose only.

SECTION A: RESPONDENT BACKGROUND

Please tick (/) in the most appropriate answer.

SECTION A : RESPONDENT PROFILE

1. Gender

Male

Female

3. Age

Below 25

26 – 34 years

35 – 44 years

45 years and above

2. Marital Status

Single

Married

Others

4. Qualification

Secondary (SPM and below)

Diploma

Degree

Master Degree and above

5. Total years of services

- Less than 2 years 6 years to 9 years
3 years to 5 years 10 years to 15 years
16 years to above

6. Job Ranking

- H11/N11 – H14/N14
N17/W17 - N22/W22
JA17 – JA22
JA29 – JA38

SECTION B : INDIRECT EMPLOYEE PARTICIPATIONS.

The following statement is about the decision-making process practices at your workplace. Others are the elements that could influence the decision making process in your departmental level.

Read the following statements and rate the statements by **circling** the number given.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

1. Decision Making Process (*Proses Pembuatan Keputusan*)

DECISION MAKING PROCESS	Strongly Disagree → Strongly Agree				
	1	2	3	4	5
1. I understand the Standard Operational Procedure (SOP) used in my department for any decision made. <i>Saya memahami Standard Operational Procedure (SOP) yang digunakan dalam jabatan saya untuk sebarang keputusan yang dibuat</i>	1	2	3	4	5
2. I was involved in important decision within the department that affects me. <i>Saya terlibat dalam pembuatan keputusan penting dalam jabatan yang memberi kesan kepada saya</i>	1	2	3	4	5
3. My superior gave me the opportunity to express my opinion before making important decisions in any matters involving me. <i>Pegawai atasan saya memberi peluang kepada saya untuk menyatakan pendapat saya sebelum membuat keputusan penting dalam sebarang hal yang melibatkan saya.</i>	1	2	3	4	5
4. My superior will examine all my opinions as executor of the task before making important decision. <i>Pegawai atasan saya akan meneliti segala pendapat saya selaku pelaksana tugas sebelum membuat keputusan penting.</i>	1	2	3	4	5
5. The department's management constantly discusses issues and ideas with me as an employee's before making major changes. <i>Pihak pengurusan di jabatan saya sentiasa membincangkan isu-isu dan idea-idea dengan saya sebagai pekerja sebelum membuat perubahan besar.</i>	1	2	3	4	5
6. The department's management always focuses on problem solving the problem rather than finding fault. <i>Pihak pengurusan di jabatan saya memberi tumpuan kepada penyelesaian masalah dan bukannya mencari kesalahan</i>	1	2	3	4	5
7. The management and employees in my department cooperate to solve problems. <i>Pihak pengurusan dan pekerja di jabatan saya bekerjasama untuk menyelesaikan masalah.</i>	1	2	3	4	5
8. The results upon the discussion between the management and employees were implemented <i>Sebarang hasil perbincangan bersama diantara pihak pengurusan dan pekerja adalah dilaksanakan.</i>	1	2	3	4	5

2. Employee Indirect Participation through Trade Unions (*Penglibatan Tidak Langsung Pekerja melalui Kesatuan Sekerja*)

TRADE UNIONS	Strongly Disagree → Strongly Agree				
	1	2	3	4	5
1. As a civil servant in the category of Support Group, I was represented by my trade union namely CUEPACS. <i>Sebagai penjawat awam dari kategori Kumpulan Sokongan, saya diwakili oleh Kesatuan Sekerja (CUEPACS).</i>	1	2	3	4	5
2. Trade unions representing me as a civil servant, influence decision-making in my department. <i>Kesatuan Sekerja (CUEPACS) yang mewakili saya sebagai penjawat awam, mempengaruhi pembuatan keputusan di jabatan saya.</i>	1	2	3	4	5
3. I will consult with union officers appointed on all issues that falls within the jurisdiction of the council. <i>Saya akan berunding dengan pegawai kesatuan yang dilantik tentang semua masalah yang termasuk dalam bidang kuasa Majlis.</i>	1	2	3	4	5
4. I realize the impact of any changes within the leadership of the Trade Union (CUEPACS) representing me. <i>Saya menyedari kesan setiap perubahan dalam kepimpinan Kesatuan Sekerja (CUEPACS) yang mewakili saya.</i>	1	2	3	4	5
5. I have the freedom to express my opinions in the Trade Union (CUEPACS). <i>Saya mempunyai kebebasan untuk menyatakan pendapat saya dalam Kesatuan Sekerja (CUEPACS)</i>	1	2	3	4	5
6. The existence of the Trade Union (CUEPACS) helps to improve and raise productivity and welfare of the public sectors. <i>Kewujudan Kesatuan Sekerja (CUEPACS) membantu meningkatkan dan mengangkat produktiviti serta kesejahteraan sektor awam.</i>	1	2	3	4	5
7. Trade Union (CUEPACS) reduce friction management of labor in public sectors. <i>Kesatuan Sekerja (CUEPACS) mengurangkan konflik pengurusan buruh dalam sektor awam.</i>	1	2	3	4	5
8. Trade Union (CUEPACS) build healthy industrial relations in public sectors. <i>Kesatuan Sekerja (CUEPACS) membina hubungan industri yang sihat dalam sektor awam.</i>	1	2	3	4	5

3. Employee Indirect Participation through Department Joint Councils (DJC)
(*Penglibatan Tidak Langsung Pekerja melalui Majlis Bersama Jabatan (MBJ)*)

JOINT CONSULTATION	Strongly Disagree → Strongly Agree				
	1	2	3	4	5
1. I realize the function played by the DJC established in my department. <i>Saya sedar fungsi yang dimainkan oleh Majlis Bersama Jabatan yang diwujudkan dalam jabatan saya.</i>	1	2	3	4	5
2. All issues related to me and others Support Group's staffs were discuss through the Department Joint Councils. <i>Segala isu yang berkaitan dengan saya dan pekerja Kumpulan Sokongan yang lain dibincangkan melalui Majlis Bersama Jabatan.</i>	1	2	3	4	5
3. Department Joint Councils establish in my department had the ability to influence management decisions. <i>Majlis Bersama Jabatan yang diwujudkan dalam jabatan saya mempunyai keupayaan untuk mempengaruhi keputusan pihak pengurusan</i>	1	2	3	4	5
4. Various issues were discussed through the Department Joint Councils in my department, including procedures, labor rights and human resource and in some cases social matters. <i>Kepelbagaian isu telah dibincangkan termasuk tatacara, hak pekerja, perkara sumber manusia dan beberapa kes dalam hal-hal sosial melalui Majlis Bersama Jabatan di jabatan saya.</i>	1	2	3	4	5
5. Consultation through Department Joint Councils conducted with involvement of the management at my department. <i>Perundingan melalui Majlis Bersama Jabatan yang dijalankan adalah melibatkan pihak pentadbiran di jabatan saya.</i>	1	2	3	4	5
6. Tasks carried out by the Department Joint Council has become a common communication medium. <i>Tugasan yang dijalankan oleh Majlis Bersama Jabatan telah menjadi satu medium komunikasi bersama.</i>	1	2	3	4	5
7. Employee representatives can build the capacity of organization to express their collective views through Department Joint Council in my department. <i>Wakil pekerja dapat membina keupayaan organisasi dengan menyatakan pandangan kolektif mereka melalui Majlis Bersama Jabatan di jabatan saya.</i>	1	2	3	4	5
8. The consultation process was conduct in an atmosphere of cooperation and harmony. <i>Proses rundingan telah dijalankan dalam suasana kerjasama yang harmoni.</i>	1	2	3	4	5

4. Implementation of Industrial Relations Enforcement
(*Perlaksanaan dalam Penguatkuasaan Perhubungan Industri*)

INDUSTRIAL RELATIONS ENFORCEMENT	Strongly Disagree → Strongly Agree				
	1	2	3	4	5
1. I realize that there was a relationship between Trade Union (CUEPACS), employees and the management in my department. <i>Saya menyedari bahawa terdapatnya hubungan diantara Kesatuan Sekerja (CUEPACS), pekerja dan pihak pengurusan di jabatan saya</i>	1	2	3	4	5
2. I am aware that any final decision made by management in my department is base on the policy and regulations set by the Government. <i>Saya sedar bahawa sebarang keputusan akhir yang dibuat oleh pihak pengurusan di jabatan saya adalah berlandaskan kepada polisi dan peraturan yang ditetapkan oleh Kerajaan.</i>	1	2	3	4	5
3. Any changes in the Industrial Relations Act 1967 (IRA) affect me as a Support Group's staff in the public sector. <i>Sebarang perubahan dalam Akta Perhubungan Industri 1967 (IRA) memberi kesan kepada saya sebagai Kumpulan Sokongan dalam sektor awam.</i>	1	2	3	4	5
4. As an employee, I was informed of all matters relating to the effect on the change in industrial relations in the public sector. <i>Sebagai pekerja, saya sentiasa dimaklumkan segala hal yang berkaitan dengan perubahan perhubungan industri dalam sektor awam.</i>	1	2	3	4	5
5. My department does an excellent job of keeping employees informed about matters affecting us. <i>Jabatan saya bertindak cemerlang dalam memaklumkan pekerja tentang perkara yang melibatkan kami.</i>	1	2	3	4	5
6. I have the tools and the complete source of information related to industrial relations in the public sectors. <i>Saya mempunyai alat dan sumber yang lengkap untuk mendapatkan maklumat yang berkaitan dengan perhubungan industri dalam sektor awam</i>	1	2	3	4	5
7. I am satisfied with the information received from management on what is going on in my department. <i>Saya berpuas hati dengan maklumat yang diterima daripada pihak pengurusan mengenai apa yang sedang berlaku dalam jabatan saya</i>	1	2	3	4	5

8. Information related to the enforcement of industrial relation in my department channeled through Trade Unions (CUEPACS) and Department Joint Council. <i>Maklumat berkaitan perhubungan industri di jabatan saya disalurkan dengan berkesan melalui Kesatuan Sekerja (CUEPACS) dan Majlis Bersama Jabatan.</i>	1	2	3	4	5
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Thank you for your participation and time in answering the survey. All response will be treated with the utmost confidence and no single set of responses will be readily identified. If you have further comments or suggestion related to this study, kindly fill in the below section.

Comments (optional)

Thank you.



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