

**PARTNERSHIP INDUSTRIAL RELATIONS OF THE  
RETAIL SECTOR AND THEIR RELATIONSHIP  
WITH TRADE UNIONS IN MALAYSIA**

**BY**

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A final year project submitted in partial fulfilment of the  
requirement for the degree of

**BACHELOR OF INTERNATIONAL BUSINESS  
(HONS)**

**UNIVERSITI TUNKU ABDUL RAHMAN**

**FACULTY OF ACCOUNTANCY AND  
MANAGEMENT DEPARTMENT OF  
INTERNATIONAL BUSINESS**

**APRIL 2019**

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## DECLARATION

We hereby declare that:

- (1) This undergraduate FYP is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this FYP has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Equal contribution has been made by each group member in completing the FYP.
- (4) The word count of this research report is 9085 words.

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## ACKNOWLEDGEMENT

First of all, we would like to express our heartfelt gratitude and appreciation to our supervisor, Miss Lee Sim Kuen, for her valuable time, guidance and comments rendered throughout this entire study, until the completion of this research.

Apart from this, we would also like to thank Union Network International – Malaysia Labour Centre, UNI Global Union – Asia & Pacific for their guidance in the course of carrying out this research. We would also like to thank all individuals who directly or indirectly guided us with new insights and ideas on the path of completing this study.

In addition, we wish to thank our parents for all their supports, be it morally, efforts or monetary, as well as their encouragements given to us.

## DEDICATION

This research is dedicated to the individuals who has attempted to set the author's life on fire (figuratively) in an attempt to extinguish her. Unfortunately (or, fortunately) the author was moulded and remade from fire. With a renewed perspective in life, and a raging spirit of determination, the author sincerely thanks these individuals for serving her the best setbacks and failures one could afford in life as it has showed the author that the perception of an individual's limitations and boundaries are merely a suggestion of what can be successfully achieved.

Furthermore, the author would like to thank individuals who have contributed countless amounts of kites to her (they told me to 'fly kite') as it has been used as firewood to propel the author when the she starts doubting her abilities.

Penultimately, the author would like to sincerely thank kind individuals who had taken the time and effort to support the author by allowing the author to talk their ears off and make jokes so cold that the Kelvin scale says 0 K (meaning OK).

Finally, the author would like to thank her parents for playing along with the 'we picked you up from the rubbish bin' story and has been driving the author to the nearby dumpster every birthday and whenever she doubts herself too much (or close to giving up) in an attempt to remind her that she is blessed in many ways and were given many opportunities that she has taken for granted.

Author's note; The dumpster is used not in a degrading way, but a point of reference to the Payatas feeding project the author has been actively involved in. Payatas is Manila's open dumpsite, and it is what some people call home. Residents struggle with homelessness, malnutrition, unemployment, a lack of opportunities (employment & education) following the stigma against employing people from this district.

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LIST OF ABBREVIATIONS

ASEAN	Association of South East Asian Nations
ETUC	European Trade Union Confederation
ILO	International Labour Organisation
IR	Industrial relations
NGO	Non-governmental organisation
SD	Social dialogues
UNI	Union Network International
UNI-APRO	Union Network International-Asia Pacific Regional Organization
UNI-MLC	Union Network International – Malaysia Labour Centre
WEC	World Employment Confederation

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## PREFACE

The subject of this research was motivated by the personal experiences of the author, whereby she has witnessed the unjust treatment of blue-collar and undocumented workers, especially those in the service and retail sector. As such, she became determined in finding ways to improve employees' quality and standard of life by first focusing on workplace-relations through the study of industrial relations the use of social dialogue as an anchor. Such experiences has strengthened her motivation in conducting this research with the hopes that her literature will bring significant change by being adopted not only by multinationals, but also local small medium enterprises nationwide, with the help of the local union and the Malaysian government.

The start of the first step within the journey of upholding workers' rights were further fuelled by the lack of literature regarding the practice of industrial relations within Malaysia as well as the discovery of Magdelene M. Kong's study on Social Partnership Industrial Relations in PT Hero Supermarket, Indonesia which had opened the author's eyes on how a bottom-up social partnership approach can initiate sustainable changes within a local social system through the involvement of the union, which has acted as a bridge between union and management in forming relationships.

As such, the author had been intrigued by Hero Supermarket's success and hopes that her study on the retail industry in a Malaysian perspective is able to facilitate organisations in replicating such successes locally.

## ABSTRACT

In this exploratory paper, we examine the views of retail workers, enterprise trade unions and national and regional trade union organizations on the role of partnership industrial relations in the retail sector of Malaysia, as well as the relevance of trade unions within this context through reference to a focused group interview. The practice of social dialogues as a method of communication in fostering positive industrial relations with employees have been practiced and implemented by regional, local and enterprise trade union and have indicated that employees and stakeholders were able to communicate effectively and achieve mutual understanding.

Our findings yield that the practice of social dialogue in maintaining positive industrial relations has added value in sustainable long term industrial relations which benefits employers and stakeholders, which resulted in mutual respect, trust and sharing a common objective and vision as long as there are consensus building and involvement involved.

## **CHAPTER 1: INTRODUCTION**

### **1.1 Introduction**

This chapter consists of a total of five sections. Within the first section, the background of the study was highlighted with regards to globalisation and the industrial relations, followed by the problem statement of this research. The third section will encompass research objectives and covers the general objectives. The fourth section will cover specific objectives which is key in shaping the research questions. The fifth section will touch on the discussions, conclusion and implications of findings that have occurred following the fourth section of this paper.

### **1.2 Research Background**

Due to globalisation, there had been significant development in opportunities for countries has been created through trade and use of technology resulting in a widening market for goods and services and investment opportunities. Such development has resulted in negative impacts of globalisation which accelerates “the race to the bottom” to enable multinational companies in acquiring higher profits. This leads to exploitation of labour and particularly affects workers in terms of working conditions, employment, international labour standards, equality as well as social protection. (Ng, 2015)

Therefore, the International Labour Organisation (ILO) has placed an importance on social dialogue amongst the three groups, government, workers and employers’ organisation in promoting international labour standards in line with the key premise of Fair Globalisation. The ILO promotes the formation of trade union as an essential party in industrial relations. Trade unions are an organization of workers which seeks social dialogues with employers to be the voice of their members by representing their members and negotiating with employers. (Daud & Tumin, 2013)

The retail sector has been undergoing significant transformation, with multinational companies acquiring larger market shares due to the deregulation of foreign investment, and deregulation on monopoly within the retail industry. The practice of these multinational companies in cutting labour cost by subcontracting and franchising in an attempt to reduce investment risk have impacted smaller firms, suppliers, consumers and employees significantly. (Luce, 2013)

### **1.3 Problem Statement**

This study is motivated by Magdelene M. Kong's study on Social Partnership Industrial Relations in PT Hero Supermarket, Indonesia which has demonstrated that industrial relations can be self-sustained through social partnership between an international company and local stakeholders through the involvement of the union, which has acted as a bridge between union and management in forming relationships. This had effectively demonstrated local stakeholder empowerment through international networks of civil groups. (Kong, 2011)

The success of Indonesia's Hero Supermarket's social partnership model and its impact on the emerging tripartite relationship in Indonesia had demonstrated how a bottom-up social partnership approach were able to initiate sustainable changes within a local social system. (Kong, 2011)

This breakthrough has aroused the interest of our researcher in examining if these successes could be replicated within Malaysia, and if so, in what manner. Therefore, the limited academic literature regarding the role of trade unions within Malaysia had inspired our study to examine the partnership industrial relations of retail sector and their relationship with trade unions in Malaysia.

## **1.4 Research Objectives**

The objectives of this study is to investigate how an organization builds a successful and meaningful relationship between management and stakeholders as well as resolving issues faced through industrial relations from the view point of workers, enterprise trade unions and national and regional trade union organisations.

## **1.5 General Objectives**

The general objectives of this study are follows:

1. To identify the benefits of an organization practicing meaningful, successful social dialogues from the perspective of both workers as well as trade unions.
2. To identify the problems faced by the retail workers as well as the trade union in the process of implementing and conducting meaningful, successful social dialogues.
3. To identify any strategies adopted by industrial relations actors as well as union leaders in overcoming or minimizing implementation issues.
4. To identify and analyse any current or ongoing issues among stakeholders.

### **Specific Objectives**

The specific objectives of this study are as follows:

To investigate the key practices an organisation utilises to ensure a successful and fruitful relationship between management and stakeholders as well as the methods employed to resolve issues not only in terms of implementation, but also regarding ongoing practise of industrial relations from the eyes of their workers, enterprise trade unions, as well as national and regional trade union organisations to improve the livelihood and wellbeing of both partners.

### **Research Questions**

The following are the research questions derived from the general objectives as mentioned above;



1. What are the benefits of practicing meaningful social dialogues from the view point of stakeholders?
2. What are the problems faced during the process of implementing and conducting successful social dialogues?
3. What are the strategies adopted in overcoming or minimizing implementation problems?
4. Whether there are any current or ongoing issues among stakeholders?

## **1.6 Significance of the study**

The Statistics Department of Malaysia has reported that Malaysia's wholesale and retail trade has grown by 8 % within the fourth quarter of 2018, and a further 7.8% of the total Gross Domestic Product in January 2019. The performance break down in terms of sub-sector shows that the retail trade is mainly responsible for the significant growth as the growth spurt was contributed by an increase of 12.4% in retail trade within December 2018 with a further growth of 10.6% in January 2019 alone. (Mahidin, 2019)

In terms of Malaysia's retail industry's growth prospects, the Retail Group Malaysia – a leading retail consulting firm in Malaysia, forecasts the retail industry to expand by 3.9% during the third quarter of 2019, with an expected further increase of 5.8% by the end of the year. (The Star Online, 2019)

This reflects that the commerce sector (wholesale and retail sector) is an important segment of the economy. Even so, there are limited discussions regarding the human resource relationship that deals with this industry – as this is an important segment relating to the growth of the Malaysian economy, this research was carried out to give some insight on how the retail industry maintains industrial harmony.

This is more so important when we consider Malaysia as a member of the ASEAN Economic Community which aims to realise economic integration within the region to present itself as one market and production base. By doing so, members of the

economic community will be part of a highly competitive region with free movement of goods and services, investment as well as a more relaxed flow of capital and skills. (Association of South East Asian Nations, n.d.)

Therefore, our research findings will play an important role in terms of company management, employers' association, governments, workers and trade unions as a reference of methodology to deal with the labour relations issues and how to achieve a win-win situation from all parties, as well as a peek on how this approach could assist a company's growth.

This research looks behind the barriers and success of social dialogues in the prospect of labour in Malaysia. This may assist the social partners in implementing social dialogues in future and may also give them insight on what to expect based on our respondent's experiences.

In addition, the findings of this study could offer useful information for social partners on how social dialogues can be used in Malaysia, should they chose to utilise this model. Finally, this study could also provide references for other researchers and academics in continuous research on the effectiveness of social dialogues in other sectors or industries of their study.

## **1.7 Chapter Layout**

### **Chapter 1: Introduction**

This chapter is a preliminary chapter which presents partnership industrial relations of the retail sector and their relationship with trade unions in Malaysia. It also outlines the research objectives, research questions and the hypotheses. The significance of the study and the overall chapter layout of the research project will be highlighted.

## **Chapter 2: Literature Review**

This chapter consists of the review of literature which encompasses industrial relations and social dialogues. This chapter will define various dimensions and talks about the different views of authors to give a clear understanding of how industrial dialogue functions, as well as the use of social dialogues as a key component in establishing industrial relations. In-depth explanation about the forms of social dialogue will be inserted as well.

## **Chapter 3: Methodology**

Chapter three includes the research design, data collection, sampling design, and research instrument. Target population as well as sampling frame and elements will be justified to give a clear direction of how this study will be conducted.

## **Chapter 4: Data Analysis**

Chapter four presents itself as the analysis and interpretation of results from the data collected. Questions in the questionnaire will be justified along with the results from our respondents. There will be a discussion on the respondents' background and we will highlight why they were chosen to participate.

## **Chapter 5: Discussion and Conclusion**

This chapter illustrates the research project review of discussions of major findings together with the implications and limitations we have come across during this study with recommendations for the researcher for future research at the end.

## **1.8 Conclusion**

In concluding this chapter, we have examined globalisation and understand its benefits as well as consequences towards the retail industry if steps are not maintained by workers in curbing multinational's race to the bottom. In the next chapter, we will examine journals and ways that this issue could be resolved in a win-win situation for both employees and stakeholders.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1 Introduction**

In the beginning of this chapter, we will discuss about industrial relations as well as its definitions. After that we will look into social dialogue and learn how it pertains to the practise of industrial relations as well as look into intensities of social dialogue, the steps of social dialogue as well as the typology and many different ways social dialogue is practised. These frameworks will be used in answering research objectives and questions.

### **2.2 Literature Review**

#### **2.2.1 Industrial Relations**

To put it simply, the term industrial relations can explained in a simplified manner by breaking down the terms ‘industry’ and ‘relations’ where ‘industry’ bears the meaning of a productive activity an individual is engaged in, whereas the term ‘relations’ pertain to the relations existing within an industry between an employer and his employees. (Sinclair, 2008)

The International Labour Organisation defines industrial relations as “a relationship between the State and employers’ and workers’ organization as well as the relationship between the occupational organization themselves”. To put it simply, as V.B Singh describes “industrial relations are an essential aspect of social relations which occurs from interactions between employer and employee which are regulated by the state in varying degrees in conjunction with organized social forces and are influenced by prevailing institutions”. (Singh, 1968)

Additionally, most authors recognize that industrial relations is not only limited to bipartite relations – which are relations between employer and employees representatives, but also tripartite relations – which refers to relations encompassing 3 parties; the employer, employee and government representatives. (Roberts, 2015)

Furthermore, some authors adds an additional dimension to industrial relations – a “tripartite plus” dimension which includes stakeholders such as NGOs, outsider interest groups, etc. This means that they do not view relations as solely between workers and employers but also takes into consideration the relations between representatives of workers and employers at an industry and national levels as well as their interaction with the state. (Ishikawa, 2003)

Therefore, the term industrial relations can be used as an expression to denote matters regarding the freedom of association as well as the protection of the right to organize. With the application of the principles of the right to organize, employees will earn the rights to practice collective bargaining through methods of collective agreements, conciliation and arbitration as well as other machinery which allows for greater cooperation between relevant authorities and occupational organizations within various levels of economy. (Kilhoffer, Lenaerts, & Beblavý, 2017)

In the perspective of employers, the World Employment Confederation is a collective group of employers of agency workers which also believes in having meaningful, constructive relations with trade unions. As such, they have collective labour agreements which has been concluded not only within a company or sector level, but also on a regional and global scale. So far, the outcomes of sectoral social dialogues have contributed to the establishment of training funds, social funds, health and safety funds, pension as well as compliance funds which are set and contributed by both employee and employers for the betterment of all parties. (World Employment Confederation, n.d.)

According to Christopher Ng, UNI Apro Regional Secretary. Companies, workers and unions have a vital role to play in fostering a strong spirit of partnership to facilitate business expansion, create better jobs, and promote decent work on

sustainable terms and conditions of employment. Industrial relations arising from individual relations and joint consultations between employers and employees in the workplace can be facilitated through the government's efforts in regulating these relations which may help increase the frequency of successful collective relations. Efforts in building these relations will benefit not only the management and workers, but the overall industry as well as the country's economy. (Ng, 2015)

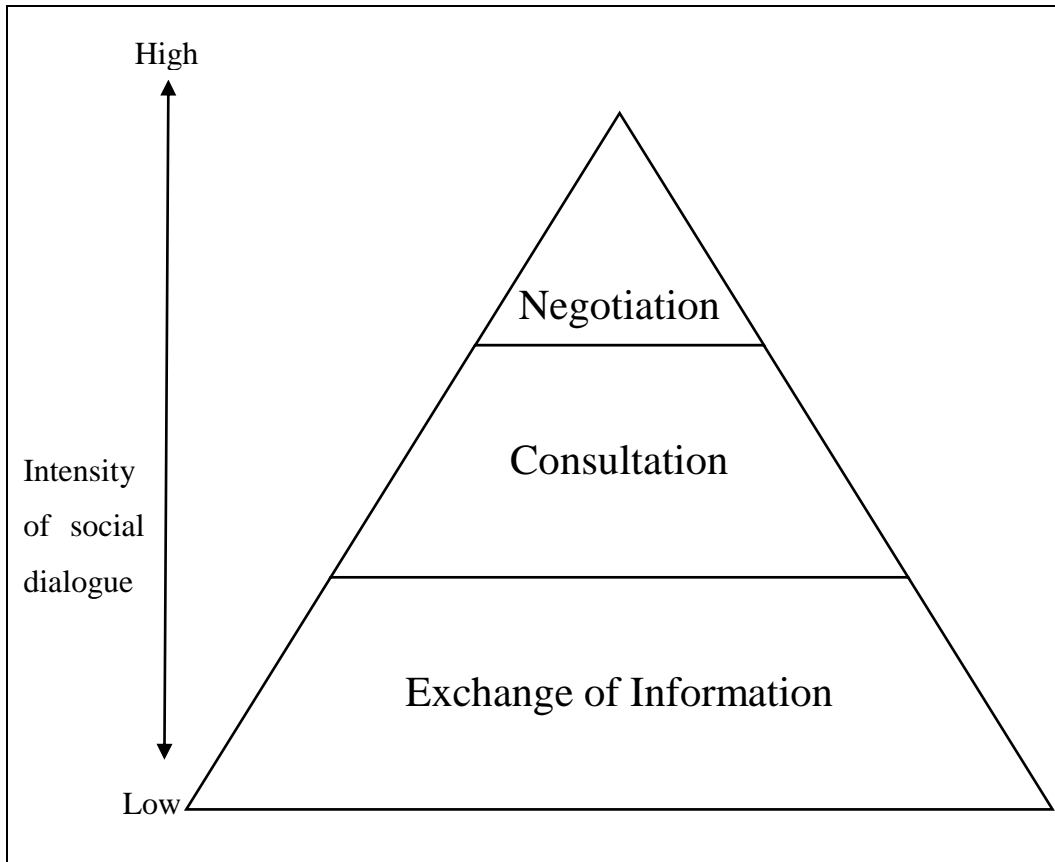
### **2.2.2 Social Dialogue: a key component of industrial relations**

Currently, there is no universally agreed definition of social dialogue. This reflects the diversity within each country through the different ways each culture practice social dialogue through their own set of processes and practices.

Therefore, the general idea of a social dialogue can be described as, all types of negotiation, consultation or any exchange of information between representatives of governments, employers and workers, regarding issues of common interest to negotiations. Social dialogue is a key component of industrial relations because social dialogue is the method of communication between parties seeking to build a strong industrial relationship with each other. (Ishikawa, 2003)

The International Labour Organisation defines social dialogue as; "a bipartite direct relations between labour and management whereby the government may or may not be involved informally or, tripartite process with the government being recognized as an official party to the dialogue. These can take place at a national, regional, sectoral or enterprise level". Forms of dialogues can take place in multiples forms, namely informally, on a need-basis or in a formal and institutionalized manner. However, in reality this often takes places as a combination of the two because informal processes are as important as formal processes. (Ishikawa, 2003)

Figure 2.1: Social dialogue triangle



Source: Ishikawa (2003). *Key Features of National Social Dialogue: a Social Dialogue Resource Book*. Geneva: International Labour Office.

The ILO illustrates social dialogue in the form of a triangle with different levels of intensities. Within the triangle, at the bottom-most is the exchange of information where the beginning of a social dialogue happens. It is here that consultation happens – social partners begin to share information and engage in dialogues amongst themselves. Take note that while no real discussion takes place here, it is still a crucial step as it represents the starting point of a more substantive social dialogue.

After exchange of information comes the next step - consultation process, while there may not be any real decision making power concerned at the moment, it is a necessary key feature in opening the floodgates towards the potential use of collective bargaining and policy concentration. Following successful consultation, two tools of negotiation – collective bargaining and policy concertation becomes

available as the intensity of dialogues between parties increase even higher. (Ishikawa, 2003)

### **Tools of negotiation**

In examining the 2 main tools of negotiation; collective bargaining is amongst the most widespread forms of social dialogue, and it is widely practiced across many countries. It involves negotiations between an employer, a group of employers or employers' representatives and workers' representatives in determining issues regarding employment terms as well as wages. Collective agreements are the fruits of successful collective bargaining and are an indication of a country's readiness to engage in national level tripartite policy concertation.

The second tool of negotiation - Policy concertation is defined by Berger & Compton (2002) as "the codetermination of public policy by governments, employers' organisations and trade union confederations". Therefore, Trebilcock (1995) regards tripartite policy concertation(also known as social concertation) as the full bloom of social dialogue because the ability of execution would mean that employers', workers' representatives and governments are able to act in a concerted multifaceted manner in addressing all national economic and social policy issues through consensus.

Successful accomplishments of policy concertation can only happen when the government recognizes the constructive legitimacy and constructive functions of social partner's participation in policy-making. Therefore, successful tripartite concertation takes form through the results in agreements, such as internal notes or publicized social pacts. (Ishikawa, 2003)

### **The different perspectives of social dialogue**

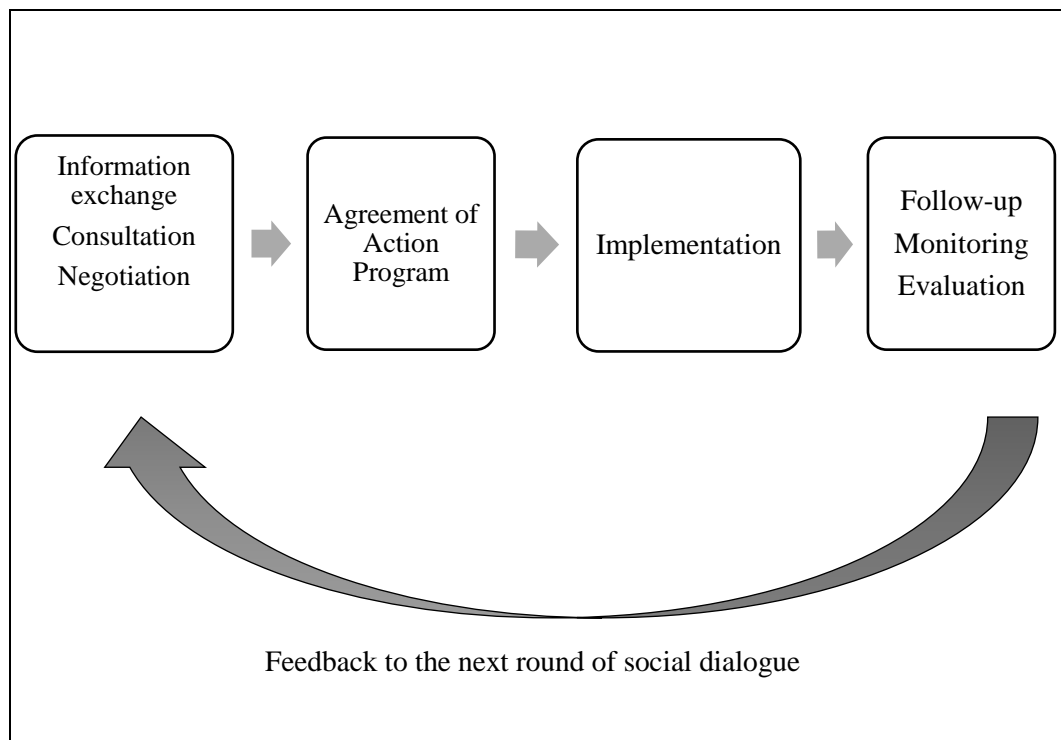
While the European Trade Union Confederation (ETUC) recognizes social dialogue similarly to the ILO's definition, however, a narrower perspective suggested by Visser (2001) has differentiated social dialogue from collective bargaining, stating that social dialogue provides a setting for more effective bargaining, but it is not the same as collective bargaining as it merely sets the stage for more effective bargaining. This is because Visser views social dialogue as an initial stage where



parties, first, communicate with the goal of reaching mutual understanding, which may lead to collective bargaining.

Visser’s perspective was endorsed by the European Union High Level Group on Industrial Relations as “a process, in which actors inform each other of their intentions and capacities, elaborate information provided to them, and clarify and explain their assumptions”. Therefore, the only difference between the ILO, European Commission and other definitions of social dialogue is that Visser clearly differentiates between social dialogue and negotiation.

Figure 2.2: Cycle of social dialogue



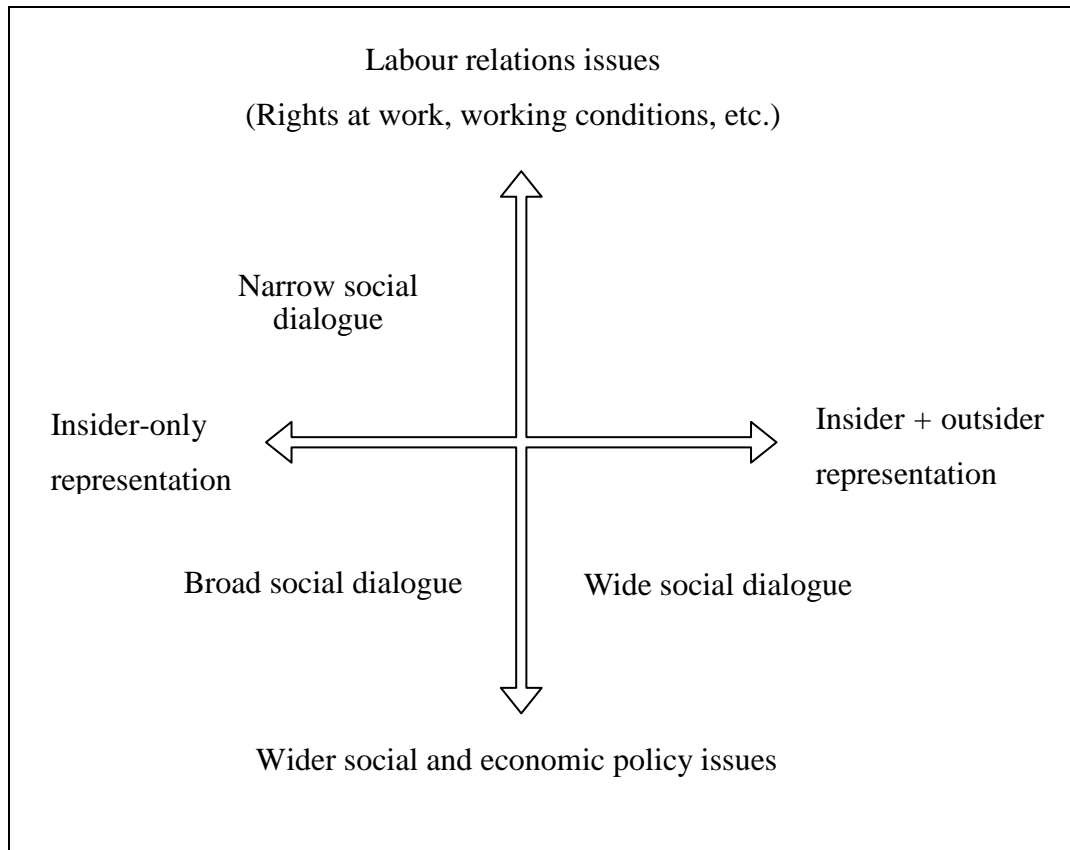
Source: Kilhoffer, Z., Lenaerts, K., & Beblavý, M. (2017). *The Platform Economy and Industrial Relations*. Centre for European Policy Studies, Brussels.

Figure 2.2 above is based on Killhoffer’s elaboration of social dialogue is adapted from the European Commission’s definition of social dialogue and combines the diagram from Ishikawa (2003) on the cycle of social dialogue which graphically illustrates how social dialogue might function.

**Classification of the different forms of social dialogue**

Social dialogue can be done in many different forms, and as such has been classified by Casey and Gold (2000) and Berger and Compston (2002). These 3 basic variants provides a simplified categorization of various forms and patterns of social dialogue in relation to economic and social issues which are frequently discussed.

Figure 2.3: Typology of social dialogue



Source: Ishikawa (2003). *Key Features of National Social Dialogue: a Social Dialogue Resource Book*. Geneva: International Labour Office.

The first quadrant, ‘narrow social dialogue’ shows a tripartite or bipartite representation involved in discussing labour relations issues. In this context, employers, workers and their representative bodies takes places to discuss internal issues, usually regarding pay, terms, conditions and rights at work, and social security. This form of social dialogue are usually done through consultation procedures or collective bargaining.

The second quadrant, representing 'broad social dialogue' is usually represented in a tripartite or bipartite manner, with issues commonly discussed being: wider economic and social issues. In this dialogue, 'insiders' discuss about matters pertaining to 'outsider' issues in an attempt to relate certain issues to inactive participants through interest engagement. Examples of issues are, job creation measures and employment policy.

## **2.3 Conclusion**

In concluding this chapter, we see that the practise of social dialogue is key in achieving industrial harmony. We also note the cultural differences which affects the way different nationalities practise social dialogues and have touched on the various ways social dialogue can be practised. In conclusion, we can say that there is no best way to achieve industrial harmony and the practise of social dialogue needs to be tailored to each specific region in order to be have successful industrial relations.

## **CHAPTER 3: METHODOLOGY**

### **3.1 Introduction**

Research methodology refers to a set of procedures or methods implemented by conducting a systematic empirical study. Through collecting relevant information relating to our study, we will be able to clarify the analysis of our findings and have a clear mind set on the research procedures involved. As such, this chapter can be considered an important part of the research process as it involves theoretical foundations that will affect the collection and analysis of data.

### **3.2 Research Design**

The research design employed in this study is qualitative research due to the need to gauge the effectiveness of industrial relations from the perspectives of unionized workers and their representatives, therefore, the use of interview best fits our purpose by not only retrieving information but also facilitating our efforts in probing for more information which the interviewee may not initially bring up.

Our questionnaire design is based on exploratory research, which is carried out to give a clearer picture of a topic by allowing the researcher to understand the topic in greater detail as respondents can better describe and clarify what they are trying to convey. (Sekaran & Bougie, 2015)

The combination of a qualitative exploratory research is perfect to kick start findings and define the main frameworks of industrial relations and social partnership in Malaysia. This allows researches the flexibility to try to understand and learn more from the point of view of employees which is crucial for the success of the topic dissection there was never any research done in regards to this particular topic and field.

In this paper, the exploratory method is focused on the different perspectives of stakeholders and their roles which justifies why the questions within the questionnaires are from a multi-perspective view. Our findings will be developed based on the opinions expressed by our respondents.

### **3.3 Data Collection Methods**

Methods used to collect the primary data is through the use of a focused group interview. Before the interview was conducted, a copy of the open-ended interview questions in both English as well as Bahasa Malaysia was emailed to the union representative for clearance, as well as permission for data collection. Once all the necessary procedures were carried out and the green light was given, a venue as well as suitable time to conduct the interview was set in place and interview questions in both languages were then printed out. Then, before the survey was started, permission was again sought by the interviewer to each and every interviewee before the interview. A strong emphasis was given on the purpose of the study as well as maintaining each and every interviewee's confidentiality.

Once the interview commenced, data was collected through the interview in either languages, and interviewees' responses were recorded down. For interviews conducted in Bahasa Malaysia, respondents were informed that their responses will be translated to English and after translation, answers were re-read to the respondents to ensure that their response was accurately captured.

While most interviews were conducted face-to-face, 2 of the respondents had the questionnaires done via email - they requested that the open-ended interview questions to be sent to them via email instead as they were unable to commit any time.

### **3.4 Sampling Design**

#### **3.4.1 Target Population**

The target population adopted in this study are retail employees which are members of the trade union, whose employers formally recognizes the trade unions which are within Malaysia. Furthermore, we also had sought the opinions of a national trade union organization (Union Network International – Malaysia Labour Centre) as well as the opinions of a regional trade union organization (UNI Global Union – Asia & Pacific) for comments as they are directly involved with helping members earn their recognition, as well as helping new union set up by means such as, but not limited to - training future leaders on honing their inner leadership skills with the goal that they will be self-reliant in conducting dialogues with employers in the future.

We reached out to UNI-MLC (a local union) to inquire about the companies officially recognizing union membership and we were sent a list of participating retail companies. As a result, we have reached out to members of IKANO Pte. Ltd. Employees Union, Proton Edar Sdn. Bhd. Employees Union, Kesatuan Pekerja-Pekerja AEON Big (M) Sdn. Bhd., Kesatuan Pengurus Pengurus AEON Big (M) Sdn. Bhd. and Kesatuan Pekerja-Pekerja Robinson & Co (M) Bhd. for their responses. These groups of respondents are pertinent to our study as they directly involved in the situation, and thus, able to answer accurately and in depth through their first hand experiences.

We have excluded employers who are not affiliated to the union as they would not be able to relate and answer the questionnaire as most of the topics deals with the union's role in fostering social dialogues.

### **3.4.2 Sampling Frame and Sampling Location**

The SAGE Encyclopedia of Social Science Research Methods defines a sampling frame as a subset of a target population from a set of elements. (Lewis-Beck, Bryman, & Liao, 2004)

Our sampling frame consists of members from the respective enterprise unions; Proton Edar Sdn. Bhd. Employees Union, Kesatuan Pekerja-Pekerja AEON Big (M) Sdn. Bhd., Kesatuan Pengurus AEON Big (M) Sdn. Bhd. and Kesatuan Pekerja-Pekerja Robinson & Co (M) Bhd. as well as union representatives from both the local and regional level.

However, IKANO Pte. Ltd. Employees Union members did not participate in this study as we were unable to interview them. As such, we have excluded them from the sampling frame.

The sampling location was carried out in Kuala Lumpur, where members of the Malaysian union was gathered for a short training course. Our researcher was able to obtain access and permission from the host to conduct the interview prior to the event.

### **3.4.3 Sampling Elements**

Respondents who take part in this research are; union president, union director, workplace union leaders, managers and employees. These respondents are purposefully chosen due to their relevance in the process of industrial relations by either being a major player or a stakeholder. All those interviewed are either from the national union, a regional trade union or an enterprise union.

### **3.4.4 Sampling Technique**

Expert sampling technique was employed in this research as it allows the researcher the flexibility to choose respondents purposefully based on expertise on the area of interest being studied. (Sekaran & Bougie, 2015)

In this research, we had purposefully picked interviewees who are; trade union leaders of each respective unions as well as key union members within the national and regional level with direct relationship to the retail sector due to their familiarity with industrial relations practices within Malaysia.

### **3.4.5 Sampling Size**

Jon Zamboni defines a sample size as individual samples or observations within the setting of a statistical study. He further mentioned that the size of a sample is extremely crucial as there may be unreliable results when sample size is too small. He also mentioned that a too large sample size is unnecessary as it consumes too much time. (Jon Zamboni, 2018)

Sample size for this qualitative research will comprise of 6 respondents who are active within the trade union and are retail sector's union representative or are union representatives who are directly involved with the trade unions from the retail sector.

We had settled for one representative from each enterprise union as well a union representative from the national and regional district as it is a good representation of the population and since it was a qualitative study, we tried to prevent information saturation.

## **3.5 Research Instrument**

Our main research instrument that is employed in the study is the use of a researcher as the key interviewer, accompanied with a set of questionnaires containing 6 open ended questions pertaining to the practise of industrial relations.



### **3.6 Conclusion**

Within this chapter, the research procedures and methods used in carrying out data analysis were discussed and the justifications in samples as well as sample sizes were highlighted. These justifications will allow us to interpret the data we had collected with a greater sense of direction.

## **CHAPTER 4: DATA ANALYSIS**

### **4.1 Introduction**

This chapter pertains to the analysis and interpretation of results from the data collection. We will first start defining the reasons for the questions we had included in the questionnaire, followed by the responses from our respondents. Then, we will make a conclusion based on the analysis of the respondents. The last part of this chapter will be a list of all our respondents' background along with the reasoning of why they were chosen to participate in our study.

### **4.2 Descriptive Analysis**

This section summarizes the findings based on the questions that were asked during the interview.

**Theme 1: What are the benefits of practicing meaningful social dialogues from your point of view?**

**How do you define meaningful and effective social dialogues?**

**What difference have you personally experienced from the practice of social dialogue, compared to before the implementation?**

The first question as well as the sub-questions attempts to understand what workers and stakeholders' perceive the benefits of practicing meaningful social dialogues to be. Then in the sub-questions, interviewee are further probed to understand their perception and definition of meaningful and effective dialogues. This is put in place to gauge what each individual perceive successful social dialogue is, because every culture has a different perspectives to a certain matter - and up to now, there has not been a collective perspective in a Malaysian context on this matter.

The sub-questions also addressed each individual's experience following the practice of social dialogue as compared to pre-implementation. If the respondent were not present within the company before the pre-implementation, then, they were asked to compare their previous workplace experience with the current workplace environment.

Respondents have all agreed that by practicing social dialogues, there were improved 2-way communications and as a result of that, issues were easier resolved due to improved communication between employer and employee. Respondent C further added that the practice of social dialogue enables misunderstanding to be clarified due to the ability to gain clear understanding on several issues that had been misunderstood. Candidates E and F has also mentioned a decrease in employer-employee conflict, open channels of communication, a heightened sense of belonging, mutual respect in resolving issues in the workplace, as well as better working conditions for employees.

Respondent A defines meaningful and effective methods of dialogues through the practice of effective communication, whereas respondent B defines it through the extent of how easily employees are able to raise and resolve issues with prospective employers. Respondent D stated that he gauges effectiveness through the mutual confidence and trust in an employer-employee relationship which is coupled with a high level of conscience about the subject matter tackled by both parties respectively along with the need to continuously meet and discuss about ongoing and current issues. Respondent E states that trust between both parties is the main determinant in which he gauges if successful social dialogues has taken place. Respondent F places Respondent E's views into perspective by further elaborating that both parties require trust to work together in providing mutual benefits through growing the company and sharing its wealth.

In terms of personal experience from the practice of social dialogues, respondents have all stated the positive relations between employer and employee has the effect of increased mutual understanding, citing decision making in the workplace is now being done with the input of employees being taken into consideration (respondent A), as well as a higher rate of responsiveness towards issues within the workplace

with amicable solutions reached by both parties to in due time (respondent C). Respondent C added that these factors have contributed to a higher work-place security and promotes a higher understanding between employer-employee relationship and they are more sensitive towards each other's needs and have evolved to be more reasonable as a result. Respondent E and F further elaborates on the concept of mutual understanding by stating that trust and respect amongst both parties have prompted a more transparent and accountable management, with reduced conflicts and tension as conflicts of interest are significantly reduced.

**Theme 2: What are the problems faced during the process of implementing and conducting successful social dialogues?**

**How involved are stakeholders in participating in social dialogues?**

**How do stakeholders usually participate in social dialogues? Whom do they speak to and why?**

**How does your respective company practice social dialogues? Are all the staffs usually involved, or are only the representative involved?**

**How are stakeholders informed or notified of any changes arising from social dialogue?**

**How easy/difficult it is to bring up issues through social dialogues**

In this question, the interviewer attempts to investigate the problems that organizations face in the process of conducting social dialogues, as well as finding out the level of participation amongst stakeholders. This is to find out how effective companies are at encouraging employee participation as well as the effectiveness of social dialogues that take place. Also, employees and stakeholders were asked about what kind of issues were typically raised and to whom the issues were raised to, this is important towards the success of social dialogues – if stakeholders are unable to direct and raise issues towards a party that represents their 'voice' successfully, then chances are, the dialogues may not be as effective and successful.

The second part of the question then focuses on the changes that takes places following a social dialogue – change. We then put up questions probing on how changes were notified to stakeholders as well as accessing how stakeholders gauge the level of difficulty in bringing up issues through social dialogues.

In relation to issues faced during implementation and conducting social dialogues, respondent E and F mentioned that in the past, there were negative perceptions on trade unions and employees that demand attention in the workplace, which caused the management to react negatively towards better interaction with employees. This, they state, caused a mistrust of intention between both parties as they perceived that they were working against each other's interest. Respondent C's company is an example of a mistrust of intention as their company was not given the mandate from shareholders to implement and conduct social dialogues in the past. All respondents had faced implementation problems through the lack of communication and cooperation and were unable to get the initial expected outcome as a result. Respondent D further elaborated and stated that the management used to avoid certain topics relating to salary or budgets, and that they were initially reluctant to speak up and pursue the matter further which made communication difficult. In the perspective of unions, respondents E and F highlighted that 9 other retail companies they were trying to organize had practiced union busting techniques to discourage any social dialogue or union activities from taking place within their company. Respondent F further elaborated by stating that this is due to the perception of trade unions being anti-establishment and mistrust towards employees who speak up, caused the lack of will from both parties to work using the social dialogue methodology.

Stakeholder involvement within the retail sector were asked. Respondents A, B and D stated that the government have no participation in social dialogues with them whereas respondent C has stated a little participation. In terms of employer participation, respondents B and D rated participation as moderate whereas respondent C stated that there was a high participation and respondent A stated a very high rate of participation. Employee involvement was rated at a moderate level by respondent B, high involvement by respondents C and D, with respondent A citing a very high employee participation. Union participation was then gauged, with respondent B stating a moderate level, respondent D stating a high level and respondents A and C stating that unions had a very high participation rate. Respondents E and F maintained that all 4 parties were participating at a very high social dialogue participation as they are actively conducting dialogues and represent large quantities of unions.

All respondents had stated that social dialogue takes place with the participation of employer representatives (usually top management) and union representatives. Employees voice their concerns to their respective union representative leader which then communicates these issues with the employer representative to solve these issues amicably. Issues commonly discussed were: workplace and welfare issues (respondent A & C), employee rights (respondent A), as well as employee benefits (respondent D).

All of our respondents' state that the principle trade union leaders as well as the company's representatives are the active partners in conducting social dialogues. Employees are also involved as issues can be brought up through dialogues with the union.

Our respondents have stated that stakeholders are usually notified of changes arising from social dialogues usually through verbal or written notices. Usually the methods of communication practiced are the use of e-mail, weekly employee meetings, messaging application – Whatsapp as well as social media such as the use of Facebook as well as the union's official website.

Respondents B, C and D have stated that it is easy to bring up issues through the use of social dialogues whereas respondent A has stated the difficulty as fairly easy. Respondents E and F states that the difficulties in bringing up issues will rely largely on the strength of social dialogues which rely largely on the relations and trust of both parties concerned and whether they view each other as partners.

**Theme 3: What are the strategies adopted by your company in overcoming or minimizing implementation problems?**

**What were the problems in the past following implementation?**

**How did were these issues resolved?**

Question 3 attempts to investigate the use of any strategies adopted by companies in attempts to overcome or minimize potential implementation problems. We also asked respondents if there were any occurring problems in the past as well as how

these issues were resolved. Combined, these questions are able to gauge the effectiveness of strategies used to overcome and minimize implementation issues. Then the questions seek to understand occurring issues following the implementation of social dialogues and steps were taken for these issues to be resolved.

All respondents maintained that communication as well as reaching a mutual understanding and compromise was key in overcoming implementation problems. Respondent C stated that his company has done so by implementing the use of open discussions in facilitating communication.

Following implementation of social dialogues, there were problems that had happened in the past; namely – misunderstanding due to miscommunication (respondent A and C) as well as not having a proper venue and time set aside per month for dialogue sessions (respondent C and D).

To overcome issues that were mentioned above, respondents E and F stated that a clear guideline of principle in working together as well as regular and progressive social dialogue meetings were vital to prevent recurring issues. Respondents A, B, C and D stated that they simply had conducted more face to face meetings to foster effective communication. Both parties also agreed on a consistent time and date every month to conduct dialogues and had begun noticing their respective shortcomings and had strived towards helping each other.

**Theme 4: Whether there are any current or ongoing issues among stakeholders. Are there any issues were unresolved from before implementation of social dialogue until now?**

**Has there been any newer issues that are being addressed? This is referring to issues that occur after the practice of social dialogues**

**How do you stakeholders feel about addressing issues within the company?**

**Do you wish to address any issues you have encountered?**

This question attempts to investigate if there are any current or ongoing issues among stakeholders as well as possible issues that has occurred pre-implementation

of social dialogues that has persisted until now. Furthermore, the interviewer also tries to find out current issues that are being addressed as well as how stakeholders perceive about addressing issues within the company – note that this is different from Question 2 because it refers to bringing up issues within the company only and not during social dialogues. Interviewee was also given the chance to address and issues that they have encountered but has not necessarily brought up yet.

Issues that are ongoing pertains mostly to employee welfare, such as off-days (respondent A), workplace transfers (respondent B), wages and bonus issues (respondent D). This is an area of concern because the department manager has the sole decision on the bonus allowance with staffs raising issues that the allocation is unfair, furthermore, there was issues relating to wages whereby newcomer's wages were comparable to that of senior staff members (respondent D). Respondent C had issues relating to Jabatan Perhubungan Perusahaan Malaysia (JPP) which is the Malaysian department of Industrial Relations – their union had filed complaints, but the department has not contacted anyone regarding the matter after more than half a year. Respondent E and F has highlighted that trust still needs to be built between both parties.

Respondents A, B, C and D stated that there was no internal issues that were unresolved and brought forward before the implementation of dialogues. Candidate F elaborated that issues were quickly resolved following dialogue sessions as issues unresolved at branch level would be brought to attention at the national level. If it wasn't sufficient, these issues will be brought up higher to the regional or global level for both parties to reach an agreement. Candidate E pointed out external issues which has been ongoing – namely the Trade Union Act 1959 which has been an obstacle in limiting the scope of trade union membership. As a result of these restrictions, only 6-7% of the total workforce of 13 million in Malaysia are a member of the union.

Newer issues that were addressed after the practice of dialogues were imposed are; layoff issues regarding workforce from branch to dealers (respondent C) as well as issues relating to wages as well as attendance bonus(respondent D). Respondent E stated a more outward perspective regarding issues that pertain to the laws regarding



migration, migrant workers and the unionization of independent and informal workers. He further states that there has been negotiations with the Malaysian Ministry of Human Resource, industrial relations experts as well as trade union representatives in resolving these issues.

All respondents stated that stakeholders feel comfortable in addressing issues and are interested in achieving peaceful industrial relations through open communication for the betterment of all parties. As such, there were no further issues that any respondents would like to address.

**Theme 5: What stage of social dialogue is applicable to your company?**

This question is set to find out the level of social dialogue that the interviewee's company is engaged at, to assess the intensity of social dialogues that had taken place.

All respondents had stated that their company practices the highest intensity of social dialogue, having signed the collective bargaining agreement.

Respondent E, being a national organization (UNI MLC) had provided additional evidence on the success of the Social Dialogues when they recognized six companies for their outstanding Smart Partnership practices, and presented them with the UNI MLC - UNI APRO Smart Partnership Award 2016. (UNI Malaysia Labour Centre, 2016) Do note that Smart Partnership refers to the practise of industrial relations through the use of social dialogues. The term is coined slightly differently but does not deviate from the original meaning mentioned earlier due to regional differences.

He further stated that there have been recent active talks with the Director General of the Department of the Department of Industrial Relations Malaysia regarding the current development on Smart Partnership and Human Resource Development in the country. (UNI Malaysia Labour Centre , 2018)

According to Respondent F, she had mentioned that there were UNI-APRO Outstanding Employer-Partner Awards given in recognition of model employers. The then Prime Minister of Malaysia, Datuk Seri Abdullah Ahmad Badawi

presented these awards at the 2nd Asia- Pacific Regional Conference to model employers; the local recipients were the Star Publications (M) Bhd and Telekom Malaysia. (The Star Online, 2007)

#### 4.2.1 Respondent Demographic Profile

The table below shows a glimpse of each respondent’s profile and background, as well as the reasons as to why they were selected as a respondent in this study.

Table 4.1: Respondent A

1	Name	Anonymous – Referred to as respondent A
2	Company name	AEON BiG Malaysia
3	Affiliated union	Kesatuan Pengurus Pengurus AEON Big (M) Sdn. Bhd
4	Gender	Male
5	Membership status	Union leader
6	Representation	Manager
7	Justifications for being chosen as a respondent	He is able to give insight on the practice of industrial relations between his union (which represents the managers) and the company’s management.

Source: Developed for the research from the respondent’s background.

Table 4.2: Respondent B

1	Name	Anonymous – Referred to as respondent B
2	Company name	AEON BiG Malaysia
3	Affiliated union	Kesatuan AEON Big (M) Sdn. Bhd
4	Gender	Male
5	Membership status	Union Leader
6	Representation	Non – executive
7	Justifications for being chosen as a respondent	His union represent the majority of the workforce in AEON BiG. As a trade union leader, he would be able to share with us the view point of the workers and the effects of adopting the social dialogue methodology in his union.

Source: Developed for the research from the respondent's background.

Table 4.3: Respondent C

1	Name	Anonymous – Referred to as respondent C
2	Company name	Proton Edar Sdn. Bhd
3	Affiliated union	Edar Sdn. Bhd. Employees Union
4	Gender	Male
5	Membership status	Union leader
6	Representation	Non – executive
7	Justifications for being chosen as a respondent	He has been an employee in this company for more than 5 years and is presently a trade union leader. As a union representative he is one of the key persons responsible for industrial relations between the workers and management.

Source: Developed for the research from the respondent's background.

Table 4.4: Respondent D

1	Name	Anonymous – Referred to as respondent D
2	Company name	Robinsons & Co (M) Bhd
3	Affiliated union	Kesatuan Pekerja-Pekerja Robinson & Co (M) Bhd
4	Gender	Male
5	Membership status	Union leader
6	Representation	Non – executive
7	Justifications for being chosen as a respondent	This union leader was very keen to share his experience with us on the experience of having a social dialogue in his workplace which had benefited the workers and smoothen the management of the stores.

Source: Developed for the research from the respondent's background.

Table 4.5: Respondent E

1	Name	Anonymous – Referred to as respondent E
2	Company name	UNI Malaysia Labour Centre
3	Affiliated union	UNI MLC
4	Gender	Male
5	Membership status	Union leader
6	Representation	Not applicable
7	Justifications for being chosen as a respondent	<p>This respondent is the President of UNI Malaysia Labour Centre (UNI MLC and the Secretary-General of Asean Services Employees Trade Union Council (ASETUC).</p> <p>He is a highly respectable trade union leader with more than 46 years of experience in the trade union. UNI MLC was established 18 years ago and now has a membership of more than 300,000 members from 65 union groups and has been a key in organising workers in the commerce sector into trade unions. Due to his proximity to our area of research, we will be provided with accurate picture of how employers, employees and trade union function together within Malaysia.</p>

Source: Developed for the research from the respondent's background.

Table 4.6: Respondent F

1	Name	Anonymous – Referred to as respondent F
2	Company name	UNI Asia & Pacific Region
3	Affiliated union	UNI Asia & Pacific Region
4	Gender	Female
5	Membership status	Union leader
6	Representation	Not applicable
7	Justifications for being chosen as a respondent	She has 37 years' experience in the trade union movement and is presently the Director of Commerce for the Asia & Pacific region which represents 172 trade unions and over 2,330,700 workers.  Her extensive knowledge and opinions of how industrial relations is practised amongst different countries within the Asia & Pacific region which is why we had contacted her for our study.

Source: Developed for the research from the respondent's background.

### 4.3 Conclusion

To conclude this chapter, all respondents agreed that social dialogue has facilitated them in terms of workplace relations, and that there is a significant positive experience following the implementation of social dialogues.

Furthermore, they all mention that there were issues which needed to be ironed out after the initial implementation of social dialogues but these issues were quickly resolved through open communication and trust with each other.

It is noted that UNI MLC being the national labour centre has closer working relations to promote social dialogues with their affiliates, employers and the government while UNI Apro as a regional trade union organisation has continued to facilitate this process.

In conclusion, both employees as well as stakeholders were keen in resolving industrial matters through social dialogues and are constantly working through existing issues with the aim of attaining industrial harmony.

## **CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATION**

### **5.1 Introduction**

Within this last chapter, we will discuss about major findings, followed by the implications and limitations we have experienced whilst conducting this study. Finally, recommendations for future studies will be highlighted for future researcher to take note should they decide to pursue research in similar studies.

### **5.2 Discussion of Major Findings**

In general, our findings shows that employees are welcome towards the idea of building good industrial relations through the practise of social dialogues and have cited that the main benefits of social dialogue are improved communication between employer and employee which leads to a better understanding towards each other. It is also noted that effective social dialogues tend to resolve workplace frustrations especially pertaining to decision making matters, and an increase in problem solving as well as a sense of higher-work security.

Furthermore, there were inward facing issues in the process of implementation and conducting social dialogues but these were resolved in due time. Outward facing issues pertaining to the law and regulations are still work in progress.

Stakeholder participation in social dialogues are generally rated moderate to very high with the exception of the government whose participation was rated none to little, but only within the retail union. From the interview, we noted that social dialogues takes place in the form of a bipartite representation which leans towards the narrow aspect of social dialogues.



Stakeholders maintained that it is easy to bring up workplace issues through their respective leaders so it can be raised during dialogue sessions. Effective communication was cited as key in overcoming past issues.

It also appears that dialogues have been very effective as current issues were raised in dialogues and respondents did not have any additional issues they would like to address in the interview. Also, all respondents practised the highest intensity of social dialogue and had already signed a collective bargaining agreement with their employers.

### **5.3 Implication of the Study**

From our findings, we noted that stakeholders are keen in practicing meaningful, successful social dialogues as the open communication, engagement with their employers and mutual respect had brought about a better working environment where workers, through their union can bring out issues of common concern without fear of backlash from their employer. Stakeholders are keen to assist the company to grow profits and enhance the company's performance as the workers as they felt that they are valued and can identify in the company's vision.

Based on the survey, there are clear indication that social dialogue is beneficial for the stakeholders in resolving problems and issues at the workplace. The strength of social dialogues which encompasses mutual respect, trust and sharing a common objective and vision helps add value in sustainable long term industrial relations which benefits both parties – the employers and stakeholders, as long as there are consensus building and involvement involved.

### **5.4 Limitations of the Study**

Throughout this study, it should be noted that there are various limitations which we have encountered. However, despite there being these limitations it does not

affect the significance of findings within this study. As topics about industrial relations within Malaysia's retail sector has been scarce, we have done our best in trying to minimize these limitations although we were unable to completely eliminate such limitations. Such limitations that we have encountered are described below.

### **Time Limitation**

Due to the limited time frame, it was impossible to cover every aspect of this topic in regards to literature review. Furthermore, this research intended to seek the opinions of the Government as well as policy-makers but were unable to do so as scheduling appointments and higher up clearance (on their part) requires upwards of 6 months.

### **Word count limitation**

The data analysis was intended to be done through a combination of qualitative as well as quantitative methods in order to give a more solid structure towards the findings, but doing so will affect the overall word count significantly. Therefore, it was advised to stick to only one method in the analysis.

### **Sample Size**

The sample size employed within this study may not be sufficient in accurately representing the total population of stakeholders involved within this study. Due to time constraints, this study has been carried out through a limited number of interviewees. Hence, the research outcome may not entirely represent the opinions of all the stakeholders involved within this study.

### **Insufficient Information**

Most of the studies referred to are from foreign studies and journals as there are insufficient studies based on this topic. It is noted that these studies and journals referred to may not be applicable within the local context due to societal differences and ideology. Additionally, there was much difficulties in relation to access to some information as obtaining such access required payment or subscriptions.

## **5.5 Recommendations for Future Research**

Future studies may consider exploring different fields of similar studies within Malaysia due to the lack of academic journals within this field. As employer and employee participation in the practise of industrial relations are increasing, future researches may look to update previous studies as well as consider re-visiting published journals in order to examine how industrial relations has evolved over time within Malaysia.

Furthermore, in regards to this research paper – we hope that future researches will employ the use of quantitative methods in examining the accuracy of the views held within this paper, to examine if they are representative of the population.

Also, it would be interesting if future researches could cover the views of not only the government but also the views of the management in respect to the companies involved as these are the aspects we have left out in this study.

Lastly, as the platform economy is quickly expanding following our transition to the new era of globalisation – researchers may look into how industrial relations can adapt into this new reality as well as various ways it may bring changes.

## **5.6 Conclusion**

To conclude our study, we have given several suggestions to guide researches in carrying out similar topics in the future.

To increase trade union workers' participation rate in perspective of the Malaysian government, we would like to recommend the use of behavioural 'nudges' in the entire Malaysian workforce. In behavioural science, the practice of 'nudges' alongside public policy implementation yields an effective, yet cost efficient method tool in addressing issues relating to nationwide policies and can be used to increase employees' participation in the trade union.

To put into context, a nudge policy can be implemented when the Malaysian government makes it default for all employees within the workforce to join the union but gives them the flexibility to opt out. This effectively protects employees' freedom in participation while yielding the advantage that employees tend to accept default policies. Through the successful implementation of behavioural nudges in line with union participation, Malaysia may be able to reduce the instances of brain-drain from happening, and retain specialized and skilled human capital. This will also benefit employees through uplifting and strengthening their employee rights. (Beshears & Milkman, 2017)

Employers, too, can play a part in attracting employees to join the trade union. As mentioned earlier, the benefits of good social dialogues can help foster successful communications and allows both parties to work towards a shared goal. Employers can take a step further by integrating stakeholders into part of the business plan whereby they may offer stakeholders bonuses in terms of company shares. This allows them to have a sense of belonging within the business as they are shareholders of the company they are working for – so they will work hard in improving themselves for the overall betterment of the business, resulting in a tighter fit in shared objectives amongst employers and stakeholders.

We hope that this research has been successful in creating the awareness of the importance of educating more people about industrial harmony which can be achieved through the use of social dialogues. Thus, we hope that stakeholders will actively seek out the use of social dialogues instead of being compelled by the law to enter.

In conclusion, the strength demonstrated by social dialogues of mutual respect between employers and employees, trust amongst each other and sharing a clear objective by adding value in sustainable long term industrial relations that will definitely benefit both parties so long as there are consensus building and involvement of the main stakeholders.

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## APPENDICES

### Appendix 1.1 Questionnaire (English)

Dear respondent,

I am Amanda Chow, an undergraduate student from Universiti Tunku Abdul Rahman (UTAR). I am currently conducting a research project titled “Partnership Industrial Relations of the Retail Sector and their Relationship with Trade Unions in Malaysia”. The purpose of this research is to investigate how an organization builds a successful and meaningful relationship between management and stakeholders as well as resolving issues faced through social dialogues.

I sincerely invite you to participate in this study and hope that you will take a few minutes to complete this questionnaire. Your response is essential in this study and I will be both grateful and appreciative for your time and effort taken in completing this questionnaire. This survey is strictly for academic and research purposes. Therefore, be rest assured that all responses collected will remain private and confidential.

- 
1. What are the benefits of practicing meaningful social dialogues from your point of view?
    - a. How do you define meaningful and effective social dialogues?
    - b. What difference have you personally experienced from the practice of social dialogue, compared to before the implementation? \*

\*If you have joined your current company after the union was recognized, please compare your current workplace environment with your previous workplace environment (in your past job) and describe your experiences in detail.

Questions 2-5 will refer to the following Union recognized companies within Malaysia in the retail sector, namely; Proton Edar Sdn. Bhd. Employees Union, IKANO Pte. Ltd. Employees Union, Kesatuan Pekerja-Pekerja AEON Big (M) Sdn. Bhd., Kesatuan Pengurus Pengurus AEON Big (M) Sdn. Bhd., Kesatuan Pekerja-Pekerja Robinson & Co (M) Bhd and others.



2. What are the problems faced during the process of implementing and conducting successful social dialogues?

a. How involved are stakeholders in participating in social dialogues?

(1) Government

None	Little	Moderate	High	Very High
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(2) Employer

None	Little	Moderate	High	Very High
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(3) Employee

None	Little	Moderate	High	Very High
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(4) Union

None	Little	Moderate	High	Very High
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(5) Others, if applicable please state; \_\_\_\_\_

None	Little	Moderate	High	Very High
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b. How do stakeholders usually participate in social dialogues? Whom do they speak to and why?

c. How does your respective company practice social dialogues? Are all the staffs usually involved, or are only the representative involved?

d. How are stakeholders informed or notified of any changes arising from social dialogue?

e. How easy/difficult it is to bring up issues through social dialogues (please elaborate)

3. What are the strategies adopted by in overcoming or minimizing implementation problems?

a. What were the problems in the past following implementation?

b. How did were these issues resolved?

4. Whether there are any current or ongoing issues among stakeholders?

a. Are there any issues were unresolved from before implementation of social dialogue until now?

b. Has there been any newer issues that are being addressed? This is referring to issues that occur after the practice of social dialogues

c. How do you stakeholders feel about addressing issues within the company?

d. Do you wish to address any issues you have encountered?

5. Which stage of social dialogue is most applicable to your company? Please tick whichever is applicable.

High intensity

Intensity  
of  
Social  
Dialogue

Collective Bargaining Agreement

Negotiation

Consultation

Exchange of information

6. Please tick on the box to suggest which of the following union company you are representing.

- Proton Edar Sdn. Bhd. Employees Union
- IKANO Pte. Ltd. Employees Union
- Kesatuan Pekerja-Pekerja AEON Big (M) Sdn. Bhd.
- Kesatuan Pengurus Pengurus AEON Big (M) Sdn. Bhd.
- Kesatuan Pekerja-Pekerja Robinson & Co (M) Bhd
- Others, please state: \_\_\_\_\_

Appendix 2.2 Questionnaire (Bahasa Malaysia)

Responden yang dihormati,

Saya, Amanda Chow adalah seorang pelajar sarjana dari Universiti Tunku Abdul Rahman (UTAR). Saya sedang menjalankan projek penyelidikan bertajuk "Partnership Industrial Relations of Retail Sector and their Relationship with Trade Unions in Malaysia ". Tujuan penyelidikan ini adalah untuk menyiasat bagaimana sebuah organisasi membina hubungan yang efektif dan bermakna antara pihak pengurusan(management) dan pihak berkepentingan(stakeholders) serta bagaimana mereka menyelesaikan masalah yang dihadapi melalui dialog sosial.

Saya dengan ikhlas menjemput anda untuk mengambil bahagian dalam kajian ini dan berharap anda akan mengambil masa beberapa minit untuk menyelesaikan soal selidik ini. Tanggapan anda adalah penting dalam kajian ini dan saya sangat bersyukur serta amat menghargai masa serta usaha anda dalam menyelesaikan soal selidik ini. Kajian ini adalah untuk tujuan akademik dan penyelidikan sahaja. Oleh itu, saya akan memastikan bahawa semua respon yang dikumpul adalah peribadi dan sulit.

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1. Apakah faedah mengamalkan dialog sosial yang bermakna dari pandangan anda?
  - a. Bagaimana anda menentukan and mendefinisikan dialog sosial yang bermakna dan efektif?
  - b. Apakah perbezaan yang dialami oleh anda dalam persekitaran perkerjaan dari pengamalan dialog sosial, berbanding sebelum pelaksanaan dialog sosial?\*

\*Jikalau anda telah menyertai syarikat selepas kesatuan pekerja dibentuk, sila membandingkan persekitaran perkerjaan anda sekarang dengan persekitaran perkerjaan anda yang lalu dan menerangkan pengalaman anda dengan terperinci.

Soalan 2-5 akan merujuk kepada syarikat-syarikat yang mengiktiraf kesatuan pekerja dalam sektor jualan runcit(retail) di Malaysia, iaitu; Proton Edar Sdn. Bhd. Employees Union, IKANO Pte. Ltd. Employees Union, Kesatuan Pekerja-Pekerja AEON Big (M) Sdn. Bhd., Kesatuan Pengurus Pengurus AEON Big (M) Sdn. Bhd.,Kesatuan Pekerja-Pekerja Robinson & Co (M) Bhd dan lain-lain.

2. Apakah masalah yang dihadapi dalam proses pelaksanaan dan rintangan yang dihadapi dalam menjalankan dialog sosial yang berhasil?
- a. Setakat manakah pihak berkepentingan(stakeholders) melibatkan diri dalam menyertai dialog sosial?

(1) Pihak Kerajaan

Tiada	Sedikit	Sederhana	Tinggi	Sangat Tinggi
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(2) Pihak Majikan

Tiada	Sedikit	Sederhana	Tinggi	Sangat Tinggi
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(3) Pihak Pekerja

Tiada	Sedikit	Sederhana	Tinggi	Sangat Tinggi
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(4) Kesatuan Pekerja

Tiada	Sedikit	Sederhana	Tinggi	Sangat Tinggi
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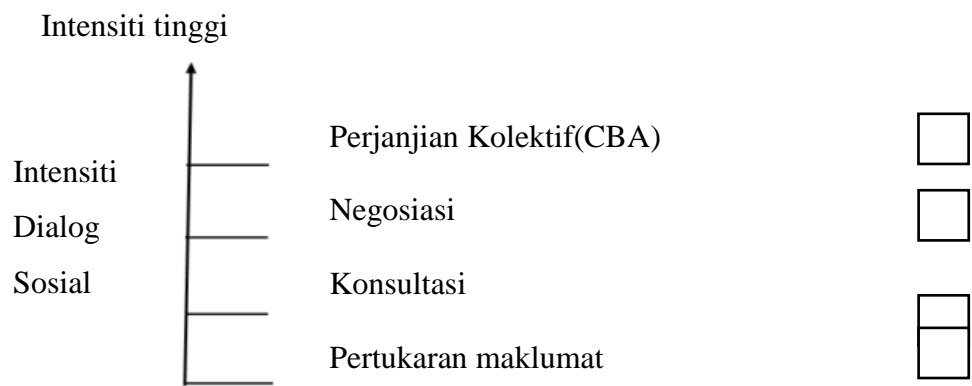
(5) Lain-lain, jika berkenaan sila nyatakan; \_\_\_\_\_

Tiada	Sedikit	Sederhana	Tinggi	Sangat Tinggi
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- b. Bagaimana pihak berkepentingan(stakeholders) biasanya menyertai dialog sosial? Siapakah yang mereka berkomunikasi dengan dan mengapa?
- c. Bagaimanakah syarikat yang anda berada di dalam mengamalkan dialog sosial? Adakah semua kakitangan biasanya terlibat, atau hanya wakil-wakil pekerja sahaja yang terlibat?
- d. Bagaimanakah pihak berkepentingan(stakeholders) dimaklumkan atau diberitahu mengenai sebarang perubahan yang timbul daripada dialog sosial?
- e. Betapa mudah / sukar untuk bersuara mengenai isu-isu yang ditemui melalui dialog sosial (sila memberi keterangan bersama contoh yang terperinci)
3. Apakah strategi yang digunakan dalam mengatasi atau meminimumkan masalah pelaksanaan?
- a. Apakah isu-isu yang dihadapi dalam proses pelaksanaan dialog sosial?
- b. Bagaimanakah isu-isu ini dapat diselesaikan?
4. Adakah terdapat sebarang isu semasa atau isu yang masih berterusan antara kalangan pemegang kepentingan(stakeholders).
- a. Adakah terdapat isu-isu yang masih belum diselesaikan atau yang dalam proses diperselesaikan? Ini merujuk kepada isu-isu yang timbul sebelum pelaksanaan kesatuan pekerja yang masih berterusan sehingga sekarang.

- b. Adakah terdapat isu-isu semasa yang sedang ditangani? Ini merujuk kepada isu-isu yang timbul selepas syarikat anda melaksanakan dialog sosial.
- c. Bagaimanakah pihak berkepentingan(stakeholders) berperasaan mengenai membangkitkan isu-isu dihadapi dalam syarikat/pekerjaan?
- d. Adakah terdapat isu-isu yang anda sedang menghadapi dan ingin membangkitkan mengenai syarikat/pekerjaan anda?

5. Tahap dialog sosial yang paling sesuai untuk syarikat anda? Sila tandakan mana-mana yang berkenaan.



6. Sila tandakan kotak untuk mencadangkan mana-mana syarikat kesatuan pekerja berikut yang anda mewakili.

- Proton Edar Sdn. Bhd. Kesatuan Pekerja
- IKANO Pte. Ltd. Employees Union
- Kesatuan Pekerja-Pekerja AEON Big (M) Sdn. Bhd.
- Kesatuan Pengurus Pengurus AEON Big (M) Sdn. Bhd.
- Kesatuan Pekerja-Pekerja Robinson & Co (M) Bhd
- Lain-lain (sila nyatakan): \_\_\_\_\_