An examination of employee participation in the private sector: Malaysian case studies

Balakrishnan Parasuraman
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APPENDIX 1: List of Interviewees

Interview with Malaysian Trade Union Congress (MTUC), Malaysian Employers Federation (MEF), Metal Industry Employees Union, and Industrial Relations Department, Ministry of Human Resources (PART 1) and as well summaries of data collections in 4 cases in Malaysia (PART 2)

PART 1: National Key Players in Industrial Relations

Interview with the MTUC Chairman, The Executive Director of MEF, Senior Industrial Relations Officer, Metal Industry Employees Union (MIEU) which affiliated with MTUC, Senior Officer of Industrial Relations, Industrial Relations Department, Ministry of Human Resources, Malaysia.

The rationale for interviewed these people:

a. To explain about the current status of Code of Conduct For Industrial Harmony 1975.

b. To identify the impact of this code on employee participation practices in private sector in Malaysia.

c. To explain the current development and debate on industrial relations in Malaysia from union, employers federation and government perspectives.

d. To obtain some of the archival documents such as the Code of Conduct for Industrial Harmony 1975; Industrial Relations Act 1967; Trade Union Act 1959; Employment Act 1955 and other relevant statistic on industrial relations in Malaysia.

<table>
<thead>
<tr>
<th>Method</th>
<th>Unit of Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interviews</td>
<td></td>
</tr>
<tr>
<td>(Unstructured and semi-structured)</td>
<td>presidential-Malaysian Trade Union Congress (MTUC), 21/12/2003/10am-12pm</td>
</tr>
<tr>
<td></td>
<td>executive Director-Malaysian Employers Federation (MEF), 24/9/2003/3pm-5pm</td>
</tr>
<tr>
<td></td>
<td>Director of IR (DGR), Industrial Relations Dept, Ministry of HRM, Malaysia, 19/10/03, 2.30pm to 5.00pm</td>
</tr>
<tr>
<td></td>
<td>Senior Industrial Relations Officer-Industrial Relations Dept, Ministry of HRM, Malaysia, 3/6/2004/3pm-5pm</td>
</tr>
<tr>
<td></td>
<td>Senior Industrial Relations Officer-Metal Industry Employees Union (MIEU), 6/11/2003/3-5pm</td>
</tr>
</tbody>
</table>

PART 2: Firm Case Studies

Data collection procedures in three private firms in Malaysia: Case 1: Steelco (Klang, West Malaysia), Case 2: Autoco (Kota Kinabalu, Sabah East Malaysia), and Case 3: Posco (Kuala Lumpur, West Malaysia Kota Kinabalu, East Malaysia).

Duration of Data Collection: September 2003 to May 2004
CASE STUDY 1: STEELCO

DATA COLLECTION- SOURCES AND METHODS: CASE 1: STEELCO KLANG, WEST MALAYSIA

<table>
<thead>
<tr>
<th>Method</th>
<th>Unit of Analysis</th>
</tr>
</thead>
</table>
| Interviews              | - HR Manager- (1)  
                          - Production Manager (1)  
                          - Executive and Supervisor (2)  
                          - TQM Manager (informal discussion) (1)  
                          - Union Representatives (2)  
                          - Non-Managerial Employees (Blue and White Collar)  
                          a. Perkeranian (Clerical)- 1  
                          b. Juruteknik (Trade/ Technician)- 1  
                          c. Operator Mesin (Machine Operator)- 1  
                          d. (Pekerja am)- General hands- 2  
                          e. Skill Worker-1  
                          **Total: 13 participants** |
| Direct Observation      | - Management-employee consultation meeting- informal discussion between them through direct observations  
                          - In-plant committee meeting- MC Hammer Meeting, 15/10/2003/ 11am-11.35am (recorded in tape cassette)  
                          - Festival Lunch (Deepavali)- 16/10/2003/ 12am-2pm  
                          - Company layout (map/structure) and company visit guided by the Production Manager (5/11/2003) and also Production Supervisor (9/10/2003)- 9am-11.30am  
                          - Sometimes sit down at the canteen and recorded events and interactions between employee-employee and also management-employee  
                          - Daily observation at the workplace |
| Desk Information        | - Policy Handbooks (3/10 To 9/10/2003) at Human Resource Office  
                          - Code of Conduct For Steelco (For Non Executives And Supervisors) – 7-8/10/2003  
                          - Company Annual Report 2002  
                          - Organisational Charts  
                          - Staff Attendance Record Book  
                          - Company Official Histories  
                          - Company Journal (Such As Monthly News Letter, Magazine) (Steelco Group Newsletter; Southern Steel Group Newsletter) – 9/10/2003  
                          - Collective Agreement (7/10 To 11/10/2003)  
                          - Minutes of Management- Union Meetings  
                          - Digital photographs (multiple locations in the Steelco)  
                          - Company’s pamphlets about their products and marketing plan |

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## INTERVIEW WITH KEY INFORMANTS AT STEELCO, KLANG, SELANGOR, WEST MALAYSIA

<table>
<thead>
<tr>
<th>Category/Job Title</th>
<th>Place of Interview</th>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR/TQM Manager</td>
<td>HR Manager Office</td>
<td>2/10/03</td>
<td>10.45am—12.30 pm</td>
</tr>
<tr>
<td>HR/TQM Manager</td>
<td>HR Manager Office</td>
<td>2/10/03</td>
<td>3.00pm - 5.00pm</td>
</tr>
<tr>
<td>HR/TQM Manager</td>
<td>HR Manager Office</td>
<td>3/10/03</td>
<td>4.00-pm-5.30pm</td>
</tr>
<tr>
<td>HR/TQM Manager</td>
<td>HR Manager Office</td>
<td>7/10/03</td>
<td>11.00a.m -12.30 pm</td>
</tr>
<tr>
<td>Payroll Clerk (Clerical Employee/White Collar)</td>
<td>Executive Meeting Room, 1st Floor</td>
<td>8/10/03</td>
<td>4.00pm- 5.15pm</td>
</tr>
<tr>
<td>Production Supervisor</td>
<td>Executive Meeting Room, 1st Floor</td>
<td>9/10/03</td>
<td>11.00 a.m-1.00pm</td>
</tr>
<tr>
<td>Skill Worker</td>
<td>Production Office</td>
<td>17/10/03</td>
<td>2.30-4.00pm</td>
</tr>
<tr>
<td>Production Supervisor</td>
<td>Executive Meeting Room, 1st Floor</td>
<td>30/10/03</td>
<td>3.00-4.00pm</td>
</tr>
<tr>
<td>Production Executive</td>
<td>Executive Meeting Rooms, 1st Floor</td>
<td>9/10/03</td>
<td>11.35am-1.05pm</td>
</tr>
<tr>
<td>Production Technician</td>
<td>Same as above</td>
<td>10/10/03</td>
<td>11am-12.30am</td>
</tr>
<tr>
<td>Union Committee</td>
<td>Production Office</td>
<td>10/10/03</td>
<td>2.45pm-5pm</td>
</tr>
<tr>
<td>Union Committee</td>
<td>Production Office</td>
<td>11/10/03</td>
<td>2.45pm-4.30pm</td>
</tr>
<tr>
<td>Machine Operator</td>
<td>Executive Meeting Rooms, 1st Floor</td>
<td>15/10/03</td>
<td>2.50pm-4.45pm</td>
</tr>
<tr>
<td>General Worker</td>
<td>Executive Meeting Rooms, 1st Floor</td>
<td>31/10/03</td>
<td>11am-1pm</td>
</tr>
<tr>
<td>General Hands (Operator)</td>
<td>Production Office</td>
<td>3/11/03</td>
<td>1100am-1.00pm</td>
</tr>
<tr>
<td>Production Manager</td>
<td>Production Office</td>
<td>13/1/03</td>
<td>11am-1.00pm</td>
</tr>
<tr>
<td>Production Manager</td>
<td>Production Office</td>
<td>5/12/03</td>
<td>11.15am- 112.30pm</td>
</tr>
<tr>
<td></td>
<td>Production Office</td>
<td>5/11/03</td>
<td>2.35pm-3.15pm</td>
</tr>
<tr>
<td>Production Supervisor</td>
<td>Production Office</td>
<td>2/12/03</td>
<td>3.00-4.50pm</td>
</tr>
<tr>
<td>TQM Manager</td>
<td>Near Human Resource Office</td>
<td>2/12/03</td>
<td>10.00am-11.00am</td>
</tr>
</tbody>
</table>
CASE STUDY 2: AUTOCO

DATA COLLECTION- SOURCES AND METHODS: CASE 4: AUTOCO, KOTA KINABALU, SABAH, EAST MALAYSIA

<table>
<thead>
<tr>
<th>Methods</th>
<th>Unit of analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Interviews</strong></td>
<td>• Plant Adviser (Representing, General Manager (GM)) (1)</td>
</tr>
<tr>
<td>(Semi-structured and unstructured questions)</td>
<td>• Assistant Plant Manager (1)</td>
</tr>
<tr>
<td></td>
<td>• Senior HR Executive (1)</td>
</tr>
<tr>
<td></td>
<td>• Management Representative/TQM Manager (1)</td>
</tr>
<tr>
<td></td>
<td>• Senior Executive (Health and Safety/QC) (1)</td>
</tr>
<tr>
<td></td>
<td>• Production Supervisor (1)</td>
</tr>
<tr>
<td></td>
<td>• Non-Managerial Employees Category:</td>
</tr>
<tr>
<td></td>
<td>i. Technician (1)</td>
</tr>
<tr>
<td></td>
<td>ii. General Clerk (1)</td>
</tr>
<tr>
<td></td>
<td>iii. Machine Operators (2)</td>
</tr>
<tr>
<td></td>
<td>iv. General Hands (1)</td>
</tr>
<tr>
<td></td>
<td>v. Painter (1)</td>
</tr>
<tr>
<td><strong>TOTAL: 12 PARTICIPANTS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Direct Observation</strong></td>
<td>• Management-employee consultation meeting- informal meeting between managers and employees (Daily Observation)</td>
</tr>
<tr>
<td></td>
<td>• Team briefings- 2 briefings- 20/2/04/ 3.30-3.50pm and 17/2/04/ 10.30am –10.50am</td>
</tr>
<tr>
<td></td>
<td>• Visited the whole plant under the guidance Production Supervisor on 20/2/2004 and also company layout/map/structure</td>
</tr>
<tr>
<td></td>
<td>Informal discussions with employees either managerial of non-managerial level</td>
</tr>
<tr>
<td><strong>Desk Information</strong></td>
<td>• Policy handbooks</td>
</tr>
<tr>
<td></td>
<td>• Organisational charts</td>
</tr>
<tr>
<td></td>
<td>• Company official histories</td>
</tr>
<tr>
<td></td>
<td>• Company journal (such as monthly news letter, magazine) (Lion Group Newsletter and SEDCO Newsletter)</td>
</tr>
<tr>
<td></td>
<td>• Minutes of meetings on QCC, Sports and Recreation, Safety and Health, Employees Suggestions Scheme, ISO9000, management meeting</td>
</tr>
<tr>
<td></td>
<td>• Company annual report</td>
</tr>
<tr>
<td></td>
<td>• Annual financial statement.</td>
</tr>
<tr>
<td></td>
<td>• ISO 9000 documents</td>
</tr>
<tr>
<td></td>
<td>• Photographs</td>
</tr>
<tr>
<td></td>
<td>• Company layout/structure</td>
</tr>
<tr>
<td></td>
<td>• Staff ratio</td>
</tr>
</tbody>
</table>
INTERVIEW WITH KEY INFORMANTS AT AUTOÇO KOTA KINABALU, SABAH, EAST MALAYSIA

<table>
<thead>
<tr>
<th>Category/Job Title</th>
<th>Place of interview</th>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plant Adviser</td>
<td>General Manager’s Office</td>
<td>9/3/2004</td>
<td>10.00am-12.30pm</td>
</tr>
<tr>
<td>Assistant Assembly Manager (AAM)</td>
<td>AAM’s Office</td>
<td>28/1/2004</td>
<td>3.35pm-5.00pm</td>
</tr>
<tr>
<td>Senior HR Executive</td>
<td>HR Office</td>
<td>4/2/04</td>
<td>9.30am-11.30am</td>
</tr>
<tr>
<td>Management Representative/TQM Manager</td>
<td>Accounts Department</td>
<td>10/2/2004</td>
<td>2.00pm-4.00pm</td>
</tr>
<tr>
<td>Senior Executive (Health &amp; Safety/QC)</td>
<td>AAM’s Office</td>
<td>17/2/2004</td>
<td>10.30am-12.00pm</td>
</tr>
<tr>
<td>Production Supervisor</td>
<td>Factory Meeting’s Room</td>
<td>20/2/2004</td>
<td>2pm-3.30pm</td>
</tr>
<tr>
<td></td>
<td></td>
<td>24/2/2004</td>
<td>10.30am-12.30pm</td>
</tr>
<tr>
<td>Technician</td>
<td>Factory Meeting’s Room</td>
<td>20/2/2004</td>
<td>10.00am-12.00pm</td>
</tr>
<tr>
<td>General Clerk</td>
<td>Factory Meeting’s Room</td>
<td>17/2/2004</td>
<td>9.00am-10.30pm</td>
</tr>
<tr>
<td>Machine Operator</td>
<td>Factory Meeting’s Room</td>
<td>18/2/2004</td>
<td>9.00am-10.30am</td>
</tr>
<tr>
<td>Machine Operator</td>
<td>Factory Meeting’s Room</td>
<td>18/2/2004</td>
<td>10.30am-12.30pm</td>
</tr>
<tr>
<td>General Hand</td>
<td>Factory Meeting’s Room</td>
<td>17/2/2004</td>
<td>2.00pm-3.30pm</td>
</tr>
<tr>
<td>Painter</td>
<td>Factory Meeting’s Room</td>
<td>3/3/2004</td>
<td>2.30-4.00pm</td>
</tr>
</tbody>
</table>
### CASE STUDY 3: POSCO

**DATA COLLECTION- SOURCES AND METHODS: CASE 3: POSCO, KUALA LUMPUR, WEST MALAYSIA AND KOTA KINABALU, SABAH, EAST MALAYSIA**

| **Interviews**  
  (Semi-structured and unstructured questions) | **Non-Managerial Employees Category:**  
  | • IR MANAGER (1)  
  | • TQM/QUALITY MANAGER (1)  
  | • Non-Managerial Employees Category:  
  | Assistant Executive (1)  
  | Postman/Branch Union Committee (1)  
  | Assistant Technician (1)  
  | Clerk (Front Office) (1)  
  | Postman (1)  
  | General Clerk (Administration Dept) (1)  
  | • Union Works Committee (Representatives)  
  | President of PMUPUS (1)  
  | Secretary-General of PMUPUS (1)  
  | Assistant General Sec. of PMUPUS (1)  
  | Union Secretary (1)  
  | President of PMUPCW (1)  
  
**TOTAL: 13 PARTICIPANTS**

| **Direct Observation** | • Management-employee consultation meeting (only by observation- whenever interview sessions will take place)  
 | • Company layout (map and also structure) and visiting guided by Union President and General Manager of Posco at branch level  
 | • Direct observation as non-participant at union monthly committees meeting at Union Office, Jalan Brickfields, Kuala Lumpur  

| **Desk Information** | • Policy handbooks  
 | • Organisational charts/structure  
 | • Company official histories  
 | • Company journal (such as monthly news letter, magazine) *(Suara Post - Union's Monthly Newspaper)* and *Pekelling Post Newsletter*  
 | • Collective agreement  
 | • Minutes of meetings- Joint Consultation Committees (JCCs) Meetings and Collective Agreements (CA)  
 | • Company Annual Report  
 | • Annual Financial Statement.  
 | • ISO 9000 documents  
 | • Incoming official emails documents which by management to employees  
 | • Statistic on Staff Proposition
DATA COLLECTION- SOURCES AND METHODS: CASE 3, POSCO, Kuala Lumpur, WEST MALAYSIA

INTERVIEW WITH KEY INFORMANTS AT POSCO, KUALA LUMPUR AND WORKPLACE AT KOTA KINABALU, SABAH, EAST MALAYSIA

<table>
<thead>
<tr>
<th>Category/Job Title</th>
<th>Place of Interview</th>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial Relations (IR) Manager</td>
<td>IR Office, HQ, Kuala Lumpur</td>
<td>24/12/2003</td>
<td>9.30AM-12.30PM</td>
</tr>
<tr>
<td>Quality Manager</td>
<td>Meeting Room</td>
<td>24/12/2003</td>
<td>2.15pm-3.30pm</td>
</tr>
<tr>
<td>Assistant Executive (Non-Managerial Category)</td>
<td>Lobby of Payroll Department Office</td>
<td>19/12/2003</td>
<td>10.15am-1.45am</td>
</tr>
<tr>
<td>Assist. Technician</td>
<td>Technician Department</td>
<td>18/12/2003</td>
<td>3.00pm-5.00pm</td>
</tr>
<tr>
<td>Postman/Branch Union Committee</td>
<td>Interview at restaurant because do not have room space at this office, Cheras Post Office, Kuala Lumpur</td>
<td>13/1/2004</td>
<td>9.30am-12.00pm</td>
</tr>
<tr>
<td>General Clerk (Administration)</td>
<td>Meeting Room, HQ, Posco, Kuala Lumpur</td>
<td>18/12/2003</td>
<td>10.15am-12.35pm</td>
</tr>
<tr>
<td>Postman (Posco Office),</td>
<td>Luyang Post Office, Sabah, East Malaysia</td>
<td>19/3/2004</td>
<td>9.00am-11.00am</td>
</tr>
<tr>
<td>Clerk (Front Office)</td>
<td>Luyang Post Office, Sabah, East Malaysia</td>
<td>27/2/2004</td>
<td>2.30pm-5.00pm</td>
</tr>
<tr>
<td>President of PMUPUS Union</td>
<td>UPUS Office, Kuala Lumpur</td>
<td>13/1/2004</td>
<td>12.45pm-2.30pm</td>
</tr>
<tr>
<td>Secretary General of PMUPUS Union</td>
<td>UPUS Office, Kuala Lumpur</td>
<td>12/1/2004</td>
<td>9.00am-12.00pm</td>
</tr>
<tr>
<td>Assistant General Secretary of PMUPUS Union</td>
<td>UPUS Office, Kuala Lumpur</td>
<td>12/1/2004</td>
<td>2.00pm-4.30pm</td>
</tr>
<tr>
<td>Branch Manager/ Union Committee of Sabah UPCW Sabah</td>
<td>Luyang Posco, Kota Kinabalu, Sabah, East Malaysia</td>
<td>24/4/2004</td>
<td>2.00pm-6.00pm</td>
</tr>
<tr>
<td>President of PMUPCW Union</td>
<td>Meeting Room, HQ, Posco, Kuala Lumpur</td>
<td>12/1/2004</td>
<td>3.30pm-4.30pm</td>
</tr>
</tbody>
</table>

Remark:

- TOTAL NUMBER OF INTERVIEWEES 43
- TOTAL NUMBER OTHER DISCUSSIONS: 20
ATTACHMENT: HUMAN ETHIC CERTIFICATE

Please see print copy for attachment
Appendix 3: AUTOCO, MALAYSIA

Please see print copy for Appendix 3: Autoco
APPENDIX 3: Letter from Posco, Malaysia

Please see print copy for Appendix 3: Posco
APPENDIX 3: LETTER FROM MEF, KUALA LUMPUR

Please see print copy for Appendix 3: MEF