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**TITLE OF REPORT:**

**A STUDY ON THE RELATIONSHIP BETWEEN EMPLOYEE  
WORK PERFORMANCE AND TRADE UNION CAPABILITIES IN  
KUCHING, SARAWAK**

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## Declaration

We hereby declared that all the work contained in this research was original our own except those which have been duly identified and acknowledged. If we are later found to have committed plagiarism or other forms of academic dishonesty, action can be taken against us under the Academic Regulations of UiTM's.

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Thank you.

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## **Abstract**

When relationship between the employer and the employee is harmonious, employee work performance is high but if the relationship is otherwise it is claim to be commonly low. Therefore through the industrial relations, the employees are commonly represented by their respective trade unions. The study is to examine the relationship between employee work performance and trade union capabilities in Kuching, Sarawak. Random samples of 150 questionnaires were given to the employees in private banking industry in Kuching. This study is focusing on how to determine the relationship level between job performance and trade union capabilities and to ascertain the industrial relation environment in Kuching, Sarawak. There is relationship between job performance and trade union capabilities. Apart from that, there is harmonious industrial relation environment in private banking industry. Thus from this study, we also provide suggestion to improve workplace relationship.

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# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Introduction**

This chapter provides reviews on the relationship between employee work performance and trade union capabilities in Kuching, Sarawak. This chapter also contains problem statement, research objectives, hypothesis, scope of study, significant of study and key terms for the research.

### **1.2 Problem statement**

If the relationship between the employer and the employee is harmonious, employee work performance is high but if the relationship is otherwise it is claim to be commonly low. Known as industrial relations, the employees are commonly represented by their respective trade unions. It is important to study the impact of trade union capabilities in representing the employee on the employees work performance. Thus, this study is to investigate the impact of trade unions capabilities to represent the employees on their work performance.

### **1.3 Research objectives**

There are several objectives that we would like to achieve in this research.

- a) To determine the relationship between job performance and industrial relation environment.
- b) To ascertain the industrial relation environment in Kuching, Sarawak.
- c) To provide suggestion to improve workplace relationship.

### **1.4 Scope of the study**

The study focused on employee work performance and trade union capabilities to represent them as members. The trades unions involved in this study were those forms in private banking industry available in Kuching, Sarawak.

### **1.5 Significance of study**

The significance of this study was to provide information for policy makers and parties that involved. Through this research, it enabled the gaining of new knowledge regarding the industrial relation particularly in Kuching, Sarawak and adding up into literature review. This had benefited the parties and encouraged harmonious industrial relation among them. The effectiveness of harmonious industrial relation had created positive values among the employer and employee and lead to loyalty to the organization, high morale, high motivation and high productivity among the employee. Therefore, harmonious industrial relation had boost up the economy and contribute to the country growth.



## **1.6 Key terms / Concepts**

### **a) Trade Union**

A trade union is an organization of workers who have banded together to achieve common goals like better working conditions.

### **b) Employee work performance**

Employee work performance needs to meet standards for employee behavior at work. This criteria contains much more than how an employee does the work. Employees are rated on how well they do their jobs compared with a set of standards determined by the employer.

### **c) Harmonious industrial relation**

Harmonious industrial relation is where employers and workers achieving greater industrial harmony.

### **d) Non harmonious industrial relation**

Non harmonious industrial relation is where employers and workers unable to work in a harmony environment.

### **e) Organization**

An organization is a formal group of people with one or more shared goals.

### **f) Code of conduct**

An agreement that lay down principles and guidelines.

### **g) Industrial Disputes**

Any dispute or difference between employer and employee or between employers and workman, or between workmen and workmen which in term of employment condition.

**h) Factor of motivation by Frederick Herzberg**

Certain factors in the workplace that cause job satisfaction and other separate set of factors cause dissatisfaction.

## **CHAPTER 2**

### **LITERATURE REVIEW & CONCEPTUAL FRAMEWORK**

#### **2.1 Introduction**

This literature review consists of what trade union and industrial relation all about, the guidelines adapted by Malaysia to preserve industrial relations at the workplace, issues in industrial relation, and criteria of employee work performance.

#### **2.2 Trade Union and Industrial Relation**

A trade union is an independent association or combination of employees that acts as a voice to regulate relations between employees and employers ([www.mohr.gov.my](http://www.mohr.gov.my)). It for the purpose of improving good industrial relations, enhance economic and social status of both parties as well as finding solutions to raise productivity for the benefit of those involved. There are several rationales why employees join trade union. First is to improve to improve their economic situation. Second is to ensure their right is protected and third one is for social reasons (Maimunah Aminudin, 2007).

#### **2.3 Types of Trade union**

There are three types of trade unions that namely Public Sector's unions, Private Sector's unions and Employer unions. According to Maimunah Aminuddin (2007), private sectors unions are either national or in house. National unions cover all workers in same industry, trade or occupation. It purporting to be national in coverage is not necessarily a large

union in terms of membership. In-house union members are all employed by the same employer. Members of such unions can and will be involved in different occupation. Based on the statistic that adopted from ([www.jhek.mohr.gov.my](http://www.jhek.mohr.gov.my)), it showed that the total number of trade union by private sectors in 2010 is 439. In term of Public Sector's union, consist of civil service, the statutory bodies and the local authorities. It's to ensure discussions are possible with the employer on the logical basis. The number of unions' member in this sector dropping as a percentage of the total number of the employees who are unionists. This is not because of a loss of interest of public sector employees in unionism but because of the government policy. Based on the statistic adapted (from [www.jheks.mohr.gov.my](http://www.jheks.mohr.gov.my) ), it showed that the total numbers of trade unions by public sector in the year 2010 is 237. In term of employers' unions, employers have equal rights to form union which are mostly known as association. Employers' unions are a respond to the large and powerful national trade union of employees. Their objectives are to promote and protect the interests of their members, to negotiate and deal with trade union of employees, and to represent their member as in trade dispute between an individual member and employees' union. A statistic adopted from ([www.jhek.mohr.gov.my](http://www.jhek.mohr.gov.my)), showed that the total number of the trade union by employer sectors in year 2010 is 14.

## 2.4 Trade Union Statistic In Malaysia

**Table 2.1: Number of Membership and Trade Union in Malaysia 2005 - Dis 2010**

YEAR	TRADE UNION	MEMBERSHIP
2005	621	761,160
2006	631	801,585
2007	642	803,212
2008	659	805,565
2009	680	806,860
DIS 2010	690	803,289

(Sources: jheks.mohr.gov.my)

The table shows the number of membership and trade union in Malaysia from 2005 until December 2010. December 2010 was the highest number of trade union which is 690 trade unions was established. Year 2009 show the highest number of trade union membership which is 806,860 members registered.

**Table 2.2: Number of Trade Union by Sector in Malaysia 2005 – Dis 2010**

SECTOR	2005	2006	2007	2008	2009	DIS 2010
PRIVATE	390	396	396	421	436	439
GOVERNMENT	127	130	130	132	137	139
STATUTORY BODY AND LOCAL AUTHORITY	91	92	92	92	93	98
EMPLOYER	13	13	13	14	14	14
TOTAL	621	631	631	659	680	690

(Sources: jheks.mohr.gov.my)

The table above shows the number of trade union by sector in Malaysia by year 2005 until December 2010. Private sector and public sector having the highest number of trade union which 439 (private) and 237 (public) trade unions in December 2010 were established. While, employer sector only has 14 trade unions from the year 2007 until 2010.

**Table 2.3: Number of Trade Union by Industry In Malaysia  
2005 - Dis 2010**

INDUSTRY	2005	2006	2007	2008	2009	DIS 2010
AGRICULTURE, FORESTY AND FISHERY	54	55	55	58	58	56
MINING AND QUARRY	1	1	1	1	1	1
PRODUCTION	146	150	154	159	162	169
ELECTRIC, GAS AND WATER	39	39	40	40	40	40
CONSTRUCTION	11	11	11	11	11	11
COMMERCE	18	19	21	24	32	32
TRANSPORTATION AND TELECOMMUNICATION	61	61	62	63	65	64
SERVICES	291	295	298	303	311	317
<b>TOTAL</b>	<b>621</b>	<b>631</b>	<b>642</b>	<b>659</b>	<b>680</b>	<b>690</b>

(Sources: jheks.mohr.gov.my)

Table shows the number of trade union by industry in Malaysia in year 2005 until December 2010. Service industry has the largest number of trade unions that amounted to 317 trade unions in year 2010.

**Table 2.4: Number of Trade Union Membership by Gender in Malaysia Year 2005 - Dis 2010**

YEAR	NUMBERS OF TRADE UNION	TOTAL MEMBERSHIP	MALE	FEMALE
2005	621	761,160	464,308	296,852
2006	631	801,585	484,016	317,569
2007	631	803,212	485,306	317,906
2008	659	805,565	486,978	318,587
2009	680	806,860	487,679	319,181
DIS 2010	690	803,289	485,747	317,542

(Sources: jheks.mohr.gov.my)

The table above shows the number of trade unions membership by gender in Malaysia in year 2005 until year 2010. In year 2009, shows the highest membership for trade union was among male than female by having 487,679 memberships compare to 319,181 memberships.

## 2.5 Industrial Harmony

Industrial harmony refers to the good and harmonious relations between the employer, employees and their trade union (Maimunah Aminudin, 2007). Good and harmonious relations between an employer and employees help to build strong industrial relations at the workplace. The industrial harmony occurs when the following circumstances exist:

- *No dispute arises between the employers, employees and their trade union;*
- *The employer and employees understand and respect their respective roles, rights and responsibilities;*
- *The employer and employees constantly adopt a give and take attitude; and*
- *Both parties constantly foster a continuous good and cordial relationship with each other.*

*(jpp.mohr.gov.my, 2008)*

## 2.6 Code of Conduct

*The Code of Conduct exhorts management and unions to recognize the human relations aspect of industrial relations. It stresses that it is only with an abundance of goodwill, combined with constant consultation and communication between the parties involved, that we can hope to contain the destructive expression of industrial conflict and encourage a more equitable and efficient system for the benefit of those involved and the community at large. The Code has been agreed after numerous meetings between representatives of the Malaysian Trade Union Congress and the Malayan Council of Employer's Organisations held under the auspices of the then Ministry of Labour and Manpower. The agreed Code, endorsed voluntarily by both employers' and employees'*



*organisations commend both employer and employees to observe and comply with its provisions.*

- *to refrain from taking unilateral action with regard to any industrial dispute;*
- *to resolve all differences, grievances and disputes strictly in accordance with the grievance procedures of collective agreements, or, where there are no agreements, by negotiation, conciliation and arbitration;*
- *to ensure that at all times all matters in dispute are dealt with by the proper machinery established for that purpose;*
- *to promote constructive and positive co-operation at all levels in industry and to abide faithfully by the spirit of agreements mutually entered into;*
- *to establish, where none exists, a procedure which will ensure a complete and speedy investigation of grievances leading to a joint settlement;*
- *to comply with the various steps in the procedure for disposal of grievances and to avoid any arbitrary action which ignores these procedures;*
- *to refrain from resorting to coercion, intimidation, victimisation and to avoid go-slow, sit down and stay-in-strikes;*
- *to educate managements and workers of their obligations to each other.*

*(www.MHOR.gov.my, 2008)*

Cited from Maimunah Aminuddin (2007), under clause 7 of the Code, the central employer and employee organizations have agreed to endorse and recommend employers and workers to observe and comply with the industrial relations practices agreed upon and accepted by the Ministry of Human Resources. The Code provides useful guidelines in the area of industrial relations practice. There is no legal obligation on the part of the employer to adhere to the contents of the Code. The Code lists 50 specific industrial relations practices under 4 broad areas that namely:

- **Responsibilities**
- **Employment policy**
- **Collective bargaining and Collective agreement**
- **Communication and consultation**

Here, we summarize the Code of Conduct for Industrial Harmony that adapted from Dunston Ayadurai (1998). To summarize Code of Conduct for Industrial Harmony, there are 4 areas for cooperation and agreed industrial relation. These areas namely are responsibilities, employment policy, collective bargaining and communication & consultation. In term of **responsibilities**, both employers and workers need to responsible for good industrial relations by subject to the purpose for which the establishment or undertaking of union. Next, the management responsible to ensure all personnel understand their responsibilities, make clear duties, deliver the objectives and ensure the personnel has the chance job satisfaction. Then, when a trade union has been recognized, management is effective toward union concerned, negotiation and settlement of disputes. The agreements should reach and use agreed procedures by not discourage

employees from joining the recognized union. Besides that, the employer should ensure the employees had special attention by given to his appointment and his needs on the job. At national or industry level, employers' association should co-operate with the trade unions, encourage the establishment of effective procedures, take all reasonable steps, collect, analyze and distribute information, identify trends and new developments in industrial relations and provide an efficient and realistic advisory service to its members. Other than that, a trade union can promote the interests of its members and responsible for the national, economic and social well-being of the country as a whole. Therefore a trade union should co-operate with employers' association, co-operate with individual management, takes all reasonable steps and full use of the established procedures for the settlement of disputes. In other word, a trade union also has enough officials, maintain a communications system, encourage its members to participate and establish effective procedures for the settlement of disputes. All its officials should clear about authority, look after members' interests and hold regular dialogues with members. Most important, contract of employment must be expressed in clear, precise language and procedures for dealing are clearly laid down. In term of **Employment Policy**, the employer should keep fluctuations in manpower requirements, make changes when necessary and make consultation with the employees. Through recruitment and selection policy can ensuring that workers are engaged for jobs suited to their abilities. The employer recruit and select the candidate based on qualifications , experience, suitability for the job, filling the vacancy by before trying to recruit from outside, explain the terms and conditions of employment and ensure this method be effective. Through the training, it helps the individual to develop his potential, satisfaction and capacity. Newly recruited employees

should be given the training covering employment policy, welfare, social facilities and specific training. A younger person entering employment is given broader basic instructions covering a general introduction to working life. The training should be provided when there is a significant change in the content of the job or in the level of the job being performed. Through the payment system, some principles need to follow to reduce the incidence of disputes. Therefore it need to simple, differences in rates, determined by agreed and rates of payment should be jointly negotiated. In term of security of employment, employer should provide greatest possible stability in terms of job tenure. To reduce the redundancy and retrenchment, the employer should make limitation on recruitment, overtime work, number of shifts, numbers hours of work, and re-training and/or transfer to other department/work. The employer responsible to decides for the size of workforce and take appropriate measures if retrenchment becomes necessary. Then, priority of engagement/re-engagement be given to employees who been retrenched. In term of working condition, employer needs to ensure that the standards lay down by law. It be done by make work-places be made safe, healthier and more pleasant. The third area in code of conduct is **collective bargaining**. Under collective bargaining, recognition of trade union by employer is important. Claims for recognition should be settled voluntarily between the parties. Where there is doubt about the union, Ministry of Human Resources should be sought to resolve the matter without delay. When trade union not has recognition from the employer for negotiating right, the employer should nevertheless be prepared to consider receiving representations from the union on behalf its members. After a trade union has secured recognition, the employer and the union should establish effective procedures for negotiation. This is to enhance the smooth and

efficient functioning of such procedures and make it available to the union to keep in touch with its members and to represent them effectively. Senior management should also maintain regular contacts with officials of the trade union. Contact should not be left until trouble occurs. Management should ensure that there is a close rapport and a continuing dialogue with the trade union and its officials. Under negotiating procedure, negotiation of collective agreements should be as simple as possible and, with this in mind, the employer and the union should establish agreed procedure which may be formal. It is desirable that respective employer's associations and trade unions negotiate certain matters at industry level including those conditions of employment which can be effectively applied throughout the industry uniformly, general guidelines for the negotiation of matters which cannot be decided satisfactorily at industry level and a procedure for settling disputes, either for the industry as a whole or as a model for adaptation at the level of the undertaking or establishment. Under collective agreements, it deal with matters of procedure and matters of substance, and may cover both in a single document or deal with them separately. In either case there should be provision for regular review for ensuring that the procedural provisions have not become out of date. The procedural provisions should set out the formal constitution of joint negotiating bodies and should also cover the matters to be negotiated and the level at which bargaining should take place, arrangements for negotiating substantive on terms and conditions of employment, including the period for which the agreements are to run the arrangements, procedures for settling collective disputes and individual grievances and procedures regarding redundancy and temporary layoffs, discipline and dismissal. The substantive provisions should cover wages, salaries, overtime rates bonuses where

applicable, piecework and other systems of calculating earning in relation to performance, hours of work, provisions for overtime work and shift working, holiday entitlement and pay. The agreements may also cover such matters as fringe benefits such as sick pay, pensions and guaranteed pay schemes, work study and other techniques for determining levels of performance and productivity and job grading, work measurement and job evaluation, deduction by management of trade union subscriptions, employees' wages and the facilities for trade union activities in the establishment. A procedure for settling collective disputes should be in writing and agreed between the employer and the trade union concerned, define the appropriate levels for raising and settling different types of issues, prescribe time limits within which issues should normally be settled or else taken to the next stage of the procedure. Effective procedure for resolving individual grievances should exist for a worker to seek redress for his grievance. Such procedure should be established in consultation with the worker's representative or trade unions as appropriate. The aims of the procedure should be to settle the grievances as near as possible to the points of origin. An employer should ensure that a fair, effective and expeditious procedure exist for dealing with disciplinary matters. Such procedure for disciplinary action may be established in consultation with the employees' representative or trade union as appropriate. The employer should define and make known to each employee the rules of work and the disciplinary action which may follow if they are broken. Penalties should be graduated according to the seriousness of the offence. An employee should not, except in cases of gross misconduct, be dismissed for a first offence. The disciplinary procedure should be in writing and be made known to each employee. The proceedings should be conducted in accordance with the rules of natural

justice. The last area under code of conduct is **communication and consultation**. Under communication, good relationship between employer and employee is reliant on its efficiency. Employees' efficiency can be improved by kept learned on problems which concern them and views on existing practices or changes which would affect them. Employer plays an important role in the communication process. Employer need to ensure that management explains its duties, plans and intentions which will affect them to employee. Other than that, employer needs to encourage management to give employees opportunities to involve and discuss problems that affecting their job and work environment. Management should ensure that each employee is given full information about his right and obligation. However, methods of communication and consultation must fit the particular circumstances. The most important method is by word mouth through mediator between managers and employees at all levels. Other than that, employee can joint consultation and works committees without any restriction by employer. Consultation between employers and employees or their trade union representatives at the floor level would be useful. The employer should take the initiative in setting up and maintaining regular consultative arrangements best suited to the circumstances of the establishment in cooperation with employees' representatives and the trade unions concerned. As far as is practicable, every establishment or undertaking should have recognized machinery for consultation through the establishment of a works committee comprising employer's and employees' representative at floor level. The employees' representative or trade union should agree to a formal constitution which set out the committee's aims and functions.



## 2.7 Issues in Industrial Relation

The Trade Union played a major role in containing the numerous problems and issues.

By referring the Code of Conduct numerous problems and issues such as below either:

- a) Good industrial relations depend upon good organization of work.
- b) A trade union can promote the interests of its members
- c) Trade union should co-operate with employers' association in establishing effective procedures for the negotiation of terms and conditions of employment and for the settlement of disputes that arise.
- d) Trade union and employers' should ensure that procedures for dealing with questions that arise on the individual contract of employment are clearly laid down.
- e) Trade union should establish effective procedures for the settlement of disputes among members of the union.
- f) Good physical working conditions help to achieve good industrial relations
- g) There should be consultation with the workers or their trade union representatives on the reduction before any decision on reduction is taken.
- h) Insecurity of employment and fear of the consequences of redundancy and retirement have a major influence on attitudes to work and good industrial relations
- i) Payment system, rates of payment piece-work rates, incentive bonuses and etc should be jointly negotiated where a recognized trade union exists to ensure that

the system of payment is soundly based and thereby reduces the incidence of disputes arising

- j) Employees, who are retrenched, should be given priority of engagement/re-engagement, as far as is possible by the employer which have been worked out in advance with the employees' representatives or trade union.
- k) Effective procedure should be established in consultation with the worker's representative or trade unions as appropriate for a worker to seek redress for his grievance.
- l) Management should ensure that there is a close rapport and a continuing dialogue with the trade union and its officials.
- m) Negotiation of collective agreements should be as simple as possible and, with this in mind, the employer and the union should establish agreed procedure which may be formal.
- n) Employer should make available to the union for negotiating, to enable the union to keep in touch with its members and to represent them effectively.
- o) It is desirable that respective employer's associations and trade unions negotiate certain matters including conditions of employment, general guidelines for the a negotiation and procedure for settling disputes.
- p) Methods of communication and consultation should suit the particular circumstances for trade union to settle any disputes between employer and employee

- q) Good employer and employee relations are dependent upon efficiency of trade union capabilities in communication to settle disputes.
- r) Employers has to encourage management personnel to give employees a sense of personal involvement in trade union by providing adequate opportunities for them to discuss matters affecting their job and work environment.
- s) The employer should take the initiative in setting up and maintaining regular consultative arrangements best suited to the circumstances of the establishment in cooperation with employees' representatives and the trade unions concerned.
- t) Consultation between employers and employees or their trade union representatives at the floor level would be useful in all establishments or undertakings, whatever their size.

## 2.8 Employee Work Performance Criteria

Below are list of employee work criteria as a guideline to fairly evaluate the employee that cited from University of Maine System, 2005. Below are 18 employee work performance criteria:

- A) **Job knowledge:** The employee's level of the knowledge required to perform the job. They understand job responsibilities, follow policies and procedures.
- B) **Productivity:** The employees produce work at satisfactory levels, work complete and accurate.
- C) **Dependability:** The employee is relied on to fulfill job responsibilities in both routine and complex job situations and also meet deadlines.
- D) **Attendance:** The employee report to work on time and work scheduled hours.

E) **Understanding and Following Directions:** The employee had well directions understood and carried out.

F) **Safety and Injury Prevention:** The employee follows safe work practices and has a safe work record. They also use applicable safety and ergonomic equipment or devices.

G) **Judgment:** The employee makes appropriate evaluation of evidence in the making of a decisions within the scope of his/her job.

H) **Adaptability to Change:** The employee responds to changes in assignments, procedures, and circumstances. Employees are receptive to new ideas and concepts.

I) **Organization and Planning:** The employee define and arrange activities in a reasonable manner by effectively use resources including time, money, materials, and staff within the scope of his/her job.

J) **Problem Solving and Decision Making:** The employee develop appropriate solutions to problems and make effective decisions within the scope and able to distinguish between significant and minor issues.

K) **Use of Tools and Technology:** The employee shows competence in use of tools and technology in order to improve efficiency and effectiveness.

L) **Oral and Written Communication:** The employee capable to express self and communicate clear and effective.

M) **Customer service skills:** The employee displays a positive and appropriate manner with customers. They provide prompt service and respond appropriately to customer problems and complaints.

N) **Relationships with Others:** The employee work effectively with other people.

O) **Leadership and Supervision:** The employee delegate appropriate tasks develop the capabilities of staff s/he supervises and motivate staff s/he supervises so that they work together towards common objectives.

P) **Quantity and quality of work:** The employee able to achieve quantity and quantity of work required.

Q) **Personal Quality:** The employees possess high personal quality.

R) **Initiative:** The employees possess high self-initiative drive to success and earnestness in seeking high responsibility.

## 2.9 Herzberg's Motivation-Hygiene Theory

To better understand employee attitudes and motivation, we need to know which factors in an employee's work environment caused satisfaction or dissatisfaction. The trade union will make injection to their members as the motivation in order to increase the level of work performance. Indeed, the organization also makes some injection to the members. However, for those employees that not had been represented by a trade union or not been a trade union members only getting the organization injection. Here we discuss how the trade union injection could be a motivation to enhance the work performance of the employees.

Psychologist Frederick Herzberg found that the factors causing job satisfaction were different from that causing job dissatisfaction. He developed the motivation-hygiene theory to explain these results. He called the satisfiers *motivators* and the dissatisfies *hygiene factors*, using the term "hygiene" in the sense that they are considered

maintenance factors that are necessary to avoid dissatisfaction but that by themselves do not provide satisfaction.

The following table presents the top six factors causing dissatisfaction and the top six factors causing satisfaction, listed in the order of higher to lower importance.

**Table 2.5 : Factors Affecting Job Attitudes**

Leading to Dissatisfaction	Leading to Satisfaction
<ul style="list-style-type: none"> <li>• Company policy</li> <li>• Supervision</li> <li>• Relationship w/Boss</li> <li>• Work conditions</li> <li>• Salary</li> <li>• Relationship w/Peers</li> </ul>	<ul style="list-style-type: none"> <li>• Achievement</li> <li>• Recognition</li> <li>• Environment</li> <li>• Responsibility</li> <li>• Advancement</li> <li>• Growth</li> </ul>

Herzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction, the two feelings cannot simply be treated as opposites of one another. The opposite of satisfaction is not dissatisfaction, but rather, *no* satisfaction. Similarly, the opposite of dissatisfaction is *no* dissatisfaction.

While at first glance this distinction between the two opposites may sound like a play on words, Herzberg argued that there are two distinct human needs portrayed. First, there are physiological needs that can be fulfilled by money, for example, to purchase food and shelter. Second, there is the psychological need to achieve and grow, and this need is fulfilled by activities that cause one to grow. If the motivation-hygiene theory holds, management not only must provide hygiene factors to avoid employee dissatisfaction, but also must provide factors intrinsic to the work itself in order for employees to be satisfied

with their jobs. Herzberg argued that *job enrichment* is required for intrinsic motivation, and that it is a continuous management process. (Cited from <http://www.netmba.com/mgmt/ob/motivation/herzberg/>, 2011)

Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent / if these factors are non-existent at workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate / reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called as **dissatisfiers or maintenance factors** as they are required to avoid dissatisfaction. These factors describe the job environment / scenario. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors include:

- Pay- The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.
- Company Policies and administrative policies- The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc.
- Fringe benefits- The employees should be offered health care plans (mediclaime), benefits for the family members, employee help programmes, etc.
- Physical Working conditions- The working conditions should be safe, clean and hygienic. The work equipments should be updated and well-maintained.



- Status- The employees' status within the organization should be familiar and retained.
- Interpersonal relations-The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present.
- Job Security- The organization must provide job security to the employees.

The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include:

- Recognition- The employees should be praised and recognized for their accomplishments by the managers.
- Sense of achievement- The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.
- Growth and promotional opportunities- There must be growth and advancement opportunities in an organization to motivate the employees to perform well.
- Responsibility- The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.

- Advancement – Employee advancement opportunities are central to strong job performance. The employees demonstrate how well they can perform their jobs through the career advancement.
- Environment – The workplace environment is a key determinant of employees' level of productivity. How well the workplace engages an employee impacts their level of work performance.

## 2.10 Conceptual Framework

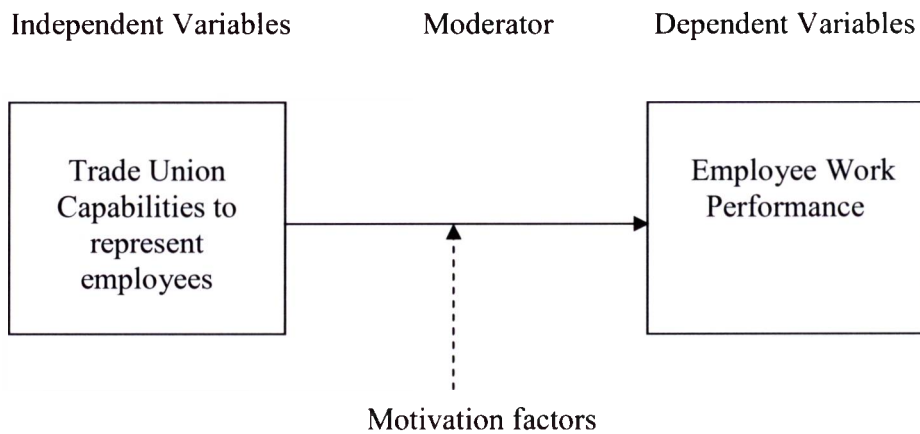


Figure 2.1

### 2.10.1 Dependent Variables

Dependent variables are those which changed by the effect of another. Dependent Variables (DV) is employee work performance. A high, moderate or low employee work performance is depending by trade union capabilities.

### 2.10.2 Moderator

Moderating variable are variable that affect the relationship between Independent Variables (IV) and Dependent Variables (DV). The variable here is the motivation factors. The motivation factors would definitely affect the industrial relation environment.

### 2.10.3 Independent Variables

Independent or predictor variables are those variables that are believed to cause other variables. Independent variable in this conceptual framework is trade union capabilities. The trade union capabilities whether strong, moderate or weak will influence the level of industrial relation environment.

## **2.11 Hypothesis**

Hypothesis 1: There is a relationship between employee work performance and industrial relation environment.

The employee work performance is high if trade union capable to represent them. The employee work performance is low if trade union not capable to represent them.

Hypothesis 2: The industrial relations environment in Kuching private banking industry is harmony.

The relationship between employee and employer in Kuching private banking industry is harmonious. The relationship between employee and employer in Kuching private banking industry is non-harmonious.

## **CHAPTER 3**

### **RESEARCH METHOD**

#### **3.1 Research design**

The research design used in this study was through cross-sectional sample survey. This research demands for information from private banking industry employees in Kuching, Sarawak.

#### **3.2 Unit of analysis**

In this study we had analyzed the relationship between trade union capabilities and employee work performance of the banking services in Kuching, Sarawak. Therefore, we had used private sector banking services as the unit of analysis.

#### **3.3 Sample size**

The sample size for the purpose of this study had taken 120 respondents which was only representing a small numbers of the private banking employees in Kuching, Sarawak.

### **3.4 Sampling technique**

Sampling method is the process of selecting a sufficient number of elements from the population. Our group decided to use simple random sampling for our research. This method least bias and offers the most generalizability. We had chosen private banking services in Kuching, Sarawak as our sample which represents those in private sector trade unions. The sample size of our study took 120 respondents to represent private banking services in Kuching, Sarawak.

**Population** : 31 branches of banks in Kuching, Sarawak

**Element** : 150 employees of seven private banks throughout Kuching, Sarawak

### 3.5 Measurement/Instrumentation

Table 3.1: Table of Measurement

	Objectives	Concepts/constructs	Measurement	Question No
1.	To determine self evaluation on level of motivation.	High, neutral or low level of motivation	Level of motivation on self evaluation	Part B
2.	To determine the employee work performance.	High, neutral or low employee work performance	Level of employee work performance	Part C
3.	To determine trade unions capabilities to represent the employee	Strong, neutral or weak trade union capabilities	Level of trade union strength	Part D

				Part B(1-6) and Part C(1-21), Part B and Part D (1-23)
4.	To ascertain the industrial relation environment in Sarawak	The relationship is either positive or negative	Whether the relationship is harmonious and non-harmonious	



### 3.6 Data collection

The data for this study had been collected through a questionnaire. Questionnaires are a popular method of collecting data because we can obtain data fairly easily and the questionnaire responses are easily coded. In this study, we had distributed 150 questionnaires to the respondents. However, only 120 completed questionnaires were collected.

### 3.7 Data analysis

**3.2: Table of data analysis**

<b>Objectives</b>	<b>Variable/s</b>	<b>Measurement</b>	<b>Scale</b>	<b>Statistics</b>
To determine the relationship between job performance and industrial relation environment.	Trade unions capabilities and employees work performance	Level of trade union capabilities	Ratio	T – Test Correlation
To ascertain the industrial relation environment in Kuching Sarawak.	Industrial relation environment	Whether the relationship is harmonious or non-harmonious	Ratio	Mean Correlation

## CHAPTER 4

### DATA ANALYSIS AND FINDINGS

#### 4.1 Introduction

This chapter presents briefly the profile of the respondents involved in this research. We focus on the result and findings on a relationship between trade unions capabilities and employee work performance in Kuching, Sarawak.

#### 4.2 Respondent Profile

The distribution of the respondents by gender is 49.2% male and 50.8% of female respondents. The age of respondents is 0.8% in 20 and below years old, 29.2% in 21-30 years old, 52.5% in 31-40years old, 16.7% in 41-50 and 0.8% in above 50 years old respondents. Most of respondents were member of trade union with 68.3% and non member were 31.7%. Besides that, most of members of trade union were belong to in-house with 53.3% and 15% of members belong to national. The duration of respondents those have been a trade union member within 1-3 years is 37.5%, 4-6 years is 20.8% and 7 years and above is 10%. Other than that, there is 45.8% of respondents were ordinary members and 22.5% were exco members.

**Table 4.1: Respondents of Profile**

<b>Profile</b>	<b>Frequencies</b>	<b>Percentage (%)</b>
<b>Gender</b>		
Male	59	49.2
Female	61	50.8
<b>Age</b>		
20 and below	1	0.8
21-30	35	29.2
31-40	63	52.5
41-50	20	16.7
51 and above	1	0.8
<b>Member of trade union</b>		
Yes	82	68.3
No	38	31.7
<b>Trade union that belong to</b>		
In-house	64	53.3
National	18	15.0
None	38	31.7
<b>Duration that been a trade union member</b>		
1-3 years	45	37.5
4-6 years	25	20.8
7 years and above	12	10.0
None	38	31.7
<b>Position in trade union</b>		
Ordinary member	55	45.8
Exco member	27	22.5
None	38	31.7

### 4.3 Work motivational level of employees in private banking industry in Kuching Sarawak

**Table 4.2: Work motivational level based on Frederick Herzberg theory**

<b>Motivational Factors</b>	<b>Mean</b>
<b>Achievement</b> - My organization appreciates those who are able to achieve organizational goals.	3.34
<b>Recognition</b> - My organization gives recognition to those who achieve organizational goals.	3.63
<b>Environment</b> - My organization provides good working environment.	3.74
<b>Responsibility</b> -My organization holds the employees responsible for their work.	3.63
<b>Advancement</b> -My organization gives opportunity for career advancement.	3.84
<b>Growth</b> - My organization provides self-improvement (eg. training and further study) opportunity to motivate me to increase my work performance.	3.94
<b>Overall mean</b>	<b>3.69</b>

Based on Table 4.2 work motivational level of employees in private banking in Kuching, Sarawak showed high mean work motivational level toward growth motivational factor which takes 3.94. Meanwhile, employees showed low mean work motivation level toward motivational achievement factor which only takes 3.34. Overall mean showed employees work motivational level were 3.69 which showed neutral work motivational level.

#### 4.4 Job performance level of employees in private banking industry in Kuching Sarawak

**Table 4.3: Mean Score for job performance level**

<b>Job Performance Criteria</b>	<b>Mean</b>
<b>Job knowledge</b>	3.66
<b>Productivity</b>	3.83
<b>Dependability</b>	3.91
<b>Attendance</b>	3.93
<b>Understanding and Following Directions</b>	3.92
<b>Safety and Injury Prevention</b>	3.88
<b>Judgment</b>	3.89
<b>Adaptability to Change</b>	3.95
<b>Organization and Planning</b>	3.95
<b>Use of Tools and Technology</b>	3.80
<b>Customer service skills</b>	3.93
<b>Relationships with Others</b>	4.00
<b>Leadership and Supervision</b>	3.90
<b>Quantity of work</b>	3.90
<b>Personal quality</b>	3.90
<b>Initiative</b>	4.01
<b>Overall mean</b>	<b>3.90</b>

Based on table 4.3, work performance level of employees in private banking in Kuching showed high mean response under initiative criteria which cover 4.01. While there is a low mean response in job knowledge of employees which cover 3.66. Overall mean for work performance level of employees were 3.90 which not too high. It showed a neutral level of work performance criteria.

#### 4.5 Relationship level between job performance and trade union capabilities

(Test 1)

**Table 4.4: T-test result on job performance between member and non-member of trade union**

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
JP	1.529	.219	3.745	118	.000	.22083	.05897	.10406	.33760
			3.637	67.241	.001	.22083	.06072	.09964	.34202

Based on t-test result shown in Table 4.4, **there is a relationship between job performance and member of trade union. The relationships also exist between non-member of trade union and job performance.** It was found that the relationship is significant through T-test that  $p=0.000$  i.e.  $p < 0.05$ . Trade union capabilities mildly affect the job performance for trade union members. Motivation factors affect the job performance of non-members even though they not represented by trade union. Therefore, **hypothesis 1 is accepted** because there is a relationship between employee work performance and trade union capabilities in representing its members.

(Test 2)

**Table 4.5: Correlation test result on job performance and trade union capabilities**

		JP	tu
JP	Pearson Correlation	1	<b>.375**</b>
	Sig. (1-tailed)		<b>.000</b>
	N	120	84
tu	Pearson Correlation	<b>.375**</b>	1
	Sig. (1-tailed)	<b>.000</b>	
	N	84	84

\*\* . Correlation is significant at the 0.01 level (1-tailed).

Based on Table 4.5, there is a **weak positive relationship between job performance and trade union capabilities.** It was found that the relationship is significant through Correlation test that  $p = 0.000$  i.e.  $p < 0.05$ . Therefore the **hypothesis 1 is accepted** because there is relationship between employee work performance and trade union capabilities in representing its members.

#### 4.6 Industrial relation environment in private banking industry in Kuching Sarawak

(Test 1)

**Table 4.6: Mean Score for Industrial relation environment**

<b>Board areas</b>	<b>Mean</b>
Responsibility	3.93
Employment Policy	3.97
Collective Bargaining and Collective Agreement	4.24
Communication and Consultation	4.12
<b>Overall mean</b>	<b>4.07</b>

Based on Table 4.5, trade union capabilities which represent employees in private banking in Kuching showed the highest mean response collective bargaining and collective agreement which cover 4.24. While, there is a lowest mean response in responsibility of trade union which cover 3.93. Overall mean for trade union capabilities which represent employees in private banking in Kuching were 4.07 which showed high mean. The relationship between employee and employer in Kuching private banking industry is harmonious. Therefore, **hypothesis 2 is accepted** because there is a positive relationship between industrial relations environment toward employee and employer relation in Kuching private banking industry.



(Test 2)

**Table 4.7: Correlation result between Job Performance and industrial relations environment**

		JP	tu
JP	Pearson Correlation	1	.375**
	Sig. (2-tailed)		.000
	N	120	84
tu	Pearson Correlation	.375**	1
	Sig. (2-tailed)	.000	
	N	84	84

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

There is a positive impact on job performance when industrial relation is harmonious. As illustrated in Table 4.6, Pearson Correlation test shown,  $p = 0.000$  i.e.  $p < 0.05$ . Therefore the **hypothesis 2 is accepted** because there is a positive relationship between industrial relations environment and job performance in Kuching private banking industry

## CHAPTER 5

### RECOMMENDATION AND CONCLUSION

#### 5.1 Introduction

This chapter concludes the present of our study on the relationship of employee work performance toward trade union capabilities in private banking Kuching, Sarawak. Therefore, this chapter discusses the implication, limitations, and provides recommendations for the study. This is important for the government to formulate policies to boost up the economy which will contribute to the country's growth.

#### 5.2 Implication of the research

From the research, we found out there is a relationship between employee work performance and trade union capabilities.

In term of **policies**, the study proved that government aims to attain greater industrial harmony with purpose to measure the industrial relation able to keep peace, maintain the relationship between trade union and employer achieved. Government should formulate and establish the reasonable policies in terms of social, economic, political stability and legal.

In term of **practice**, the relationship is harmony and trade union played a vital role toward employee job performance. Code of conduct in industrial relation should endorse legally enforceable document so that the industry could be harmony.

While for **theories**, this study had been done in private banking industries and showed harmonious industrial relationship. However, other private industrial might not

harmonious because our study not covers all the private industrial. So, further research should be done in other private industrial and also covered public sector industries.

### **5.3 Recommendation**

After study on the relationship between employee work performance and trade union capabilities in Kuching Sarawak, We would like to recommend several ways to nurture and attain the harmonious industrial relation in private sector.

#### **5.3.1 Government**

- The government should review the approach to industrial relation. The need to become more customer-oriented, globalization, and other market forces require the government to review the industrial relation effectively.
- The Government should play an active role for promoting industrial peace. It should make law for the compulsory recognition of a representative union in each industrial unit. It should intervene to settle disputes if the management and the workers are unable to settle their disputes. This will restore industrial harmony.

#### **5.3.2 Trade union:**

- A strong and stable union in each industrial enterprise is essential for good industrial relation. The agreement with such a union will hardly be honored by a large section of workforce. Therefore, there must be strong and stable unions in every enterprise to represent the majority of workers and negotiate with the management about the terms and conditions of service.

### **5.3.3 Organization**

- The organization must adhere to the existing rules and regulations, and the policies. The organization should develop effective policies and practices seek to integrate such policies in corporate strategies.
- The organization also needs to be consistent with the business strategies and should reflect with the organization's core values.

### **5.3.4 Employee**

- The participation of workers in the management of the industrial unit should be encouraged by making effective use of works committees, joint consultation and other methods. This will improve communication between managers and workers, increase productivity and lead to greater effectiveness.
- Employees should have clear job knowledge by understanding of how their jobs fit into their job are most important and overall work picture of their organization.

Hopefully, these ways and recommendations can help to attain greater harmony industrial relation environment. It is because the non-harmonious industrial relation may lead to great financial loss or even closure of the business if the conflicts are not resolved quickly. The government, trade union, organization and employee itself should make adjustments when necessary. Nevertheless, effective handling of industrial relations can contribute to job performance and harmony industrial relation.

#### 5.4 Limitations of the study

From the study that we had done, we found out that there are several limitations we have to face. Those are few limitations which are considered as barriers for the researchers to overcome and a handle in order to obtain the data that we acquire. In regards with our topic of research, following are few limitations that affect our research study.

First limitation is, the trade union capabilities measured through **content analysis using code of conduct**. Using code of conduct, we study how the code of conduct can be foundation for trade union capabilities. This had made the scope of study limited and cannot be generalized.

Moreover, limitation also occurs when job performance of the employee only measured using **Herzberg's motivation-hygiene theory as organization injection**. For Herzberg's motivation-hygiene theory, we only used factors lead to satisfaction as our measurement to determine employee level of motivation.

#### 5.5 Conclusion

From this study, it can be concluded that there is **weak positive relationship between work performance and trade union capabilities**. The trade union is capable in representing its members. However, the trade union mildly influence to gaining the employee work performance. Even through the employee not representing by the trade union but they have job performance due to organization injection. In term of job performance, there are not many differences between non-member and member of trade union. Even non- member not represented by trade union but the motivational factors which injected by the organization had able to influence their job performance.

The **work motivational** of employee in private banking industries in Kuching was **neutral**. The growth is a motivational factor that much influences the level of the motivation among the employee. The organization provides self-improvement opportunity to motivate the employee to increase the work performance through training, further the study and so on. There are many employee motivation factors that an organization must consider. Motivation is the key to performance the improvement. The motivational system must be tailored to the situation and to the organization. Once the employees feel confident that the employer and their place of work are expected, they will ready to contribute above and beyond.

The **employee work performance level** in Kuching private banking industry is **neutral**. Even though the trade union is harmonious and but its mildly influences the employee work performance. Meaning to say there is many other factors that might influence the employee work performance level. The external factors that influence the level of job performance are such as political factor, social factor, economic factor and legal factor. In term of political and legal factors, the employees might pressure due to rapid changing of policies and political instability. Other than that, the employee also might influence by social problems and economic instability.

The **trade union capabilities** in private banking industries are **high** to represent the employee .therefore the relationship between employee and employer in Kuching in private banking industries is **harmonious**. The harmonious industrial relation is assuming more strategic proportions. This is reflected in trends such as the move towards increased enterprise and plant level bargaining. This is a strategic change which enables IR bargaining to focus more on workplace needs and issues and to also promote more direct

participation of employees in bargaining. The trend is design to increase competitiveness and the ability to respond rapidly to change ([www.ilo.org](http://www.ilo.org)).

This research accepted that there is relationship between employee job performance and trade union capabilities in Kuching Sarawak. Therefore in future conducting a detailed research including various factors in this field, further option findings can be obtained.

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**Appendix I:  
Set of questionnaire**



**UNIVERSITI TEKNOLOGI MARA SARAWAK**

**FACULTY OF ADMINISTRATIVE SCIENCE AND POLICY STUDIES**

**BACHELOR OF ADMINISTRATIVE SCIENCE**

Dear Respondents,

We are researching the relationship between **Trade Unions Capability and Employee Work Performance in Kuching Sarawak** as part of the requirement of the Bachelor of Administrative Science (Honours). We believe that your participation in this study will provide a representative picture of employee and member of Trade Union in Sarawak.

It will take you about 10 minutes to complete the questionnaire. There is no right and wrong response to the questions. We are interested in your views and perception of this topic.

Please complete the questionnaire and return it to the representative who provided you the questionnaire. All responses are confidential and will be used only for this study. Any report of the data will be aggregated and will not identify the respondent. Please contact the research team members as listed below should you have any queries about this study. We will be most happy to assist. We thank you for your cooperation and wish you all the best.

Team members:

Anna Anak Aji (019-8148177)

Angelica David Bahok (013-8068905)

**PART A: RESPONDENT BACKGROUND**

Please tick (  ) in the appropriate boxes.

1. Gender

- Male ( )
- Female ( )

2. Age

- 20 and below ( )
- 21 - 30 ( )
- 31 - 40 ( )
- 41 - 50 ( )
- 51 and above ( )

3. Please state whether you are a member of a trade union.

(If no please proceed to Part B)

- Yes ( )
- No ( )

4. State which trade union do you belong to.

- In-house ( )
- National ( )

5. State how long you have been a trade union member.

- 1-3 years ( )
- 4-6 years ( )
- 7 years and above ( )

6. State your position in the trade union.

- Ordinary member ( )
- Exco member ( )

**PART B: SELF EVALUATION ON LEVEL OF MOTIVATION**

Please honestly evaluate yourself based on the following items.  
 Circle the number that best represents your level of agreement to every statement as scale given below.

Very low	Low	Neutral	High	Very high
1	2	3	4	5

<b>1.</b>	My organization appreciates those who are able to achieve organizational goals.	1	2	3	4	5
<b>2.</b>	My organization gives recognition to those who achieve organizational goals.	1	2	3	4	5
<b>3.</b>	My organization provides good working environment.	1	2	3	4	5
<b>4.</b>	My organization holds the employees responsible for their work.	1	2	3	4	5
<b>5.</b>	My organization gives opportunity for career advancement.	1	2	3	4	5
<b>6.</b>	My organization provides self-improvement (eg. training and further study) opportunity to motivate me to increase my work performance.	1	2	3	4	5

**PART C: SELF EVALUATION ON WORK PERFORMANCE CRITERIA**

Please honestly evaluate yourself based on the following items. Circle the number that best represents your level of agreement to every statement as scale given below.

Very low	Low	Neutral	High	Very high
1	2	3	4	5

1. I know my job well most of the time.

1	2	3	4	5
---	---	---	---	---

2. I am able to complete my work accurately most of the time.

1	2	3	4	5
---	---	---	---	---

3. I am able to fulfill job responsibilities in the work routine most of the time.

1	2	3	4	5
---	---	---	---	---

4. I am able to work in scheduled hours.

1	2	3	4	5
---	---	---	---	---

5. I am able to follow the directive given by my employer.

1	2	3	4	5
---	---	---	---	---

6. I am able to apply injury prevention in my workplace.

1	2	3	4	5
---	---	---	---	---

7. I am able to make appropriate decisions within the scope of my job.

1	2	3	4	5
---	---	---	---	---

8. I am able to adapt to any changes in my organization.

1	2	3	4	5
---	---	---	---	---

9. I am able to arrange activities in a reasonable manner by effectively using the resources (time, money, materials, and co-worker) within the scope of my job.

1	2	3	4	5
---	---	---	---	---

10. I am able to utilize current tools and technology in performing my tasks.

1	2	3	4	5
---	---	---	---	---

11. I am able to use **oral communication**.

1	2	3	4	5
---	---	---	---	---

12. I am able to use **written communication**.

1	2	3	4	5
---	---	---	---	---

13. I can apply customer service skill when needed.

1	2	3	4	5
---	---	---	---	---

14. I have a good relationship with other co-workers.

1	2	3	4	5
---	---	---	---	---

15. I am able to supervise effectively most of the time.

1	2	3	4	5
---	---	---	---	---

16. I possess high skill of leadership.

1	2	3	4	5
---	---	---	---	---

17. I am able to achieve **quantity of work required**.

1	2	3	4	5
---	---	---	---	---

18. I am able to achieve the **quality of work required**.

1	2	3	4	5
---	---	---	---	---

19. I possess high personal quality.

1	2	3	4	5
---	---	---	---	---

20. I possess high self-initiative drive to success.

1	2	3	4	5
---	---	---	---	---

21. I possess earnestness in seeking high responsibility.

1	2	3	4	5
---	---	---	---	---

**PART D: TRADE UNION CAPABILITIES (For trade union members only)**

Please circle the number that best represents your agreement to every statement as scale given below.

Very Weak	Weak	Neutral	Strong	Very Strong
1	2	3	4	5

- |     |  |   |   |   |   |   |
|-----|--|---|---|---|---|---|
| 1.  | My trade union has good organization of work.  | 1 | 2 | 3 | 4 | 5 |
| 2.  | My trade union can promote the interests of its members.   | 1 | 2 | 3 | 4 | 5 |
| 3.  | My trade union is able to influence my employer in establishing effective procedures for the negotiation of terms and conditions of employment.            | 1 | 2 | 3 | 4 | 5 |
| 4.  | My trade union is able to influence my employer in establishing effective procedures for the settlement of disputes that arise.                            | 1 | 2 | 3 | 4 | 5 |
| 5.  | My trade union ensures my employer use procedures when dealing with questions that arise in the individual contract of employment which clearly laid down. | 1 | 2 | 3 | 4 | 5 |
| 6.  | My trade union establishes effective procedures for the settlement of disputes among members of the union.   | 1 | 2 | 3 | 4 | 5 |
| 7.  | My trade union ensures that my workplace has good physical working conditions.   | 1 | 2 | 3 | 4 | 5 |
| 8.  | My trade union negotiates with my employers before make any decision on reduction of wages.  | 1 | 2 | 3 | 4 | 5 |
| 9.  | My trade union ensures my employer provides security of employment.  | 1 | 2 | 3 | 4 | 5 |
| 10. | My trade union ensures that the system of payment is soundly based.  | 1 | 2 | 3 | 4 | 5 |

11. My trade union can represent its members effectively. 

1	2	3	4	5
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12. My trade union ensures effective procedure is established for a member to seek consultation with my employer redress for his/her grievance. 

1	2	3	4	5
---	---	---	---	---
13. My trade union ensures my employer provides a continuing dialogue with the trade union and its officials. 

1	2	3	4	5
---	---	---	---	---
14. My trade union establishes simple but formal procedure with my employer to represent its members effectively. 

1	2	3	4	5
---	---	---	---	---
15. My trade union ensures my employer makes negotiating available. 

1	2	3	4	5
---	---	---	---	---
16. My employer allows my trade union keep in touch with its members. 

1	2	3	4	5
---	---	---	---	---
17. My trade unions and my employer negotiate certain matters regarding **conditions of employment**. 

1	2	3	4	5
---	---	---	---	---
18. My trade unions and my employer negotiate certain matters regarding procedures **for settling disputes**. 

1	2	3	4	5
---	---	---	---	---
19. My trade union uses methods of communication and consultation to settle any disputes with my employer. 

1	2	3	4	5
---	---	---	---	---
20. My trade union ensures good management and employee relations are dependent upon the efficiency of trade union capabilities in communication to settle disputes. 

1	2	3	4	5
---	---	---	---	---
21. My trade union encourages employer to give employees a sense of personal involvement in trade union. 

1	2	3	4	5
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22. My trade union ensures my employer take the initiative in setting up and maintaining regular consultative arrangements.

1	2	3	4	5
---	---	---	---	---

23. My trade union establishes consultation between my employer and employees that will be useful in all establishments or undertakings.

1	2	3	4	5
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**PART E: SUGGESTION**

Give suggestion how to improve workplace relations in your organization.

.....  
.....  
.....  
.....

-Thank you-



Appendix II :SPSS Outcomes

Descriptive statistics of employee job performance

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I know my job well most of the time.	120	2.00	5.00	3.6583	.72756
I am able to complete my work accurately most of the time.	120	2.00	5.00	3.8250	.51306
I am able to fulfill job responsibilities in the work routine most of the time.	120	2.00	5.00	3.9083	.51850
I am able to work in scheduled hours.	120	2.00	5.00	3.9333	.48043
I am able to follow the directive given by my employer.	120	2.00	5.00	3.9167	.54362
I am able to apply injury prevention in my workplace.	120	2.00	5.00	3.8750	.58787
I am able to make appropriate decisions within the scope of my job.	120	2.00	5.00	3.8917	.49867
I am able to adapt to any changes in my organization.	120	2.00	5.00	3.9500	.57759
I am able to arrange activities in a reasonable manner by effectively using the resources ( time, money, materials, and co-worker) within the scope of my job.	120	3.00	5.00	3.9500	.46472
I am able to utilize current tools and technology in performing my tasks.	120	2.00	5.00	3.8000	.54387
I am able to use oral communication.	120	2.00	5.00	3.8667	.53347
I am able to use written communication.	120	2.00	5.00	3.9750	.47567
I can apply customer service skill when needed.	120	2.00	5.00	3.9167	.60228

I have a good relationship with other co-workers.	120	3.00	5.00	4.0000	.50210
I am able to supervise effectively most of the time.	120	2.00	5.00	3.9000	.57101
I possess high skill of leadership.	120	3.00	5.00	3.8917	.49867
I am able to achieve quantity of work required.	120	2.00	5.00	3.8750	.60199
I am able to achieve the quantity of work required.	120	3.00	5.00	3.9083	.46735
I possess high personal quality.	120	2.00	5.00	3.9000	.57101
I possess high self-initiative drive to success.	120	2.00	5.00	3.9917	.52654
I possess earnestness in seeking high responsibility.	120	2.00	5.00	4.0250	.60059
Valid N (listwise)	120				

**Descriptive statistics of self evaluation on level of motivation**

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
My organization appreciates those who are able to achieve organizational goals.	120	2.00	5.00	3.3417	.78318
My organization gives recognition to those who achieve organizational goals.	120	2.00	5.00	3.6250	.64901
My organization provides goods working environment.	120	2.00	5.00	3.7417	.52654
My organization holds the employees responsible for their work.	120	2.00	5.00	3.6333	.62083
My organization gives opportunity for career advancement.	120	3.00	5.00	3.8417	.48500
My organization provides self improvement (eg. training and further study) opportunity to motivate me to increase my work performance.	120	2.00	5.00	3.9417	.43571
Valid N (listwise)	120				

**Descriptive statistics of trade union capabilities**

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
My trade union has good organization of work.	84	2.00	5.00	3.8690	.48545
My trade union can promote the interests of its members.	84	3.00	5.00	3.9405	.49943
My trade union is able to influence my employer in establishing effective procedures for the negotiation of terms and conditions of employment.	84	2.00	5.00	3.9048	.59352
My trade union is able to influence my employer in establishing effective procedures for the settlement of disputes that arise.	84	2.00	5.00	3.9881	.50286
My trade union ensures my employer use procedures when dealing with questions that arise in the individual contract of employment which clearly laid down.	84	3.00	5.00	3.9405	.54554
My trade union establishes effective procedures for the settlement of disputes among members of the union.	84	2.00	5.00	3.9643	.59001
My trade union ensures that my workplace has good physical working conditions.	84	2.00	5.00	3.9881	.66756
My trade union negotiates with my employers before make any decision on reduction of wages.	84	2.00	5.00	3.9405	.70028
my trade union ensures my employer provides security of employment.	84	2.00	34.00	4.2738	3.33781
My trade union ensures that the system of payment is soundly based.	84	2.00	5.00	3.9048	.50585

My trade union can represent its members effectively.

My trade union ensures effective procedures is established for a member to seek consultation with my employer redress for his/her grievance.

My trade union ensures my employer provides a continuing dialogue with the trade union and its officials.

My trade union establishes simple but formal procedures with my employer to represent its members effectively.

My trade union ensures my employer makes negotiating available.

My employers allows my trade union keep in touch with its members.

My trade unions and my employer negotiate certain matters regarding conditions of employment.

My trade unions and my employers negotiate certain matters regarding procedures for settling disputes.

My trade union uses methods of communication and consultation to settle any disputes with my employer.

My trade union ensures good management and employee relations are dependent upon the efficiency of trade union capabilities in communication to settle disputes.

My trade union encourages my employers to give employees a sense of personal involvement in trade union.

84	2.00	5.00	3.8690	.65454
84	2.00	5.00	3.9524	.67493
84	2.00	5.00	3.9405	.62770
84	2.00	5.00	3.9286	.69048
84	2.00	5.00	3.9524	.63823
84	2.00	5.00	3.9881	.61102
84	2.00	53.00	4.5833	5.37331
84	2.00	45.00	4.4286	4.51846
84	2.00	5.00	4.0119	.54869
84	2.00	5.00	3.9048	.61348
84	2.00	44.00	4.9405	6.16510

My trade union ensures my employer take the initiative in setting up and maintaining regular consultative arrangements.	84	1.00	5.00	3.8571	.64271
My trade union establishes consultation between my employer and employees that will be useful in all establishments or undertakings.	84	2.00	5.00	3.9762	.60073
Valid N (listwise)	84				

**T- Test between member and non member of trade union towards job performance**

**Group Statistics**

Please state whether you are a member of a trade union.	N	Mean	Std. Deviation	Std. Error Mean
JYes	82	3.9727	.29269	.03232
I No	38	3.7519	.31687	.05140

**Independent Samples Test**

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	1.529	.219	3.745	118	.000	.22083	.05897	.10406	.33760
Equal variances not assumed			3.637	67.241	.001	.22083	.06072	.09964	.34202

**Bivariate Pearson Correlation: To determine relationship between job performance and industrial relation environment**

**Correlations**

	JP	tu
Pearson Correlation	1	.375**
Sig. (1-tailed)		.000
N	120	84
Pearson Correlation	.375**	1
Sig. (1-tailed)	.000	
N	84	84

\*\* . Correlation is significant at the 0.01 level (1-tailed).



Bivariate Pearson: To ascertain the industrial relation environment in Kuching Sarawak

Correlations

	JP	tu
JP Pearson Correlation	1	.375**
JP Sig. (2-tailed)		.000
N	120	84
tu Pearson Correlation	.375**	1
tu Sig. (2-tailed)	.000	
N	84	84

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