



Faculty of Cognitive Sciences and Human Development

**Industrial Relations Quality and Work Engagement in East Malaysia
Private Sector Organizations with Government Involvement as
Mediating Factor**

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Industrial Relations Quality and Work Engagement in East Malaysia Private
Sector Organizations with Government Involvement as Mediating Factor

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DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Malaysia Sarawak. Except where due acknowledgements have been made, the work is that of the author alone. The thesis has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.



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ABSTRACT

Several scholars claimed that sound industrial relations lead to organizational outcomes. There are studies and instruments to measure sound industrial relations, however, so far based on available databases there is no evidence of empirical studies conducted on industrial relations quality and also to assess quality of industrial relations. Thus, this study was conducted to explore and identify elements of sound industrial relations which then were employed as criteria to develop industrial relations quality construct and used to assess the quality of industrial relations. This study also seeks to determine the influence of industrial relations quality on work engagement. The stance of government involvement in industrial relations particularly in Malaysia and its roles in mediating industrial relations and work engagement was also determined in this study. This study employed exploratory sequential design mixed-methodology approach. The qualitative method was used to explore and identify elements of sound industrial relations. The quantitative methods was to determine the criteria to develop industrial relations quality construct and to assess quality of industrial relations, the influence of industrial relations on work engagement, the stance of government involvement in the country's industrial relations, and to determine the quality of industrial relation particularly in East Malaysia. The study was conducted in unionized private sector organizations in East Malaysia. The informants and respondents for this study are the management officials and union officials. It was initiated by reviewing vast literature on industrial relations best practices both locally and abroad. Data collection of both qualitative and quantitative approaches were conducted online due to the COVID-19 movement control order. In-depth interview sessions with 2 managerial officials and 2 trade union officials were conducted via video conferencing platform on Google Meet. A total of 104 respondents out of 828 sample size responded to the online survey. The qualitative data collected were analyzed using NVivo version 12 plus where text queries were performed to identify the

number of references of each industrial relation best practice. There were seven industrial relations practices identified. The seven elements of sound industrial relations identified based on a qualitative approach using NVivo were then determined by employing a quantitative approach using Statistical Package for Social Sciences (SPSS) version 26. Data obtained via qualitative approach and qualitative approach were then triangulated to determine the viability of the seven dimensions identified for developing industrial relations quality construct and criteria to assess the quality of industrial relations. The analysis shows that all seven elements of sound industrial relations can be employed as criteria to develop industrial relations quality construct and also as the criteria to assess the quality of industrial relations. The study also reveals via its findings that government involvement does provide aid to industrial relations in the country. This study provides evidence that the quality of industrial relations in East Malaysia is high and attains the same percentage of achievement as the national IHI.

Keywords: Industrial relations quality, government involvement, work engagement, compliance, industrial relations best practices

Kualiti Perhubungan Industri dan Penglibatan Kerja dalam Organisasi Sektor Swasta di Malaysia Timur dengan Penglibatan Kerajaan sebagai Faktor Pengantara

ABSTRAK

Beberapa sarjana mendakwa bahawa hubungan industri yang baik membawa kepada hasil organisasi. Terdapat kajian dan instrumen untuk mengukur keharmonian hubungan industri, namun setakat ini berdasarkan carian dalam pangkalan data yang ada menunjukkan tiadanya bukti kajian empirikal yang dijalankan terhadap kualiti hubungan industri dan juga untuk mengukur kualiti hubungan industri. Justeru, kajian ini dijalankan untuk meneroka dan mengenal pasti amalan terbaik perhubungan industri yang kemudiannya boleh digunakan untuk membangunkan konstruk kualiti perhubungan industri dan kriteria untuk mengukur kualiti perhubungan industri. Kajian ini juga bertujuan untuk menentukan hubungan antara kualiti perhubungan industri dengan penglibatan kerja. Kaitan penglibatan kerajaan dalam perhubungan industri khususnya di Malaysia dan penglibatan kerja juga ditentukan dalam kajian ini. Kajian ini menggunakan pendekatan kaedah campuran reka bentuk berurutan penerokaan. Kaedah kualitatif digunakan untuk meneroka dan mengenal pasti amalan terbaik perhubungan industri. Kaedah kuantitatif adalah untuk menentukan kriteria untuk membangunkan konstruk kualiti perhubungan industri dan menilai kualiti perhubungan industri, pengaruh perhubungan industri terhadap penglibatan kerja, pendirian penglibatan kerajaan dalam perhubungan industri negara, dan menentukan kualiti perhubungan industri, khususnya di Malaysia Timur. Informan dan responden kajian ini adalah pegawai pengurusan dan pegawai kesatuan. Ia dimulakan dengan kajian literatur yang luas mengenai amalan terbaik perhubungan industri dalam dan luar negara. Pengumpulan data kedua-dua pendekatan kualitatif dan kuantitatif telah dijalankan dalam talian kerana perintah kawalan pergerakan COVID-19. Sesi temu bual mendalam dengan 2 orang pegawai pengurusan dan 2 orang pegawai kesatuan sekerja telah

dijalankan melalui platform persidangan video di google meet. Sebanyak 104 responden daripada 828 saiz sampel menjawab tinjauan dalam talian. Data kualitatif yang dikumpul dianalisis menggunakan NVivo versi 12 plus di mana pertanyaan teks dilakukan untuk mengenal pasti bilangan rujukan setiap amalan terbaik perhubungan industri. Terdapat tujuh elemen terbaik perhubungan industri yang dikenalpasti. Tujuh elemen terbaik perhubungan industri yang dikenal pasti berdasarkan pendekatan kualitatif menggunakan NVivo kemudiannya ditentukan dengan menggunakan pendekatan kuantitatif menggunakan Pakej Statistik untuk Sains Sosial (SPSS) versi 26. Data yang diperoleh melalui pendekatan kualitatif kemudiannya ditriangulasi untuk menentukan daya maju tujuh dimensi yang dikenal pasti untuk membangunkan konstruk kualiti perhubungan industri dan kriteria untuk menilai kualiti perhubungan industri dalam organisasi. Analisis menunjukkan kesemua tujuh elemen terbaik perhubungan industri boleh digunakan sebagai kriteria untuk membangunkan konstruk kualiti perhubungan industri dan juga sebagai kriteria untuk mengukur kualiti perhubungan industri. Kajian itu juga mendedahkan melalui penemuannya bahawa penglibatan kerajaan memang memberikan bantuan kepada perhubungan industri di negara ini. Kajian ini memberikan bukti bahawa kualiti perhubungan industri di Malaysia Timur adalah tinggi dan mencapai peratusan pencapaian yang sama dengan IHI negara.

Kata kunci: *Kualiti perhubungan industri, penglibatan kerajaan, penglibatan kerja, pematuhan, amalan terbaik perhubungan industri*

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LIST OF ABBREVIATIONS

AHP	Analytical Hierarchical Process
CCIH	Code of Conduct for Industrial Harmony
CUEPACS	Congress of Unions of Employees in the Public and Civil Service
EA	Employment Act 1955
FDI	Foreign Direct Investment
IHI	Industrial Harmony Index
IRA	Industrial Relations Act 1967
ISO	International Organization for Standardization
KPI	Key Performance Indicator
LEP	Look East Policy
MAPA	Malayan Agricultural Producers Association
MEF	Malaysian Employers Federation
MOHR	Minister of Human Resources
MTUC	Malaysian Trades Union Congress
NEP	New Economic Policy
NLAC	National Labour Advisory Council
NUBE	National Union of Bank Employees
NUTP	National Union of Teaching Profession
RO	Research Objectives
RQ	Research Questions
TUA	Trade Unions Act 1959
TQM	Total quality Management
UPM	Universiti Putra Malaysia
UWES	Utrecht Work Engagement Scale

CHAPTER 1

INTRODUCTION

1.1 Introduction

The focal point of this study is to explore and determine best practices of industrial relations that may potentially lead to the development of industrial relations quality construct. This study also seeks to examine the effect of industrial relations on employee work engagement. It also attempts to determine the bearing of government involvement in industrial relations, particularly in Malaysia on industrial relations and work engagement. There are nine sections in this chapter. The chapter starts with the section on the background of the study followed by other sections respectively presenting the statement of the problem, research objectives, research questions, research hypotheses, the scope of the study, the significance of the study, and the definition of terms used in this study. The final section summarizes this chapter. This chapter is important as it provides an overview of the study undertaken.

1.2 Background of the study

Human resources have remained vital and fundamental to the economic success of the majority of developed nations. This also holds factual for 21st-century organizations that aspire to be the best among their contemporaries (Andure, 2023). Thus, it is true to state that an organization with its current level of material and financial resources will function slowly if the training of its human resources is not given enough priority. As a result, organizations are forced to train and develop their human resources to ensure that their workforce has the necessary knowledge, skills, and abilities for overall organizational

productivity. The literature also shows organizations that train and develop their human resources yield better outcomes (Al-Rawahi, 2022; De Prins, Stuer, & Gielens, 2020; Moge, 2023). Accordingly, it is common to find organizations train and develop their employees with the knowledge, skills, and abilities that are directly related to their work like communication skills, computer skills, customer service, team building to enhance team cohesiveness, and many more.

Employees who are engaged are highly performing and productive therefore they are valuable assets to their organizations (Kavyashree, Kulenur, Nagesh, & Nanjundeshwaraswamy, 2023; Odunukwe, Anah, & Ezech, 2023). Employees become engaged with their work when they possess the knowledge, skills, and abilities to perform the tasks assigned to them (Hashem, Sfeir, Hejase, & Hejase, 2022). Thus, organizations need to have their managerial officials and trade union officials to be trained and developed in industrial relations quality to help the organization attain quality industrial relations that lead to employees' work engagement. However, rarely we hear organizations train and develop their employees on matters regarding industrial relations as vigorously as those that are directly targeting improving their knowledge, skills, and abilities, although industrial relations is one of the important aspects in securing a harmonious workplace.

Jamaluddin, Taher, and Yi (2019) claim a sound industrial relations is necessary to improve the productivity of employees, industrial progress, and the success of economic development in any country. No wonder scholars have given increasing attention in the past and recent years to the study of industrial relations and its impact on organizational outcomes (Kalita, 2022). Ignoring industrial relations climate may result in low work engagement among employees (Rožman, & Štrukelj, 2021). Hence, organizations need to secure a harmonious working environment as it can influence them in many ways (Fanisi, Agbakwuru, & Onoja, 2023; Mitsakis, 2020). This means a workplace with sound industrial

relations might possibly be influencing its employees to be engaged in their work. Industrial relations scholars like Dastmalchian (2008), Dastmalchian, Blyton, and Abdolahyan (1993), De Silva (1998), and Schappe (1997) have also long highlighted industrial relations not only need to be harmonious but must also be a quality one too.

Thus, this study attempts to determine whether industrial relations can positively influence work engagement. Work engagement in this study acts as the dependent variable, while industrial relations quality is independent variable. This study also tries to reveal the notion of whether government involvement in the country's industrial relations hinders or fosters the quality of industrial relations since there are debates about it. Thus, the government's involvement in the country's industrial relations is portrayed as a variable that possibly mediates and facilitates industrial relations quality to attain and enhance work engagement. Unionized private sector organizations with both national and in-house union types in East Malaysia were chosen for the purpose of this study. The private sector is chosen over the public sector because its industrial relations is more diverse and therefore more dynamic and interesting to study. This study employed a mixed-methodology approach. Data collection for this study was conducted during the COVID-19 pandemic movement control order (MCO).

1.3 Problem Statement

Industrial relations is capable of influencing many forms of organizations' outcomes (Agabe, 2023; Harmen, Hanif, & Ariyanto, 2021; Ibrahim, Yusof, & Ibrahim, 2022; Valizade, Cook, Forde, & MacKenzie, 2023; Xie, & Zhou, 2022; Yang, Zhang, Gong & Cheng, 2023). Accordingly, it is viable for organizations to secure sound industrial relations and then train especially their managerial officials and trade union officials on quality industrial relations. Studies have shown many factors contribute to employee work engagement (Karaferis,

Aletras, Raikou, & Niakas, 2022; Lee, Aravamudhan, Roback, Lim, & Ruane, 2021; Rakthin, Punnakitikashem, Pisitsupakarn, & Aksaravut, 2021; Shahrudin, Azma, & Arifin, 2023; Sudibjo, & Riantini, 2023; Tanuwijaya, Gunawan, & Puraswati, 2022). However, databases thus far have yet to reveal industrial relations per se influencing work engagement positively although Purcell (2013) has since claimed that employee voice has an impact on employee work engagement. Therefore, a study is essential to determine and prove that industrial relations is also a factor in promoting and enhancing employee work engagement.

Industrial relations not only need to be harmonious but should also come with quality because as claimed by the Malaysian Department of Industrial Relations, the state of industrial relations of a country will determine the country's ranking in the World Competitiveness in Labor Relation to attract the interest of foreign investors to do business in the country for the benefit of the country's economic progression and growth (<https://jpp.mohr.gov.my/>). Jamaluddin, Taher, and Yi (2019) highlighted that sound industrial relations can create a productive and progressive country. Malaysia's industrial relations have been acknowledged as harmonious by Aminuddin (2009). Her claim was supported by the Department of Industrial Relations in the Ministry of Human Resources, Malaysia which reported the national industrial harmony index score from 2017 until 2022 as good, which is harmonious. To date, databases revealed numerous studies on industrial relations climate. Literature on industrial relations in the current decade still debates about industrial relations climate, which tries to determine whether industrial relations is harmonious or otherwise (Agabe, 2023; Harmen, Hanif, & Ariyanto, 2021; Ibrahim, Yusof, & Ibrahim, 2022; Xie, & Zhou, 2022; Yang, Zhang, Gong, & Cheng, 2023). Dastmalchian (2008) too has suggested studies on industrial relations quality to be conducted. Other industrial relations scholars like Dastmalchian, Blyton, and Abdolahyan (1993), De Silva (1998), and Schappe (1997) have also long highlighted industrial relations not only need to

be harmonious but must also be a quality one too. Unfortunately, databases have not yet revealed any study on industrial relations quality to assess the quality of industrial relations in the country. This makes the quality of industrial relations in the country still questionable although the Department of Industrial Relations in Malaysia's Ministry of Human Resources reported the country's industrial relations is harmonious. Hence, Dastmalchian's (2008) suggestion has been long overdue. Therefore, good to conduct a study on industrial relations quality. This can be used to justify the state of industrial relations in the country and then to analyze if it can possibly influence work engagement.

The government's involvement in the country's industrial relations affair is in question too whether it aids in achieving sound industrial relations or otherwise (Ahmad, Mohd, Syed, Bee, Salleh, & Gaong, 2023; Bennett, Saundry, & Fisher, 2020; Wad, 2019; Jomo, 2019; Loganathan, Sin, & Ganesan, 2022; Mansaray, 2022). Hence, it is worthy to study the government's involvement in the country's industrial relations to determine whether it should be included as one of the elements that institute industrial relations quality construct.

Despite numerous industrial relations studies conducted (Bean, 2021; Behrens & Pekarek, 2023; Chan, 2020; Dupuis & Greer, 2022; Gardawski & Towalski, 2020) either engaging qualitative or quantitative approach, little is known about whether there is any industrial relations study conducted correlated to work engagement. Thus far, databases reveal there is a study on an element of industrial relations that is employee voice correlated with employee engagement (Purcell, 2013). Therefore, it is vital to conduct a study on industrial relations per se that examines its influence on employees' work engagement. It is worthwhile to conduct a study to determine the effects of industrial relations on employees' work engagement because if proven industrial relations do influence work engagement, then organizations can confidently consider including industrial relations in their training

program and human resource development strategy, as it can facilitate in attaining, fostering, and enhancing work engagement.

An abundance of quantitative and qualitative industrial relations studies conducted abroad (Bean, 2021; Behrens & Pekarek, 2023; Chan, 2020; Dupuis & Greer, 2022; Gardawski & Towalski, 2020; Kaufman, Barry, Wilkinson, Lomas, and Gomez, 2021). They examined industrial relations and its effect on organizations and countries. This applies the same in Malaysia. Databases reveal industrial relations studies are either quantitative or qualitative. Searches in the databases also did not indicate any industrial relations study employing a mixed methodology design thus so far, although there are scholars (Dawadi, Shrestha & Giri, 2021; Manzoor, 2020; McBeath, 2023) claimed that studies employing a mixed methodology facilitate obtaining rich insights and the methods are complimenting each other. As such, a study employing a mixed-methodology approach is vital in understanding better elements that lead to quality industrial relations.

The discussion above warrants the need to initiate a study on industrial relations quality to determine what constitutes industrial relations quality construct and later to study whether it can positively influence work engagement. The involvement and influence of the government in the country's industrial relations also require consideration to be studied to determine its stance in industrial relations quality construct. This study also possibly will be able to determine the quality of the industrial relations in Malaysia.

1.4 Research Objectives (RO)

The objectives of this study are

- i. To identify criteria of industrial relations quality construct.
- ii. To determine the influence of industrial relations on work engagement.
- iii. To determine the stance of the government in the country's industrial relations.
- iv. To determine the quality of industrial relations in East Malaysia.

1.5 Research Questions (RQ)

Questions derived from this study are

- i. What possibly constitutes industrial relations quality construct?
- ii. Does industrial relations quality possibly influence work engagement?
- iii. What is the government's stance in the country's industrial relations?
- iv. What could possibly be the quality of industrial relations in East Malaysia?

1.6 Research Hypotheses

This section highlights the hypotheses of this study.

H1: Industrial relations quality can influence work engagement.

H1a: Union legitimacy can influence work engagement.

H1b: Employment policy can influence work engagement.

H1c: Communication can influence work engagement.

H1d: Consultation can influence work engagement.

H1e: Employee participation and involvement can influence work engagement.

H1f: Negotiation possibly can influence work engagement.

H1g: Conflict management approach can influence work engagement.

H2a: Government involvement significantly influences the country's industrial relations quality.

H2b: Government involvement mediates between industrial relations quality and work engagement

H3: Malaysian industrial relations quality is high.

1.7 Scope of Study

There are several limitations of this study where only organizations in the private sector in East Malaysia were selected for this study. Private sector industrial relations is selected as it is more dynamic compared to industrial relations in the public sector. There are many industries and trades with many employers in the private sector which makes its industrial relations more controversial and distinctive at times making it more interesting to study. Industrial relations in the public sector is more monotonous as it is being managed and regulated by only one employer that is the government. Both in-house and national unions are chosen for the purpose of this study, given that there are small numbers of trade unions in East Malaysia. This study is restricted to management officials and trade union officials with more than one (1) year of experience directly and actively involved in the organizations' industrial relations affairs. They are chosen because it is believed that they have the basis of knowledge of the issues being studied. as suggested by Babbie (2002).

Two of the three industrial relations regional territories are chosen, which are Sabah and Sarawak. Both Sabah and Sarawak are located in East Malaysia. East Malaysia which is represented by Sabah and Sarawak was chosen for this study because it was reported by the Department of Industrial Relations, Malaysia as the zones with the highest industrial harmony index (IHI) score for 2017 and 2018 respectively. Although for the year 2019, Negeri Sembilan gained the highest IHI score, it is omitted from this study because it is only one of many states and federal territories in West Malaysia. As specified in the Trade Union Act, 1959 (Act 262), industrial relations in Malaysia is divided into three main territories which are West Malaysia, Sabah, and Sarawak. Where West Malaysia consists of eleven states and two federal territories. Therefore, Negeri Sembilan alone is insufficient to represent West Malaysia unless half of the total combination of states and federal territories

has achieved the IHI highest score. Nevertheless, West Malaysia was reserved for pilot study purposes.

1.8 Significance of Study

This study contributes inputs to the body of knowledge, the organization, the practitioner, and the methodology. These forms of input are further discussed in this section.

1.8.1 Significance to the Body of Knowledge

Databases reveal little and scant empirical studies had been conducted primarily to study Malaysian industrial relations. Consequently, this study helps to supplement insights in the industrial relations literature, particularly those that concern industrial relations in Malaysia. The findings are expected to provide insights into industrial relations and its influence on work engagement. It also expands the understanding of industrial relations in East Malaysia, as most studies in this field focus more on West Malaysia or Malaysia in general. Consequently, it will open new avenues for researchers and academicians for future research in the field of industrial relations, particularly in Malaysia.

1.8.2 Significance to the Organization

This study reveals that it is significant for organizations to be concerned about the quality of their industrial relations. It is important for organizations to create, maintain, and foster quality industrial relations at the workplace as it is directly linked to many forms of organizational outcomes. This, makes it vital for organizations to align industrial relations in their strategic planning particularly related to human resource management and human resource development to attract and retain talented employees. Through the findings of this study, organizations can identify areas and ways to enhance their organizations' policies, particularly those pertaining to industrial relations and human resource development. This

study provides guidelines to organizations to assess industrial relations quality in their workplaces.

1.8.3 Significance to the Human Resource Practitioner

As stressed by Parasuraman (2004) any industrial relations study, particularly in Malaysia is beneficial to the human resource practitioners, managers, and trade union officials. This study provides important information for them on how to effectively promote and manage quality industrial relations in their organizations. It is equally crucial particularly for the HR practitioners, managers, and trade union officials to increase their awareness of the importance of quality industrial relations so as can contribute to achieving work engagement among employees. When the employees are satisfied with their rights at the workplace, they are motivated to perform better in their tasks and improve the quality of their work. Therefore, this study provides information to HR practitioners and managers particularly to collaborate with the trade union officials to find the best practice of industrial relations quality to boost employee work engagement. At the same time, it can also guide government officials, especially in the Ministry of Human Resources in rendering advice to parties involved concerning industrial relations quality.

1.8. 4 Significance to the Government and Policy Maker

It is hoped that the findings of this study can be used by the government to further improve and enhance industrial relations quality in the country as the government plays a significant role in shaping the industrial relations system in the country. Its roles have a major impact on influencing industrial relations in organizations. The government has a substantial part in making industrial relations decisions by introducing rules and regulations and some code of industrial harmony because the government as a body with legitimate authority is

responsible for formulating and implementing laws and orders for the benefit and advantages of the people, improving the standard of living of the people, ensuring the unity of the people and to safeguard the security of the state. Therefore, hopefully, this study can provide the government guidelines in making and passing legislation and policies, particularly in its constant quest to make Malaysia a fully developed and industrialized country by putting a high priority on economic growth, where promoting and enhancing more harmonious industrial relations is one of the strategies achieving such status. This study will provide some insights to the government and policymakers by ensuring the well-being of the employees and employers, and also the society at large via effectively formulated, enacted, amended, and repelling employment legislations and policies while administering and overseeing well the industrial relations system in the country for the betterment of its people.

1.8.5 Significance to Methodology

The findings of this study will support the data and information from previous studies conducted by other researchers. It will also provide insights into industrial relations, particularly in Malaysia. This study adopted a mixed methodology design because other than reviewing related literature and analyzing the content of CCIH 1975, this study will also employ in-depth interview approach to identify criteria to develop industrial relations quality construct and later to use it to measure and determine the quality of industrial relations in the country. The managerial officials and trade union officials were interviewed for this study. The details were collected from them based on their experiences in dealing with industrial relations matters at their workplaces. A pilot test was conducted to ensure a minimum standard of validity and reliability was met. The validity and reliability tests were conducted on all variables and items. Thus, it led to more accurate findings and outcomes.

1.9 Definition of Terms

1.9.1 Industrial Relations

Conceptual: Ayadurai (1985) defines “industrial relations” as a field of study that examines the relationships between employers, employees, and their unions. Aminuddin (2021) claims the term industrial relations as a study to examine the relationship between employers and employees, where only when the employees are represented by their union then industrial relations exist. Sharma (2016) defines industrial relations as the sum total of organizational relationships among management, unions, and the government or its agencies. Wu (1995) stated that industrial relations is a form of relationship between employee and employer at the workplace, and the ways and means of handling the relations. While Onasanya (1999) states that industrial relations refer to the relationship between trade unions and employers with intervention from the government.

Operational: In this study, the term “industrial relations” also refers to a relationship that is formed in an organization between the management and employees who are represented by their trade unions where this relationship also involves the government.

1.9.2 Industrial Relations Climate

Conceptual: Blyton, Dastmalchian, and Adamson (1987) were the pioneers who developed the concept of industrial relations climate highlighted that industrial relations climate refers to the perceptions of organizational members about the norms, conduct, practice, and atmosphere of union-management relations in the workplace., Dastmalchian, Blyton, and Adamson (1989) were the pioneers in conducting measures of industrial relation climate and defined industrial relations climate as a subset of organizational climate that pertains to the norms and attitudes reflecting union-management relationships in an organization. Katz, Kochan, and Gobeille (1983) stated that the term industrial relations

climate is commonly used to define the nature and quality of the relationships between labor and management in the organization. The labor relations climate exemplifies the condition, and quality of the relationship between managers and workers hence reflects the view of the atmosphere, norms, attitudes, and behaviors of the employees involved in the collaborating relationships of employees, unions, and of course the management (Cui, Zhang, and Qu 2012).

Operational: In this study, the term “Industrial Relations Climate” refers to the condition and quality of the union-management relationship that reflects the view of the atmosphere, norms, conducts, practices, attitudes, and behaviors of the employees involved in the collaborating relationships of employees, unions, and of course the management

1.9.3 Harmony Industrial Relations

Conceptual: According to Puttapalli and Vuram (2012), harmonious industrial relations is concerned with the relationship between management and employees concerning the terms and conditions of employment and the workplace. Ootobo (2005) denotes harmonious industrial relations as a friendly and cooperative agreement on working relationships between employers and employees. Osad and Osas (2013) refer to harmonious industrial relations as an industrial environment where workers along with their union and management understand and accept each other as partners for their mutual benefit. Hanson (2006) highlights that harmonious industrial relations represent the absence of strikes by unions in the organization which in return creates an effective and efficient organization.

Operational: In this study, the term “Harmony Industrial Relations” refers to a situation whereby workers along with their union and management cooperate to achieve mutual benefit.

1.9.4 Quality

Conceptual: Wicks and Roethlein (2009) define the term “quality” as the summary of customer satisfaction based on their affective evaluations. Goetsch and Davis (2014) define quality as a dynamic state that meets or exceeds expectations. Tricker (2013) defines quality as satisfying the original requirements. Fox and Frakes (1997) state that the term “quality” was originally understood to mean conformance to a standard or a specification. According to the international standard ISO 8402-1994, quality refers to “the totality of features and characteristics of an entity like product, service, process, activity, organization, the person that bears on its ability to satisfy stated and implied needs”. While according to the international standard ISO 9000:2015 document, quality is defined as “the degree to which a set of inherent characteristics fulfills requirements”

Operational: In this study, the term “Quality” is adopted from ISO 9000: 2015 where it refers to the degree to which a set of inherent characteristics fulfills requirements.

1.9.5 Industrial Relations Quality

Conceptual: The term “Industrial Relations Quality” in this study refers to separate terms which are “industrial relations” and “quality”. Ayadurai (1985) defines “industrial relations” as a field of study that examines the relationships between employers, employees, and their unions. Aminuddin (2021) defines the term industrial relations as a study to examine the relationship between employers and employees, where only when the employees are represented by their union then industrial relations exist. Sundaray and Sahoo (2013) describe industrial relations as the concern to prevent and resolve issues pertaining to work situations. Wu (1995) says that industrial relations is a form of relationship between employee and employer at the workplace, and the ways and means of handling the relations. While Onasanya (1999) states that industrial relations refer to the relationship between trade

unions and employers with intervention from the government. Wicks and Roethlein (2009) define the term “quality” as the summary of customer satisfaction based on their affective evaluations. Goetsch and Davis (2014) define quality as a dynamic state that meets or exceeds expectations. Tricker (2013) defines quality as satisfying the original requirements. Fox and Frakes (1997) state that the term “quality” was originally understood to mean conformance to a standard or a specification. According to the international standard ISO 8402-1994, quality refers to “the totality of features and characteristics of an entity (product, service, process, activity, organization, person) that bear on its ability to satisfy stated and implied needs”. In the ISO 9000:2000 document, quality is defined as the degree to which a set of inherent characteristics fulfills requirements (Hoyle, 2012). Feldmann (2006) defines the whole term “Industrial Relations Quality” as peaceful, productive, and cooperative industrial relations.

Operational: In this study, the term “Industrial Relations Quality” refers to the degree to which the features, elements, and requirements of sound industrial relations are well practiced and complied with by organizations.

1.9.6 Management

Conceptual: Mary Parker Follet in Norlida, Za’faran, Rabiah, and Rohaya (2011) defined management as the art of getting things done through people. Robbins and Coulter (2014) state that management ensures work activities are completed by the people responsible for doing them. Ramasamy (2009) states that management refers to a team consisting of a group of people comprising at least a minimum of two persons who manage an organization by effectively utilizing available resources to achieve organizational objectives.

Operational: In this study, the term “management” refers to a group of employees at the managerial level appointed by the employer to represent them in dealing with employees and their trade unions.

1.9.7 Union

Conceptual: The terms “union” and “trade union” are used interchangeably in this study. Section 2 of the Trade Union Act 1959 defines a trade union as any association or combination of workmen or employers, being workmen or employers whose place of work is in Peninsular Malaysia, Sabah, or Sarawak, whether temporary or permanent and within any particular trade, occupation or industry. Visser (2006) defines a union as an organization that consists wholly or mainly of workers where its principle purposes include the regulation of relations between workers and employers or employer’s associations. Salomon (2000) refers to a trade union as any organization, whose membership consists of employees who seek to organize and represent their interests and also seek to regulate the employment relationship with the management.

Operational: In this study, the term “union” refers to the employee trade union.

1.9.8 Government

Conceptual: Roskin, Cord, Medeiros, and Jones (2000) regard government as a body that sets basic rules that everyone must comply with. Laski (1919) states that government is an institution that has legitimate authority to rule within a state. Aminuddin (2013) claims the government is a body that plays a major role in the country’s industrial relations and among them is drafting and presenting to the Parliament employment laws that affect working life. The Industrial Relations Act 1969 indicates that the term “government” refers to the federal government or a state government. A government is a political party that won

a majority in a general election and therefore has the mandate to rule a country (Kapur, 1997). Bornstein (1980) views government as a body that exists for the betterment of society.

Operational: In this study, the term “Government” refers to a legitimate authority that has the mandate to rule a country and makes the law that must be complied with for the betterment of society.

1.9.9 Government Involvement

Conceptual: The term “government involvement” used in this study refers to separate terms which are government and involvement. Roskin, Cord, Medeiros, and Jones (2000) regard the government as a body that sets basic rules that everyone must comply with. Laski (1919) states that government is an institution that has legitimate authority to rule within a state. Aminuddin (2020) claims government is a body that plays a major role in the country’s industrial relations. Mitchell (1979) states the concept of “Involvement” has the understanding as an important mediator in which it indicates the amount of arousal, interest, or drive evoked by a particular stimulus or situation.

Operational: In this study, the term “Government Involvement” refers to the act or process of a body or an institution that has legitimate authority to take part in the betterment of society.

1.9.10 Work Engagement

Conceptual: Schaufeli and Salanova (2007) define work engagement as the work-related mood that is associated with positive attitudes towards work, the organization, and high performance which is characterized by vigor, dedication, and absorption. Robinson, Perryman, and Hayday (2004) refer to the engagement of employees in the organization as a positive attitude of employees towards the organization and its values to improve job

performance for the benefit of the organization. Schaufeli and Bakker (2010) refer to work engagement as the relationship of the employee with his or her work. Kahn (1990) describes work engagement as “the harnessing of organization members selves to their work roles where they employ and express themselves physically, cognitively, emotionally and mentally during role performance.

Operational: In this study, the definition of “work engagement” is adopted from Schaufeli and Salanova (2007). Thus, it refers to a work-related mood that is associated with positive attitudes toward work, the organization, and high performance that is characterized by vigor, dedication, and absorption.

1.9.11 Union Legitimacy

Conceptual: In Malaysia, trade unions gain legitimacy via union recognition. A trade union obtains union recognition when the employer permits the trade union to represent the workers in the organization. The procedure for gaining union recognition is outlined in the Industrial Relations Act 1967. The government through the Minister's power plays an important role in the union recognition process. The term “union legitimacy” used in this study refers to separate terms which are union and legitimacy. As mentioned earlier, the term “union” in this study is used interchangeably with the term “trade union” whereas stipulated in Section 2 of the Trade Union Act 1959 it refers to any association or combination of employees or employers. Visser (2006) defines a union as an organization that consists wholly or mainly of workers where its principle purposes include the regulation of relations between workers and employers or employer’s associations. According to Stillman (1974) legitimacy refers to the compatibility of results and output with value patterns of relevant systems. Zelditch (2001) defines legitimacy as accord with rules, procedures, practices,

values, norms, and beliefs. Deephouse and Suchman (2008) define legitimacy as the congruence of an organization with social laws, norms, and values.

Operational: In this study, the term “union legitimacy” refers to the rights possessed by employee unions bestowed by the Industrial Relations Act 1967 and Trade Union Act 1959.

1.9.12 Employment Policy

Conceptual: Hill and Palit (2017) define employment policy as a coherent and broadly accepted vision of employment objectives and the way to achieve them. While Toye (1995) states that employment policy is a remunerative subject pursued by government agencies to constrain the balance of payment, fiscal stability, and economic growth. In Weir’s (1993) view, employment policy is a social construct that a state creates and sustains over which the state may exercise authority to do so which is justified on the grounds of national interest.

Operational: In this study, the term “employment policy” refers to the government’s requirements on employment which are announced from time to time.

1.9.13 Collective Bargaining

Conceptual: Section 2 of the Industrial Relation Act 1967 defines “collective bargaining” as an act to negotiate with the view to the conclusion of a written agreement relating to terms and conditions of employment. Aminuddin (2020) identifies collective bargaining as a way where employees through their trade unions can formally participate in the managerial decision-making process; particularly in those decisions that affect their daily working life such as terms and conditions of employment, working environment conditions, benefits, and services provided. Ayadurai (1985) states that collective bargaining is the

negotiation between an employer or group of employers and a group of employees to reach an agreement on working conditions.

Operational: In this study, the term “collective bargaining” refers to the extent of a union representing the employees and the management who represent the employer negotiating on terms and conditions of employment with utmost mutual understanding.

1.9.14 Communication

Conceptual: According to McShane and Von Glinow (2013) communication refers to transmitting information. De Silva (1998) refers to communication as the methods and means of information flow, information sharing and exchange. While Littlejohn and Foss (2010) define communication as a process of transmitting information and sending messages via various channels.

Operational: In this study, the term “communication” refers to the act of informing, transmitting, sharing, and also the methods and means to do so.

1.9.15 Consultation

Conceptual: Gonzalez (2009) refers to consultation as the act of seeking opinions, views, or inputs, particularly from employees for making organizational decisions purposes. According to Hall and Purcell (2012), consultation is an act of seeking information or advice and it involves managers taking employees’ views before any decision is made. Backer, Lanton, Barclay, Golembiewski, Kurpius, Levinson & Leonard (1992) refer to consultation as an act of giving information to guide or assist any organization in reaching its goals or resolving issues. Lansbury and Marchington (1994) said that consultation is where employers or managers and workers’ representatives meet consistently intending to get opinions or views from each other. Kurpius and Fuqua (1993) refer to

consultation as obtaining content experts based on system-wide operations where the experts are the people working in a specific field.

Operational: In this study, the term “consultation” refers to the act of the employer enquiring feedback and input from the employees through their unions representing them on any decision made in the organization that may affect the employees.

1.9.16 Employee Participation and Involvement

Conceptual: Boxall and Purcell (2003) define employee participation and involvement as a variety of processes and structures that enable and at times encourage employees to directly and indirectly, contribute to influencing decision-making in the organization and the wider society. Parasuraman (2007) refers to employee participation as a wide variety of policies, mechanisms, and policies that enable employees to take part in decision-making at the workplace, especially at the in-house level. Spector (1986) refers to employee participation as including employees taking part in decision-making. Wilkinson, Gollan, Marchington, and Lewin (2010) stated that employee involvement and participation involve the full range of instruments used to get the employees or the workers to participate in organizational making decisions.

Operational: In this study, the term “employee involvement and participation” refers to where employees and their trade unions who represent them are included by their organizations and take part in making decisions, particularly in matters concerning them at the workplace.

1.9.17 Negotiation

Conceptual: According to Lewicki, David, Saunders, and Barry (2015) negotiation is a salient feature of many human interactions that typically take place in the context of

past, present, or future relationships. Pruitt (2013) defines negotiation refers to a process by which a joint decision is made by two or more parties. Morley and Stephenson (2015) state that negotiation involves verbal communication of one sort or another and that the communication concerns the possibility of a joint agreement on some form of action or verbal formulation.

Operational: In this study, the term “negotiation” refers to the process of bargaining to reach a mutual understanding and joint decision by two or more parties.

1.9.18 Conflict

Conceptual: Marcantonio, Attari, and Evans (2018) refer to conflict as disagreements and arguments. Rahim (2001) described conflict as “...an interactive process manifested in incompatibility, disagreements, or dissonance within or between social entities (i.e., individual, group, and organization)”. According to Rostovtseva and Mashanov (2020), conflict is an attitude of opposing parties, in which one or all parties violate the “rules” (norms, laws, principles, traditions), both formal and informal, accepted or established in a particular social environment. Lang, Miao, and Fujita (2019) perceived conflict as dysfunctional, and when it is in the negative form it creates resistance to change, establishes turmoil in the organization or interpersonal relations, fosters distrust, builds a feeling of defeat, or widens the chasm of misunderstanding.

Operational: In this study, the term “conflict” is defined as misunderstanding, disagreements, arguments, and violation of rules.

1.9.19 Conflict Management Approach

Conceptual: McShane and Von Glinow (2013) define the conflict management approach as interventions that seek to alter the level of conflict to minimize its dysfunctional consequences. Robbins, Bergman, Stagg, and Coulter (2012) regard conflict management as

techniques used to resolve conflicts. While Abiodun (2014) thinks that managing a conflict contains specialized interaction that prevents a dispute from becoming a battle. De Church and Marks (2001) express that active conflict management allows groups to openly talk about issues and disagreements while allowing them to share information.

Operational: In this study, the term “conflict management approach” is defined as means used by management and unions that contain practices to cope and resolve indifferences, disagreements, and conflicts between them.

1.10 Chapter Summary

This chapter provided an overview of this study. It has discussed essences like the introduction to the study, the background of the study, problem statement, objectives of the study, research hypotheses, conceptual framework, significance of the study, and definitions of terms, which consist of both conceptual and operational. This study aimed to determine indicators to measure industrial relations quality and later to assess its effect on work engagement. Hence, there will be more discussion in the next chapter. The next chapter highlights related concepts, elements, theories, and studies that were used to support the relationship between independent variables and dependent variables. The theories and studies highlighted in the next chapter will also explain the relationships of moderating variables to the independent variables and dependent variables in this study.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the literature related to this study. The chapter comprises ten main sections. The sections are about industrial relations in Malaysia, industrial relations quality, work engagement, government involvement in industrial relations, industrial relations and work engagement, review of related theories, review of related studies, conceptual framework, and chapter summary. This chapter is important because it provides support for the need to conduct this study as well as to formulate its framework and methodology.

2.2 Industrial Relations in Malaysia

Aminuddin (2020) regards the term industrial relations as a relationship that is established in an organization between the employer and employees who are represented by their respective organizations or trade unions. In other words, industrial relations only exist when there is a trade union exists in an organization or industry to represent employees in an organization or industry. The Industrial Relations Act, 1967 also pointed out that industrial relations deals with the interaction between employers and employees as well as their trade unions. This study works within the context of this definition.

There are several parties important to the Malaysian industrial relations system. There are the employers and their organizations, the employees and their trade unions, the government and international organizations (Aminuddin, 2020). Aminuddin (2020) claims Malaysia's industrial relations is mostly regulated through employment-related legislations, especially the Industrial Relations Act 1967 and the Employment Act 1955 for Peninsular

Malaysia, Sabah Labour Ordinance for Sabah, and Sarawak Labour Ordinance which were supplemented by the Trade Union Act 1959. These legislations govern employer-employee relations (Ayadurai, 1998). They provide minimum benefits for employees and lay down provisions to protect employees from exploitation but at the same time, they also establish certain rights for the employers (Aminuddin, 2020). The Trade Unions Act 1959 main existence is to control the activities of trade unions (Aminuddin, 2020) by regulating trade unions' composition and memberships, and also detailing the rights, power, and responsibilities of trade unions (Ayadurai, 1998). Trade unions are required to follow rules and regulations laid down in the Act so that they can develop an orderly and peaceful manner (Aminuddin, 2020). The Trade Unions Act, 1959 restricted the membership of trade unions geographically where employees in Peninsular Malaysia could only join unions whose members work in Peninsular Malaysia and this applies the same to employees who work in Sabah and Sarawak (Aminuddin, 2020) Ayadurai, 1998). This form of arrangement is also observed in this study.

Ganesan and Ling (2014) highlighted that Malaysian industrial relations is tripartite. The employer, the employee, and the government are the key players in the country's industrial relations, where the employer and the employee are the core players and supposedly most decisions are made by them based on mutual understanding Wu (1995). The Ministry of Human Resources represents the government to govern industrial relations in the country which among its core activities is enforcing the Trade Union Act 1959 (TUA), Industrial Relations Act 1967 (IRA), and Employment Act 1955 (EA) by translating them into actual action and when necessary, take corrective action.

There are several types of trade unions in Malaysia. They can be classified into three main categories. There are the private sector employees' unions, public sector employees' unions, and employer's unions. The private sector employees' unions comprise unions that

represent employees from the same industry, trade, occupation, business, or establishment for example National Union of Bank Employees (NUBE). The private sector employees' unions come in two forms. They are national or in-house. A national union is a trade union that attempts to cover all workers in the same industry, trade or occupation though they may work for different employers. However, a national union does not cover workers throughout Malaysia but is restricted by geographical territories i.e Peninsular Malaysia, Sabah & Sarawak. An in-house union, on the other hand, is a trade union whose membership is only open to workers working in the organization, company or firm, where all its members are employed by the same employer but can be and will be involved in different occupations.

Union membership in Malaysia is limited geographically as stated in Section 2 of the Trade Union Act 1959. Employees in Peninsular Malaysia may only join a union whose members work in the Peninsular. This principle goes the same for Sabah and Sarawak respectively. Thus, employees' membership in a union is constrained to any one of the three geographical regions. This means Malaysia has three industrial relations administrative regions. Accordingly, this provision is observed in conducting this study.

In general, the total number of trade unions and their membership in Malaysia has shown an inconsistent trend from 2018 to 2020 (refer to Table 2.1). This may be due to the COVID-19 pandemic that caused some organizations went bankrupt and forced their employees to become unemployed. About 60% of the trade unions are in the private sector (Table 2.2). Although more than 80% of the unions formed and registered are in-house unions (refer to Table 2.3), both national and in-house trade unions are included in this study.

Table 2.1: Trade Union Membership in Malaysia (2016 - 2022)

Year	Number of Trade Union	Membership
2018	751	930, 734
2019	762	930, 973

Table 2.1 *Continued*

2020	770	956, 542
2021	747	940,914
2022	759	954, 992

Note. Sourced from the Department of Trade Union Affairs in the Ministry of Human Resources, Malaysia (2023)

Table 2.2: Statistics of Trade Union in Malaysia by Sector (2016 - 2022)

Sector	2016	2017	2018	2019	2020	2021	2022
Statutory Body	106	87	87	99	94	92	97
Private	481	491	497	507	509	488	498
Public	147	164	167	156	167	167	164
Total	734	742	751	762	770	747	759

Note. Sourced from the Department of Trade Union Affairs in the Ministry of Human Resources, Malaysia (2023)

Table 2.3: Types of Trade Union in Malaysia (2016 - 2022)

Types of Union	2016	2017	2018	2019	2020	2021	2022
In-house Union	631	604	613	631	631	597	611
National Union	103	138	138	139	139	150	148
Total	734	742	751	762	770	747	759

Note. Sourced from the Department of Trade Union Affairs in the Ministry of Human Resources, Malaysia (2023)

Table 2.4 exhibits an increasing trend in the number of registered trade unions in East Malaysia from 2016 to 2022 as well as its union membership (Table 2.5). The statistics show that Sarawak has more union memberships compared to Sabah. Sabah has shown an increasing trend from 2018 until 2022 meanwhile for Sarawak, the number of memberships decreasing from 2021 and 2022. However, overall trade union memberships in East Malaysia show an increasing trend. Could this be a sign of a positive or negative trend, since according to Aminuddin (2020) employees join a trade union to protect their employment rights. If so, there might be industrial relations issues in East Malaysia.

Table 2.4: Number of Registered Trade Unions in East Malaysia (2016-2022)

Locations	2016	2017	2018	2019	2020	2021	2022
Sabah	75	75	75	78	78	80	84
Sarawak	71	75	76	77	77	75	74
Total	146	150	151	155	155	155	158

Note. Sourced from the Department of Trade Union Affairs in the Ministry of Human Resources, Malaysia (2023)

Table 2.5: Trade Union Membership in East Malaysia (2018-2022)

Locations	2018	2019	2020	2021	2022	Total
Sabah	34,835	35,692	35,887	41,038	42,626	190,078
Sarawak	48,483	50,406	50,658	50,530	49,532	249,609
Total	83, 318	86, 098	86, 545	91, 568	92, 158	439, 687

Note. Sourced from the Department of Trade Union Affairs in the Ministry of Human Resources, Malaysia (2023)

The Malaysian industrial relations system emphasizes the concept of self-government in the industry where both parties are encouraged to resolve their disputes through direct negotiation and settle their differences without any intervention. Should the

negotiation fail, the parties may refer to the director general of the department of industrial relations for conciliation. In the event of a deadlock, either party may report the dispute to the department upon which conciliation proceedings may be initiated. In fact, conciliation has been the most effective method of resolving disputes. The process of conciliation involves a series of meetings conducted either jointly or separately. Where the matter fails to be resolved through conciliation, the dispute is then referred to the Minister of Human Resources who will exercise his discretionary powers to refer the dispute to the industrial court or otherwise. When a reference is made to the industrial court, the court will adjudicate the dispute.

Table 2.6, Table 2.7, and Table 2.8 exhibit all industrial courts in three regions (West Malaysia, Sabah, and Sarawak) show that 80% and above cases referred to them are resolved except for the year 2020 as this may be caused by the COVID-19 pandemic movement control order (MCO). Despite the high number of cases resolved, the number of cases the industrial courts need to deal with remained three-digit since the year 2017 for Sabah and 2018 for West Malaysia and Sarawak respectively ranging between 308 to 651 cases each year. At some points, cases increased in all three regions.

Table 2.6: Industrial Relations Cases in Industrial Court, West Malaysia (2018-2022)

Cases	2018	2019	2020	2021	2022
Dealth	416	382	428	407	339
Resolve	338	328	283	337	275

Note. Sourced from the Department of Labor in the Ministry of Human Resources, Malaysia (2023)

Table 2.7: Industrial Relations Cases in Industrial Court, Sabah (2017-2020)

Cases	2017	2018	2019	2020
Dealth	437	420	651	514
Resolve	371	356	584	NA

Note. Sourced from the Department of Labor Sabah, Malaysia (2023)

Table 2.8: Industrial Relations Cases in Industrial Court, Sarawak (2018-2022)

Cases	2018	2019	2020	2021	2022
Dealth	313	383	592	552	634
Resolve	308	379	443	469	504

Note. Sourced from the Department of Labor Sarawak, Malaysia

The Department of Industrial Relations, Malaysia in collaboration with researchers from Universiti Putra Malaysia (UPM) has successfully developed an instrument to measure the level of the harmonious relationship between in Malaysia. The instrument known as the Industrial Harmony Index (IHI) is said to provide a more reflective and comprehensive state of corporate harmony at the National IHI level. According to the Chief Assistant Director in the Department of Industrial Relations, the purpose of conducting an IHI survey is to increase the country's ranking in the World Competitiveness Ranking on Labour Relations. The ranking indicator is said to potentially attract more investors to invest in Malaysia. It is hoped that when the country is at a stable ranking, this will attract more investors to invest in the country for economic development.

Table 2.9 shows Sabah and Sarawak in East Malaysia scored the highest IHI score for the years 2017 and 2018 respectively. Thus, it is one of the justifications that Sabah and Sarawak are selected for this study as specified in Chapter 1 on the scope of the study. Negeri Sembilan is omitted from this study because it is only one of many states and federal

territories in West Malaysia, As specified in the Trade Union Act, 1959 (Act 262), industrial relations in Malaysia is divided into three main territorials which are West Malaysia, Sabah, and Sarawak. Whereas West Malaysia consists of eleven states and two federal territories. Therefore, Negeri Sembilan alone is insufficient to represent West Malaysia unless half of the total combination of states and federal territories has achieved the IHI highest score. However, the national IHI score based on five dimensions recorded the country maintained a harmonious status from 2017 until 2022 (Table 2.9). What is the quality of the country's industrial relations?

Table 2.9: National Industrial Harmony Index Score for 2017-2022

Dimensions	2017 (%)	2018 (%)	2019 (%)	2020 (%)	2022 (%)
Nurturing relationships	75.5	74.9	76.6	77.1	78.4
Connectedness	75.0	74.5	76.7	77.3	78.3
Mutual peacemaking	78.6	74.6	76.0	77.6	78.7
Mutual cooperation	75.5	75.4	77.0	76.8	80.0
Being responsible	78.6	78.8	80.0	81.4	80.8
National IHI Score	75.9	75.6	77.3	78.0	78.9

Note. Sourced from the Department of Industrial Relations, Malaysia (2023)

Table 2.10: Dimension, Sector, and Zone with Highest IHI Score for 2017 - 2022

Year	Dimension, Sector, and Zone		IHI Score (%)
2017	Dimension with the highest score	Mutual peacemaking	78.6
		Being responsible	78.6
	Sector with the highest score	Agriculture, forestry, and fisheries	79.1
	Zone with the highest score	Sabah	78.3
2018	Dimension with the highest score	Being responsible	78.8
	Sector with the highest score	Electricity supply, gas, steam, and air conditioning	78.4
	Zone with the highest score	Sarawak	78.0
2019	Dimension with the highest score	Being responsible	80.0
	Sector with the highest score	Agriculture, forestry, and fisheries	78.3
	Zone with the highest score	Negeri Sembilan	85.3
2020	Dimension with the highest score	Being responsible	81.4
	Sector with the highest score	Agriculture, forestry, and fisheries	80.0
	Zone with the highest score	Kedah	81.1
2022	Dimension with the highest score	Mutual peacemaking	80.8
	Sector with the highest score	Agriculture, forestry, and fisheries	80.2
	Zone with the highest score	Perak	82.6

Note. Sourced from the Department of Industrial Relations, Malaysia (2022)

Starting the year 2021, the Malaysian Ministry of Human Resources (MOHR) no longer report the national IHI score yearly but once in two years.

The Industrial Relations Act 1967 governs employer-union relations and it applies throughout Malaysia (Ayadurai 1998). The Act regulates the relations between employers and employees and their unions as well as laying down rules to help prevent and settle disputes particularly between employers and employees to minimize conflict, thus ensuring peaceful industrial relations as far as possible (Aminuddin, 2020; Wu, 1995). The Malaysian industrial relations system operates within the legal framework of the Act (Wu, 1995). The Act is one of the mechanisms used to maintain harmonious industrial relations in the country (Ayadurai, 1998). The Industrial Relations Act 1967 indicated that employers should not abuse their authorities in any form and they also should not interfere with the affairs of a trade union and the rights of employees to organize themselves in a union. The Act also indicates any forms of discrimination, restraint, or coercion against any employee because of participating in legitimate trade union activities must also be avoided by employers (IRA 1967).

Ayadurai (1998) highlighted Malaysian industrial relations stand on four main principles that are trade unionism, union recognition, collective bargaining and collective agreement, and dispute resolution. These principles are still in practice to date as they derive from the Industrial Relations Act 1967.

Aminuddin (2020) claimed that the Malaysian industrial relations system is practiced through the founding of the National Labour Advisory Council (NLAC). It was in the NLAC discussions that the Code of Conduct for Industrial Harmony (CCIH) was introduced in 1975 to provide a guideline to parties involved in achieving greater harmonious industrial relations. Among other aims of the CCIH are to protect both the employers' and employees' interests, smoothen the relationships between employers and employees, and minimize

industrial disputes and industrial actions occurrence. The code also outlines how each party should behave and areas in which they should cooperate to ensure industrial ethics and fair labor practices. The CCIH listed four broad areas for cooperation concerning industrial relations practices which are communication and consultation, responsibilities, employment policy, and collective bargaining. Consultation and communication is the most mentioned industrial relation practice across the CCIH followed by procedures to negotiate, procedures to resolve individual grievances, and procedures to resolve trade disputes.

Although to date the code is not legal but by morals, it has been accorded a semi-legal status by the Industrial Relations Act 1967 (Abishegam,1987; Ayadurai,1985). According to de Silva (1998) even though the CCIH 1975 is merely a guideline to enhance harmonious industrial relations and it is not a law that is enforced to do so, the industrial court however will refer to it when arbitrating industrial relations cases referred to it. Despite Parasuraman's (2005) comments about the CCIH 1975 being ineffective in promoting industrial relations in the country, this study still analyzed the CCIH 1975 to identify potential criteria and items for developing industrial relations quality construct. Clause 7 of the CCIH recommends parties involved to observe and comply with the industrial relations practices agreed upon. The CCIH is chosen as it provides the parties concerned with the principles and guidelines to promote harmonious industrial relations practice, and the standard of cooperative relationship to be met. Ayadurai (1985) claimed that although the CCIH is not legal, it morally binds parties involved as the Industrial Relations Act 1967 has accorded the code a semi-legal status. The CCIH is one of the key elements to achieve and fostering sound industrial relations. Hence, it will be used as the foundation to develop industrial relations quality construct in this study although the employers and the employees are not obligated to comply with the CCIH as a statute, and according to Parasuraman (2005)

not only employers do not constantly use the CCIH 1975, most private companies in Malaysia also do not practice and implement the CCIH 1975.

De Silva (1998) highlighted four factors that contribute to harmonious industrial relations. These factors are employee participation and involvement, communication, consultation, and employment policy. The quality of the relationship between employers and employees depends on the organization's policies, practices, procedures, and mechanisms of the four factors identified.

The management should seek input from the employees, especially those that may concern and affect them the most. The mechanisms for communication and consultation purposes should be well in place. Appropriate bodies for the management and the employees to cooperate and be concerted in decision making should be available too in an organization. Sound policies on recruitment, training, career development, and other matters that concern employment should be formulated properly and made known throughout the organization.

2.3 Industrial Relations Quality

Dastmalchian et al., (1989) state that from the review of the literature, many elements can be identified to reflect sound industrial relations. Many studies on industrial relations associate sound industrial relations with organizations' positive outcomes (Fanisi, Agbakwuru & Onoja, 2023; Jamaluddin, Taher & Yi, 2019; Mitsakis, 2020). This has led prominent industrial relations scholars in the past like Dastmalchian (1989; 2008; 2014), Hammer, Currall, and Stern (1991), Katz, Kochan, and Gobeille (1983), and Lewin, Lippitt, and White (1939) and current decade (Agabe, 2023; Harmen, Hanif, & Ariyanto, 2021; Ibrahim, Yusof, & Ibrahim, 2022; Valizade, Cook, Forde, & MacKenzie, 2023; Xie, & Zhou, 2022; Yang, Zhang, Gong, & Cheng, 2023) to conduct studies to understand the influence of industrial relations on organization positive outcomes. These studies have consistently

revealed sound industrial relations have positive records in explaining organizations' and employees' performance, outcomes, and success. Thus far, databases have shown numerous studies in the past and current decade on industrial relations mostly employed Dastmalchian, Blyton, and Adamson (1989) industrial relations climate model in their studies (Agabe (2023); Harmen, Hanif, & Ariyanto, 2021; Ibrahim, Yusof, & Ibrahim, 2022; Valizade, Cook, Forde, & MacKenzie, 2023; Xie, & Zhou, 2022; Yang, Zhang, Gong, & Cheng, 2023).

Dastmalchian (2008) believed that a more quality industrial relations in the workplace is essential as it will lead to the continuous improvement of organizational success. Wagar (1997) also claims that more quality industrial relations determine organizational effects. Sundaray and Sahoo (2013) in their study prove that sound industrial relations is associated with committed and productive workforce. Quality industrial relations has been highlighted and emphasized for the past decades

In this study, industrial relations quality refers to the degree to which the elements of sound industrial relations are well practiced and complied with by organizations. The Malaysian sound industrial relations experience will be studied to determine the criteria of sound industrial relations to develop an industrial relations quality construct.

In Malaysia, the Industrial Relations Act 1967, the Code of Conduct Industrial Harmony 1975, and the Malaysian industrial relations principles are very synonyms with sound industrial relations. They highlighted several criteria for fostering and enhancing sound industrial relations as discussed below.

2.3.1 Employment Policy

The CCIH 1975 indicated that a sound employment policy is a prerequisite for sound industrial relations. Organizations should reflect the government's policy requirements as announced from time to time. This is also highlighted in He's (2010) study. Good planning

and efficient use of human resources is important for the success of the establishment or undertaking and for the security of those employed in it. Among the areas to consider are recruitment, training, payment system, redundancy and retrenchment, working conditions, and security of employment. Where according to the CCIH 1975, employers must make sure that their recruitment policy is legit, their training policy is acceptable, their payment system is consistent with government regulation, their working hours are consistent with related legislation, and their retrenchment policies must comply with government's policy requirements as announced from time to time. The employers must also ensure that physical working conditions at the workplace is consistent with related legislations for example Occupational Safety & Health Act 1991. The CCIH 1975 suggested that in any possible, employers ought to provide stability in terms of job tenure and select employees to fill in job vacancies based on suitability for the jobs. The employers must also ensure that the terms and conditions of service in the organization are reasonable. The CCIH 1975 further indicates employers should provide training to improve the knowledge and skills of their employees. De Silva (1998) stress that sound policies on recruitment, training, career development, and other matters that concern employment should be formulated properly and made known throughout the organization.

2.3.2 Union legitimacy

Trade unionism and union recognition stated in the principles of Malaysian industrial relations are forms of union legitimacy. Both the employees and the employers have equal rights to organize themselves in trade unions to protect and promote their respective interests. Under the Industrial Relations Act of 1967 workers in the private sector have the right to join a trade union and employers should not prevent a worker from joining a trade union. The employment laws in Malaysia also require employee unions must be recognized by

employers as the proper and legitimate representatives of their employees before the unions can collectively bargain with the employers. Other than that, it is also specified in the Act that the employers are also not allowed to restrain trade unions from performing their legitimate roles, restrict the union from speaking on behalf of its employees, restrict the union from representing its employees in resolving disputes, restrict the union from recruiting its members and restrict the union from conducting its legitimate activities. The principle of trade unionism is reflected as responsibility in the area of cooperation in the CCIH 1975. The area of cooperation on collective bargaining as stated in the CCIH 1975 reflects the principle of union recognition.

2.3.3 Communication

The CCIH 1975 highlighted communication as one of the areas of cooperation between employers and unions to reach harmonious industrial relations at the workplace. It suggested that employers and employees constantly communicate with each other as much as possible using various methods of communication such as meetings, memos, bulletin boards, and many others. Any decisions made such as any changes in working procedures are to be well communicated by the employers to the employees and the employers are also to the employees with as much information as possible on matters affecting them. Great information sharing between employers and unions is vital to reaching harmonious industrial relations at the workplace. De Silva (1998) emphasizes two-way communication in an organization. The practice of sharing and exchanging information should be well exercised in the organization as an organization is not only obliged to provide information and make due explanations. An organization is also responsible for making available to employees the means to communicate their opinions and problems to the management. Osad and Osas

(2013) state that organizations should encourage open and frank discussions, thus explaining and sharing discussions with their employees.

2.3.4 Consultation

The CCIH 1975 also stresses that the employer should also involve the employees in any policy formulation and decision-making to gain their viewpoints. Consultation is the act of employer seeking information, feedback, and responses from the employees before any policy is formulated and decisions are made by the employer. De Silva (1998) The management should seek input from the employees, especially those that may concern and affect them the most.

2.3.5 Employment Involvement and Participation

Collective bargaining is a process that involves joint decision-making between the employers and the employees, therefore it is a form of employee participation in the decision-making process (Aminuddin, 2020). De Silva (1998) states that appropriate bodies for the management and the employees to cooperate and be concerted in decision making should be available too in an organization. Cutter (2018) suggested management of an organization should listen to its employees' voices and interests. Osad and Osas (2013) also suggested organizations not only just seek opinions but also need to listen to employees and take action accordingly.

2.3.6 Negotiation

Aminuddin (2020) claims that one significant advantage that a union in Malaysia has, is the power to conduct collective bargaining. It is a process where the representatives of the

employees which is the union, together with the employer negotiate periodically on the terms and conditions of employment. She said it is advisable for procedures for effectively negotiating terms and conditions of employment to be established in the organization. It is also advisable that employees and employers must agree to have collective bargaining regularly, to comply with the agreement stated in the collective agreement as this is one way to avoid any dispute from occurring (Aminuddin, 2020). The CCIH 1975 stressed that both employer and employee must tolerate each other through discussion and negotiation to reach vital mutual understanding in collective bargaining sessions.

2.3.7 Conflict Management Approach

Any disagreements, conflicts, and arguments between the employer and the employee will be resolved both voluntarily and compulsory (Ayadurai, 1998). Direct negotiation is considered an ideal method for disputing parties to resolve the conflict between them as it is seen as a more mature act to foster harmonious industrial relations (Maimunah, 2020). However, should the parties refuse to enter into negotiation to settle the dispute between them, then a compulsory approach as legally recommended will be referred. Nevertheless, the dispute resolution principle attempts to offer effective conflict resolution between conflicting parties. Cutter (2018) thinks that organizations not only must be proactive but must also employ integrative approaches in resolving industrial relations problems.

2.4 Work Engagement

The concept of employee work engagement introduced by Schaufeli and Salanova (2007) is adopted in this study. Schaufeli and Salanova (2007) define work engagement as the work-related mood that is associated with positive attitudes towards work, the

organization, and high performance that is characterized by vigor, dedication, and absorption. Schaufeli et al. (2002b) define work engagement “*as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.*”

Although there are different views about work engagement, most scholars agree that engaged employees have high levels of energy and identify they are strongly associated with their work. Recent reviews have proved work engagement is positively associated with mental and psychosomatic health, intrinsic motivation, and efficacy beliefs (Schaufeli and Salanova, 2007). Studies also revealed employees who are engaged in their work are said to have high levels of energy, enthusiastic about their work, and are often fully immersed in their jobs (Bakker, in press; Macey & Schneider, 2008; May, Gilson, & Harter, 2004 & Schaufeli). Engaged workers are more creative, more productive, and more willing to go the extra mile (Bakker & Demerouti, 2008). (Kahn, 1990) revealed that engaged workers put much effort into their work because they express themselves physically, cognitively, emotionally, and mentally during role performances. In turn, engagement is assumed to produce positive outcomes, both at the individual level, that is personal growth and development as well as at the organizational level i.e performance quality (Bakker & Demerouti, 2008).

Utrecht Work Engagement Scale (Schaufeli & Bakker, in press; Schaufeli et al., 2002; UWES) thus so far has been the most often used instrument to measure work engagement. It is a self-report instrument that includes three dimensions which are vigor, dedication, and absorption. UWES was developed by Schaufeli, Bakker, and Salanova (2006). It has been validated in several countries across the world (Arnold, B. Bakker, Wilmar B. Schaufeli, Michael P. Leiter & Toon W. Taris; 2008) including China (Yi-Wen & Yi-Qun, 2005), Finland (Hakanen, 2002), Greece (Xanthopoulou, Bakker, Demerouti, & Kantas, in press), Japan (Shimazu et al., 2008), South Africa (Storm & Rothmann, 2003),

Spain (Schaufeli et al., 2002), and the Netherlands (Schaufeli & Bakker, 2003; Schaufeli et al., 2002). Thus, making UWES a viable instrument to measure work engagement. Hence, this study will adopt UWES to measure employee work engagement in the essential services sector. Correspondently, the three main dimensions of work engagement which are vigor, dedication, and absorption as claimed by Schaufeli et al. (2002b) will be adopted as the dimensions for work engagement in this study.

Schaufeli et al., (2002b) explain that absorption refers to being fully concentrated and deeply engrossed in one's work, and is characterized by time passing quickly and difficulties in detaching oneself from work. They refer to dedication to some characteristics that are associated with a sense of significance, enthusiasm, inspiration, pride, and challenge. Vigor refers to high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence in the face of difficulties (Schaufeli et al., 2002b).

2.5 Government Involvement in Industrial Relations

Bornstein (1980) claimed that a government is an institution for the betterment of society. A government possesses legitimate power, authority over security issues, and responsible for formulating and implementing policy (Apter, 1959), and serves several functions. Among them are to improve the standard of living of the people, provide job opportunities, provide infrastructure and utilities, formulate and implement laws, ensure the unity of the people, and ensure the security of the state. These functions are done through the development of policies and projects. However, the government's involvement in the country's industrial relations affair is in question whether it aids in achieving sound industrial relations or otherwise (Ahmad, Mohd, Syed, Bee, Salleh, & Gaong, 2023; Bennett, Saundry, & Fisher, 2020; Wad, 2019; Jomo, 2019; Loganathan, Sin, & Ganesan, 2022; Mansaray, 2022).

Markey (2005) highlighted that a government played a vital role in a country's industrial relations. Kuruvilla and Erickson (2002) highlighted that the government of Malaysia has played an important role in shaping the country's industrial relations. It plays a dominant role in the development of Malaysian industrial relations (Idrus, 2001). As commented by Kaufman (2004) although the employer is commonly the central decision maker in the workplace, Malaysian employers are still subject to government policies when comes to matters pertaining to industrial relations (Idrus, 2001; Jomo, 2012). Both Idrus (2001) and Jomo (2012) perceive the Malaysian government plays a more dominant role in its industrial relations decision-making. Anantaraman (2010) added that the Malaysian labor laws which contain extensive provisions to control and regulate its industrial relations reflect the government principle means to control organized labor in Malaysia.

Aminuddin (2009) claims that the Malaysian government plays an important role as a mediator in the process adopted in the industrial court through the conciliation process in the Industrial Relations Department. The management and union will seek the assistance of the government should there be any unresolved dispute between them (Ayadurai, 1998; Aminuddin, 2020; Wu, 1995). In the Malaysian industrial relations context, it is crucial for the government to be involved in moderating the conflict between employees and employers. This is in accordance with a claim made by Bornstein (1980) where he said that government is for the betterment of society. Furthermore, Wad (1996) claims that Malaysia achieves its industrial relations peace through government involvement via labor legislation, administrative, conciliation, and arbitration mechanisms.

It is claimed that in Asian countries like Malaysia, Indonesia, Singapore, Philippines, Taiwan, and Thailand except for Japan and South Korea (Bamber & Leggett, 2001; de Silva, 1998; Kuruvilla & Erickson, 2002) until now their respective governments play an important role in shaping the countries industrial relations. Government involvement is an important

feature in their industrial relations, particularly in Malaysia (Idrus, 2001). Some literature on Malaysian industrial relations reveals that the Malaysian government has increasingly played a dominant role in the country's industrial relations development. Some claim this is because the government sees more harmonious industrial relations can influence Malaysia in its quest to be a fully developed and industrialized country by the year 2020 at the latest. Hence, among the policies for industrial relations purposes are (1) to ensure harmonious industrial relations among employers, employees, and trade unions for the economic development and general of the country, and the well-being of the nation and (2) to ensure close relationships in formulating and implementing policies, laws, and regulations for the benefits of all. Several commented the government of Malaysia has given a high priority to economic growth as an instrument to achieve the status of a developed country (Kuruvilla, 1995; Parasuraman & Schwimbersky, 2005; Todd & Peetz, 2001). Earlier researchers identified economic considerations that have been significant in Malaysia's industrial relations (Jomo, 2012; Kuruvilla, 1995). This has been a consistently important factor that has influenced the role of the government in its industrial relations (Kuruvilla, 1996).

De Silva (1998) notes that the government in Asian countries plays a significant role in shaping their industrial relations system but this is uncommon in Western countries. There is very minimal government involvement in industrial relations affairs in Western countries. Industrial relations matters in these countries are the state of affairs between respective organizations and unions (Bamber & Leggett, 2001; de Silva, 1998; Kuruvilla & Erickson, 2002). However, in Australia according to Yarrington et al (2007), managers and union officials in their study noted there had been changes in the industrial relations landscape in Australia due to government legislation.

Government restrictions pertaining to industrial relations with employees in Malaysia are to ensure the sustainability of its economic development and to make national

economic conditions favorable for developing export-oriented industrialization (EOI) strategies (Parasuraman & Schwimbersky, 2005). In general, the government enforces stringent requirements and systematically tightens labor rules and regulations in the interest of keeping the peace to secure “cost-containment measures” for economic growth purposes, particularly for the export sector (Kuruvilla, 1995). Jomo (2012) claimed that the government's involvement in Malaysian industrial relations since the 1950s in the form of labor laws and policies for peacekeeping purposes and to promote industrialization. According to him too, the government even tightened up the country's labor laws in 1980 to promote foreign investment to boost Malaysia's economic growth. Todd and Peetz (2001) acknowledge the Malaysian government has been highly involved in the country's industrial relations to attract investors. They further explained that Malaysia relied heavily on foreign investment for its economic success.

Arudsothy and Littler (1993), Ariffin (1997), Jomo and Todd (1994), and Todd and Peetz (2001) characterized Malaysian industrial relations as an extensive state control. Parasuraman and Schwimbersky (2005) commented Malaysian industrial relations pattern is rather repressive and confrontative, where the government is perceived to have played a more dominant role in the country's industrial relations decision-making by introducing rules and regulations and some code of industrial harmony (Idrus, 2001; Jomo, 2012; Sharma, 1991). Ganesan and Ling (2014), Jomo (2012), and Parasuraman and Schwimbersky (2005) claimed that Malaysian industrial relations is overtly under state control.

Although the government plays quite a role in the country's industrial relations and much has been said about the government's involvement in the country's industrial relations affairs but mostly unfavorable although Bornstein (1980) highlighted governments exist for

the betterment of society. Hence, it is vital to assess the government's involvement in the country's industrial relations to determine its stance.

2.6 Industrial Relations and Work Engagement

Studies on industrial relations associate sound industrial relations with organizations' positive outcomes (Fanisi, Agbakwuru & Onoja, 2023; Jamaluddin, Taher & Yi, 2019; Mitsakis, 2020). These studies have consistently revealed industrial relations have positive records in explaining organizations' and employees' performance, outcomes, and success. It shows that industrial relations is capable of influencing many forms of organizations' outcomes (Agabe, 2023; Harmen, Hanif, & Ariyanto, 2021; Ibrahim, Yusof, & Ibrahim, 2022; Valizade, Cook, Forde, & MacKenzie, 2023; Xie, & Zhou, 2022; Yang, Zhang, Gong & Cheng, 2023). Studies also have shown many factors contribute to employee work engagement (Karaferis, Aletras, Raikou, & Niakas, 2022; Lee, Aravamudhan, Roback, Lim, & Ruane, 2021; Rakthin, Punnakitikashem, Pisitsupakarn, & Aksaravut, 2021; Shahrudin, Azma, & Arifin, 2023; Sudibjo, & Riantini, 2023; Tanuwijaya, Gunawan, & Puraswati, 2022).

Despite numerous industrial relations studies conducted (Bean, 2021; Behrens & Pekarek, 2023; Chan, 2020; Dupuis & Greer, 2022; Gardawski & Towalski, 2020) either engaging qualitative or quantitative approach, little is known about whether there is any industrial relations study conducted correlated to work engagement. Thus far, databases reveal there is a study on an element of industrial relations where it examines the correlation of employee voice with employee engagement (Purcell, 2013). However, databases so far have yet to reveal any study conducted to assess the relationship between industrial relations per se and work engagement. However, as stated earlier there are numerous studies conducted on industrial relations to assess its impact on other organization aspects.

Moreover, in line with the suggestion made by Deery and Iverson (2005), it is crucial to assess the impact of industrial relations on organizations because such a relationship is crucially required to as employees tend to be more motivated to help the organization become more efficient and productive to sustain high-quality service delivery and organizational effectiveness (Deery et al., 1999; He, 2010). Rožman and Štrukelj (2021) stress that ignoring industrial relations may result in low work engagement among employees.

Therefore, it is imperative to conduct a study to ascertain whether industrial relations plays a role in augmenting and fostering employee work engagement. If proven so, precautionary measurement and corrective actions are necessary to be taken on industrial relations so that work engagement can be enhanced where in return it is potentially impacting the country's economic growth and development positively. As such, training and development on industrial relation quality is worthwhile.

2.7 Review of Related Theories

This section discussed theories and models related to industrial relations, quality standards, work engagement, and government involvement in industrial relations, particularly in the Malaysian context.

2.7.1 Industrial Relations

The most common theories associated with industrial relations are unitary theory, pluralist theory, and radical theory (Edwards, 2009). The unitary is the opinion that the management views everyone in the organization share the same goal. It portrays the old schools and unrealistic ideas. Pluralist theory claims that there is more than one party in the industrial relations system, thus conflict and disputes are inevitable (Edwards, 2009).

Accordingly, it seems that Malaysian industrial relations is more consistent with pluralist theory and somehow Crinis and Parasuraman (2016) confirmed it. Dunlop (1958) a pluralist theorist claimed that there are three parties involved in the industrial relations system, where they are the employers, the employees, and the government. The fitness of pluralist theory to the country's industrial relations system will not be evaluated in this study however it will be adopted to develop the conceptual framework for this study.

According to Chidi and Okpala (2012) the employers, the employees, and the government are the actors in an industrial relations system. Ayadurai (1998), Aminuddin (2020), and Wu (1995) state that Malaysian industrial relations is formed by the employer who is represented by the management, and the employees are represented by their respective trade unions while the government plays the role of a third party in the relationship between the employer and the employee. Thus, the factors related to both the management and the union that ensure sound industrial relations were explored and identified in this study. In other words, sound industrial relations will be measured based on management-related variables and union-related variables. The role of the government as a third party in industrial relations will also be determined in this study since Markey (2005) claimed that the government played a vital role in industrial relations.

Chidi and Okpala (2012) acknowledge the pluralist theory is synonymous with conflict theory. Pluralist theorists believe that conflict is inevitable as the interests, opinions, and values between the employers and employees are divergent (Chidi & Okpala, 2012; Kaufman, 2004; Matthew, 2021). Conflict theory views that the interests and objectives of the employees are always in conflict with those of the management (Chidi & Okpala, 2012). In general, management's goals center on labor costs, productivity, and profitability. In contrast, workers and their unions who are representing them are concerned

with securing high wages and benefits, safe working conditions, fulfilling work, and a voice in the workplace.

Notably, each of these parties has different needs and goals which then will determine how they interact with each other (Wu, 1995), thus making conflict inevitable (Edwards, 2009). When disputes occur between these two parties, the government will play its role as a third party assisting in resolving their indifferences as the government has the obligation to protect the rights of the members of society by maintaining relative harmony between employers and employees where among the government's objectives include balancing the rights of both labor and management. Therefore, the government's involvement in the country's industrial relations will be analyzed in this study. However, the significance and consequences of pluralist theory in this study will not be tested.

Notably too that the past and present studies related to and concerning industrial relations commonly adopted the industrial relations climate model developed by Dastmalchian, Blyton, & Adamson (1989). Dastmalchian (1989; 2008) conducted two series of industrial relations studies and he refers to those studies as "Industrial Relations Climate". Dastmalchian's first study in 1989 was to assess whether the relationship between management and union is harmonious or otherwise (Dastmalchian, et al., 1989). These two studies employed quantitative method. In the first study, Dastmalchian et al (1989) had introduced six dimensions and ten-item to evaluate industrial relations climate. The six dimensions were union-management cooperation, mutual regard, apathy, joint participation, hostility and trust/fairness.

In 2008, Dastmalchian conducted a second study. It was a continuation of his first study. He refined his first study into twenty items measuring five dimensions. The dimensions are fairness, union-management consultation, mutual regard, membership support for unions, and union legitimacy. These two studies then brought Dastmalchian

together with Blyton and Adamson in 2014 wrote a book based on their study on industrial relations climate entitled '*The Climate of Workplace Relations.*'

Dastmalchian, Blyton, and Adamson (2014) highlighted union legitimacy, consultation, negotiation, employee participation and involvement, and conflict management approach had led organizations in their study to sound industrial relations. They pointed out that employees should be encouraged to get involved in union activities and organizations should also often seek input from employees and unions before initiating changes. Negotiations that take place in a good faith atmosphere will enhance positive industrial relations. Based on their study too, they discovered grievances are normally settled promptly when both unions and management cooperate putting in sincere efforts to settle disputes to solve common problems. Organizations in Dastmalchian et al (2014) study also gave a great deal of concern for employees' and unions' points of view which contributes to sound industrial relations at the workplace.

Although many industrial relations studies referred to Dastmalchian, et al. (1989) industrial relations framework, this study adopts Dastmalchian et al (2014) latest industrial relations framework over Dastmalchian (2008) and Dastmalchian, at al. (1989) because its dimensions are more objective and well structured.

2.7.2 Quality Standard

The international standard ISO 9000:2015 document defines quality as “the degree to which a set of inherent characteristics fulfills requirements”. Fox and Frakes (1997) state that the term “quality” was originally understood to mean conform and compliance with a standard or a specification. Goetsch and Davis (2014) define quality as a dynamic state that meets or exceeds expectations. Tricker (2013) defines quality as satisfying the original requirements. It is learned that for quality to be embedded, there must be a set of measurable

performance standards, which when achieved will designate the desired level of quality. Therefore, it can be understood that quality can be attained by achieving the minimum requirement of a specified standard. Standard on the other hand is an agreed way of doing or making, managing a process, delivering a service, or supplying materials, and provides a reliable basis for people to share the same expectations. Standard provides common and repeated use, rules, guidelines, or characteristics that are aimed at the achievement of the optimum degree of order in a given context (BSI, 2011). Failure to comply with the specified standards may imply that a product or service does not have the right level of quality. Quality is said capable of improving the credibility and image of an organization. To ensure quality is guaranteed in an organization, auditing needs to be performed to detect whether the organization conforms to and complies with the standard set. Auditing is defined as on-site verification to ensure conformance and compliance with standards and requirements. Some audits have special administrative purposes which conclude with corrective actions. This concept can be applied the same in the case of industrial relations quality in this study.

The most common quality standards used and practiced by organizations are International Organization for Standardization (ISO) and Total Quality Management (TQM). There are several criteria used by ISO and TQM to assess quality achievement in an organization. ISO standards ensure that the certified organizations will provide their products or services that fit their intended purpose and for the organizations to be more competitive, especially in the new era of globalization. It also provides the framework for continual improvement that needs organizational attention. Among ISO benefits are continual improvement and employee engagement. Continual improvement is the third quality management principle of ISO 9001. By adopting the ISO quality standard, organizations will improve their output, reduce the impact of problems, and increase the speed of recovery. The ISO provides a set of good basic practices for initiating a quality system. ISO is founded on

eight principles. They are 1) Customer focus, 2) Leadership, 3) Involvement of people, 4) Process approach, 5) System approach to management, 6) Continual improvement, 7) Factual approach to decision making, and 8) Mutually beneficial supplier relationship. These eight criteria need to be met by organizations if they wish to be certified with the ISO Certification. These criteria are indicators that an organization has met the ISO standards. Among the benefits of ISO are higher customer satisfaction, better quality products and services, improved and increased productivity, and decreased cost. The findings of ISO auditing are presented in four forms, which are non-compliance, major non-compliance, minor non-compliance, and compliance.

TQM is founded on three core principles. They are 1) Customer focus where the organization actively identifies customer expectations and requirements, 2) Teamwork which also includes soliciting ideas and experiences from the workforce, and 3) Continuous improvement where the organization continually improves its process and system. Among the benefits of TQM are improving productivity, improving employee morale, satisfaction, confidence, and capabilities, enhancing the organization's image, cost saving, increasing efficiency in the area of teamwork, and enhancing job and product knowledge.

Employees who are involved in improvement processes work are happier and more engaged in their work. Engaged employees are more productive and will help the organization to be better and improved. Thus, conducting industrial relations quality study is indeed appropriate to see its impact on work engagement.

Hence, in the context of this study, industrial relations quality construct needs to be developed. Accordingly, the industrial relations quality construct will be developed based on industrial relations best practices that have proven had help organizations achieve and foster harmonious industrial relations. Therefore, industrial relations quality is a concept that

combines the principles of industrial relations and the principle of quality. It is the concern of the degree to which organizations practice and comply to substantial industrial relations best practices.

Notably, both ISO and TQM contribute to the quality of organizations' outcomes. Thus, industrial relations can equally be made in the same manner as ISO and TQM, where certain criteria need to be met by unionized organizations to indicate that they met and comply with industrial relations quality standard sets like ISO does. Organizations can assess the quality of industrial relations in their workplace.

As so, it is hoped that the industrial relations quality construct can be used by unionized organizations to audit and monitor quality industrial relations in their workplaces as how ISO quality management does in attaining quality products and services for organizations. The quality of industrial relations in this study will be reported in the form of non-compliance, major non-compliance, minor non-compliance, and compliance.

2.7.3 Work Engagement

The most often used instrument to measure work engagement is the Utrecht Work Engagement Scale (UWES; Schaufeli & Bakker, in press; Schaufeli et al., 2002), a self-report instrument that includes three dimensions which are vigor, dedication, and absorption. UWES developed by Schaufeli, Bakker, and Salanova (2006) provided evidence for its cross-national validity. It has been validated in several countries across the world (Arnold, B. Bakker, Wilmar B. Schaufeli, Michael P. Leiter & Toon W. Taris, 2008) including China (Yi-Wen & Yi-Qun, 2005), Finland (Hakanen, 2002), Greece (Xanthopoulou, Bakker, Demerouti, & Kantas, in press), Japan (Shimazu et al., 2008), South Africa (Storm & Rothmann, 2003), Spain (Schaufeli et al., 2002), and the Netherlands (Schaufeli & Bakker,

2003; Schaufeli et al., 2002). Therefore, this study will adopt UWES to measure work engagement.

2.7.4 Government Involvement in Industrial Relations

According to Aminuddin (2020), there are four main roles played by the government of Malaysia in the country's industrial relations, where the roles are legislator, administrator, participant, and employer. As the legislator, the government legislates or enacts laws concerning industrial relations through the Parliament. The government performs its role as administrator through the Ministry of Human Resources which among its core activities are enforcing the employment laws where they are translated into written laws into actual action and taking corrective action when necessary. The government is also a participant in industrial relations. Its role as a participant is performed by the Minister of Human Resources via the National Labor Advisory Council (NLAC). Not forgetting the government is also an employer. It is the largest employer in Malaysia with a total number of employees of 1.7 million. The government's role as an employer is played by the federal government, state government, local authorities, and statutory bodies, making it the largest employer in the public sector. However, for the purpose of this study, the focus is more centered on the relationship between employers and trade unions, and the framework provided by the employment laws. Therefore, the government's role as an employer will not be examined in this study.

Ayadurai (1998) stated that the government's involvement in the country's industrial relations takes many forms. In Malaysia, apart from being an employer and a participant, the government is responsible to administer and oversee the industrial relations system in the country through the Ministry of Human Resources (Aminuddin, 2020). Government control over the country's industrial relations can be seen through the formulation of industrial

relations policies and legislation where it plays the role through the Parliament to enact, amend, and repeal employment legislation where among them are the Industrial Relations Act 1967, the Trade Union 1959, The Employment Act 1955, the Sarawak Labour Ordinance and the Sabah Labour Ordinance (Ayadurai, 1998; Parasuraman & Schwimbersky, 2005).

2.8 Review of Related Studies

There are several related empirical studies supporting the relationship between industrial relations and its impact on organizational outcomes. However, only those that are very related and relevant are reviewed in this section

There are many studies conducted abroad and locally to examine and assess industrial relations. Only those studies that are relevant to this study are discussed in this section, name it be in the past or at present. Among the studies on industrial relations abroad referred to, in this study are those by Agabe (2023), Harmen, Hanif, and Ariyanto (2021), He (2010); Ibrahim, Yusof, and Ibrahim (2022). Lakra and Srivastava (2019) Ostrowsky (2005), Schappe (1997), Sundaray and Sahoo (2013); Valizade, Cook, Forde and MacKenzie (2023), Xie and Zhou (2022), Yang, Zhang, Gong, and Cheng (2023), and Yarrington, Townsend, and Brown (2007). Even recent industrial relations studies mostly adopted Dastmalchian's (1989) industrial relations framework too (Agabe, 2023; Harmen, Hanif & Ariyanto, 2021; Ibrahim, Yusof & Ibrahim, 2022; Valizade, Cook, Forde & MacKenzie, 2023; Xie & Zhou, 2022; Yang, Zhang, Gong & Cheng, 2023).

Dastmalchian in all his industrial relations studies (1989, 2008, 2014) has been consistently stressed that the relationship between management and union needs to be cooperative and quality as it has an impact on an organization. Others also agree that the relationship between management and union needs to be harmonious to achieve the desired state (Hammer, Currall & Stern, 1991; Katz, Kochan & Gobeille, 1983; Lewin, Lippitt &

White, 1939). Nevertheless, it is not only vital to study whether industrial relations is harmonious or otherwise, but it is also crucial to study the quality of the relationship (Dastmalchian, 2008). Dastmalchian (2008) stressed that it is very important for organizations to check the state of industrial relations at the workplace. He (2010) claims the same that an organization needs to evaluate the state of its industrial relations as this will help the organization to identify factors and potential crises that will provide a warning to it to improve for more stable development in the organization.

Deery, Erwin, and Iverson's (1999) study which was conducted quantitatively in Australia was to determine factors to develop cooperative industrial relations at an organization level. They measured industrial relations based on management-related variables, union-related variables, and individual-related variables. The study was conducted on three hundred and five branches of a large unionized Australian-based multinational banking organization. Among the dimensions used to measure cooperative union-management relationships are open communication and management's willingness to share information with the union. These dimensions were adopted from Dastmalchian et al (1989). There are nine hundred and ninety-nine unionized employees who responded to the five-point Likert scale (5=strongly agree to 1=strongly disagree) questionnaire survey. The study found that positive union-management relationships contribute to higher productivity in organizations, exhibit higher levels of organizational commitment, and employees are more motivated to help the organization become more efficient and productive. In fact, according to them, industrial relations can determine organizational effectiveness.

He (2010) conducted a quantitative industrial relations study in China. His study was concerned with constructing a model to calculate harmonious labor relations. He assessed the state of labor relations based on eight criteria which are strictly implementing labor contracts and employing people according to labor laws; establishing consultation and

collective contract system; protecting employees' labor economic rights according to laws; wholeheartedly depending on employees to run in-house and insisting on workers congress and other forms of democratic management system; respecting and protecting employees' spiritual cultural rights; establishing legal supervision organization and labor dispute mediation organization; protecting the legitimate rights of female employees and juveniles; establishing trade union and conducting work according to the law of trade union. The study assesses labor relations using an analytical hierarchical process (AHP) in five main levels and each level is described by the percentage: very disharmonious (50-60%), disharmonious (60-70%), harmonious (70-80%), very harmonious (80-90%) and extremely harmonious (90-100%). He (2010) highlighted factors like union legitimacy, conflict management approach, and employment policy are essential to designing harmonious industrial relations measures. The specific details of these factors are; establishing consultation, recognition of trade union, labour disputes mediation, career development, education and training, labor safety and labor protection, social insurance and benefits, working hours, income equality, and lastly level of compensation and working environment. He also emphasized the importance to evaluate industrial relations quantitatively as the organizations will know where corrective action is necessary, and this then will lead to improving organization outcomes.

Ostrowsky (2005), based on her vast review of the literature on constructive union-management relationships, highlighted a few factors such as communication, trust, commitment, and resolving conflict as guidelines for cooperative union-management relationships. She emphasizes information being cascaded down to all levels of workers where information must be shared with all in the organization and mechanisms for communication purposes must also be in place. She also found out that the need for both the

union and management to respect each other and employee involvement in decision-making is essential in fostering such relationships.

Lakra and Srivastava (2019) conducted a quantitative study that aims to understand industrial relations through respect and hostility among parties involved, support for organizing workers, dealing with fairness and indifference at the workplace, and participation level. They identified seven dimensions in their study that contribute to positive industrial relations. The dimensions are union-management cooperation, mutual regard, trust and fairness, hostility and aggression, apathy, joint participation, and mutual support for union membership. The respondents were managerial and union officials of organizations in manufacturing sectors in India.

Sundaray and Sahoo (2013) in their study believe that an organization needs to adopt suitable industrial relations practices to secure quality industrial relations which will lead to a satisfied, committed, and productive workforce. They see industrial relations quality as a potential factor for an organization to attain a sustainable competitive advantage. They also highlight the need for organizations to engage in conflict management approaches to prevent and resolve issues that may arise out of or affect work situations.

Less conflict and more quality industrial relations in the workplace is essential as it will lead to continuous improvement in organizations (Dastmalchian, 2008; Wagar, 1997). Hence, prevention of conflict is preferable. Thus, an appropriate conflict-resolving approach is crucial to be formulated and implemented in an organization. Consequently, the approach to resolving conflict between them will also be taken into consideration in this study as one of the factors in the independent variable. Schappe (1997) stressed conflict management style adopted in the workplace plays an important role in industrial relations quality. Schappe (1997) highlighted five forms of union and management cooperation namely partners, team members, joint problem solvers, adversaries, and enemies in his study. He stresses that joint

problem solvers, team members, and partners are the preferable forms to assist an organization in achieving industrial relations quality, where among the aspects he highlighted in his study are employee participation in many important work decisions, the need for grievances procedure, problems to be solved together, and acceptance of the legitimate role. Other scholars like Ostrowsky (2005) and Yarrington et al (2007) also highlighted the partnership approach and its positive influence on industrial relations in an organization.

Yarrington, Townsend, and Brown (2007) conducted a study in Australia employing a qualitative approach by reviewing most related literature and interviewing only the most critical people involved in union-management relationships in the workplace. Their study was initiated by reviewing vast literature on factors contributing to good union-management relationships in the United Kingdom. Then this information was confirmed through interview sessions with union officials and managers. Based on their study, they discovered that trust, communication, employee voice, and respect for the rules of the relationships are the essence for such relationships to prosper. They also highlighted other aspects such as management recognizing the union as the representative of the employees, genuine union involvement in decision making and the decision made considered consequences on employees, the willingness of management to share information, conflict resolving approach in place, having a hybrid mechanism for communication purposes, regular consultative meetings, regular visit sites to discuss issues and support for valid arguments. These were derived based on the similarity founded and instituted based on information gained through literature and interviews. This study mirrors Yarrington, Townsend, and Brown's (2007) study with the extension using a quantitative approach.

Several scholars agree on the worth of employee involvement and participation in organizations particularly to enhance positive industrial relations. Looise, Torka, and

Wigboldus (2011) mentioned that employee involvement can enhance organizational development and promote positive effects, while employee participation helps in achieving organizations' long-term competitiveness. Marchington and Suter (2013) believe that employee involvement and participation are important ingredients in business performance and success. According to Gonzales (2009), employee involvement increases the efficiency of organizations as it promotes changes and positive attitudes among employees toward their jobs while employee participation helps to improve employees' motivation and adaptability hence it will improve the quality of jobs among the employees. Kuruvilla (1995) claims that employee participation led to productivity enhancement. While Mason, Hyman, and Mason (1995) stated employee involvement and participation help to preserve industrial harmony and prevent the occurrence of conflict in the organization. Pyman, Holland, Teicher, and Cooper (2010) also agree that the industrial relations climate is favorable in organizations where employee involvement and participation exist.

A study was conducted by the Department of Industrial Relations in the Ministry of Human Resources, Malaysia in collaboration with a team of researchers from Universiti Putra Malaysia (UPM), one of the public universities in Malaysia. The study produced an instrument known as the Industrial Harmony Index (IHI) was launched on 8th August 2019 categorizes industrial harmony index score into four levels of in-house harmony where 90% - 100% is Excellent, 70% - 89.9% is Good, 50% - 69.9% is Satisfactory and lastly, 0 - 49.9% is Weak. IHI contains five dimensions and twenty-four items to measure the harmonious relationship between employers and employees in Malaysia. The five dimensions are nurturing relationships with six items, connectedness with five items, mutual peacemaking with three items, being responsible with five items, and mutual cooperation with five items. Nurturing relationships refers to the efforts of workers and employers to build and maintain a good relationship between them. Connectedness on the other hand refers to the cooperation

or intimacy between workers and employers. Mutual peacemaking refers to the willingness of workers and employers to prevent, resolve, and reduce unresolved conflicts between them. Being responsible refers to members' willingness to coordinate their activities to help all members achieve their goals and lastly, mutual cooperation refers to the sense of responsibility of organizations and employees in fulfilling their promises and in carrying out their duties.

Much emphasis was given by Parasuraman (2013; 2007; 2006) to employee participation and part of communication and consultation as specified in the CCIH (1975) in his qualitative studies on industrial relations in Malaysia. Based on a study conducted by Parasuraman, Mustapha, Kooiker, Goodijk, and Kneppers-Heijnert (2013), positive effects of employee participation such as management sharing information were detected in Dutch Subsidiary in Malaysia where it increased employee commitment and productivity. Parasuraman (2007) stated that when employees are involved and participate in the organization's decision-making, then the organization's state of industrial relations can be considered constructive. The study conducted by Parasuraman and Jones (2006) which emphasizes joint council committee practice in the Malaysian Postal Industry revealed that employees and unions do engage in the workplace decision-making process.

Parasuraman (2005) discusses the impact of the CCIH 1975 on Malaysian industrial relations, particularly from the aspect of communication and communication. He is concerned that organizations should inform the employees and their unions about matters that concern them and the organization should consider the employees' and their unions' views when proposing changes that may affect the employees' working life. There should be sharing of information between the organization and the employees or its union. Several mechanisms like monthly meetings, notice boards, organization bulletins, training programs, and joint consultation of work committees should be used to communicate in the

organization. Employees should be participating in the organizational decision-making process and should be able to influence any idea. Apart from that, Parasuraman (2005) is also of the opinion that employers should encourage employees to form their union and become union members. With that, employers should recognize employee unions under their roof. Thus, subsequently, discuss issues with the union. He added employers should also pay attention and listen to the union who is representing the employees. More voice and opportunity should also be given by employers to unions to negotiate with them.

2.9 Conceptual Framework and Hypotheses Development

There are several studies conducted on industrial relations and these studies have identified elements contributing to sound industrial relations. However, researchers favor developing their model instead of using previously constructed models. This resulted in various countries applying different policies and many other factors as stated by Parasuraman, Kelly, and Rathakrishnan (2009). Accordingly, for this study, the Industrial Relations Act 1967, Malaysia's industrial relations principles, and the CCIH 1975 were analyzed to propose an industrial relations quality construct that best fits the Malaysian context.

To construct a more practical conceptual framework that fits Malaysia's industrial relations context, this study does not only consider the Industrial Relations Act 1967, the Malaysian industrial relations principles, and the CCIH (1975) but also considers other related studies in developing industrial relations quality construct and assessing the quality of industrial relations. In this study, industrial relations quality is the independent variable. Although the CCIH 1975 relevance was in debate in the past and still is now, it will still be employed to develop the independent variable for this study because it provides guidelines for industrial relations best practices for employers and employees in Malaysia. Moreover, the CCIH 1975 is still being referred to where safeguarding harmonious industrial relations

is concerned. However, a cross-check of the CCIH 1975 with the Malaysian industrial relations principles and the Industrial Relations Act 1967 reveals that the CCIH 1975 has reflected the Malaysian industrial relations principles and the Industrial Relations Act 1967 sufficiently.

The Malaysian industrial relations principles are the foundation of the country's sound industrial relations. Thus, the principles should be referred to in developing the independent variable of this study. The Industrial Relations Act 1967 is included as the country's industrial relations system operates within its framework (Wu, 1995) and where the principles of industrial relations are derived. The CCIH 1975 is also chosen as the basis to develop criteria for industrial relations quality construct, particularly in Malaysia as it provides parties concerned with the guidelines to promote and foster sound industrial relations.

Figure 2.2 provides a conceptual framework underlying the testable hypotheses. The framework exhibits the relationship between industrial relations quality as the independent variable, work engagement as the dependent variable, and government involvement as the moderating variable. The independent variable in this study is formed by union-management related variables. Work engagement as the dependent variable constitutes absorption, dedication, and vigorous adopted from Schaufeli and Salanova (2007). Government involvement through legislation like the Industrial Relations Act 1967, the Trade Union Act 1959, the Employment Act 1955, the Sarawak Labor Ordinance, and the Sabah Labor Ordinance was portrayed as mediating variables in this study.

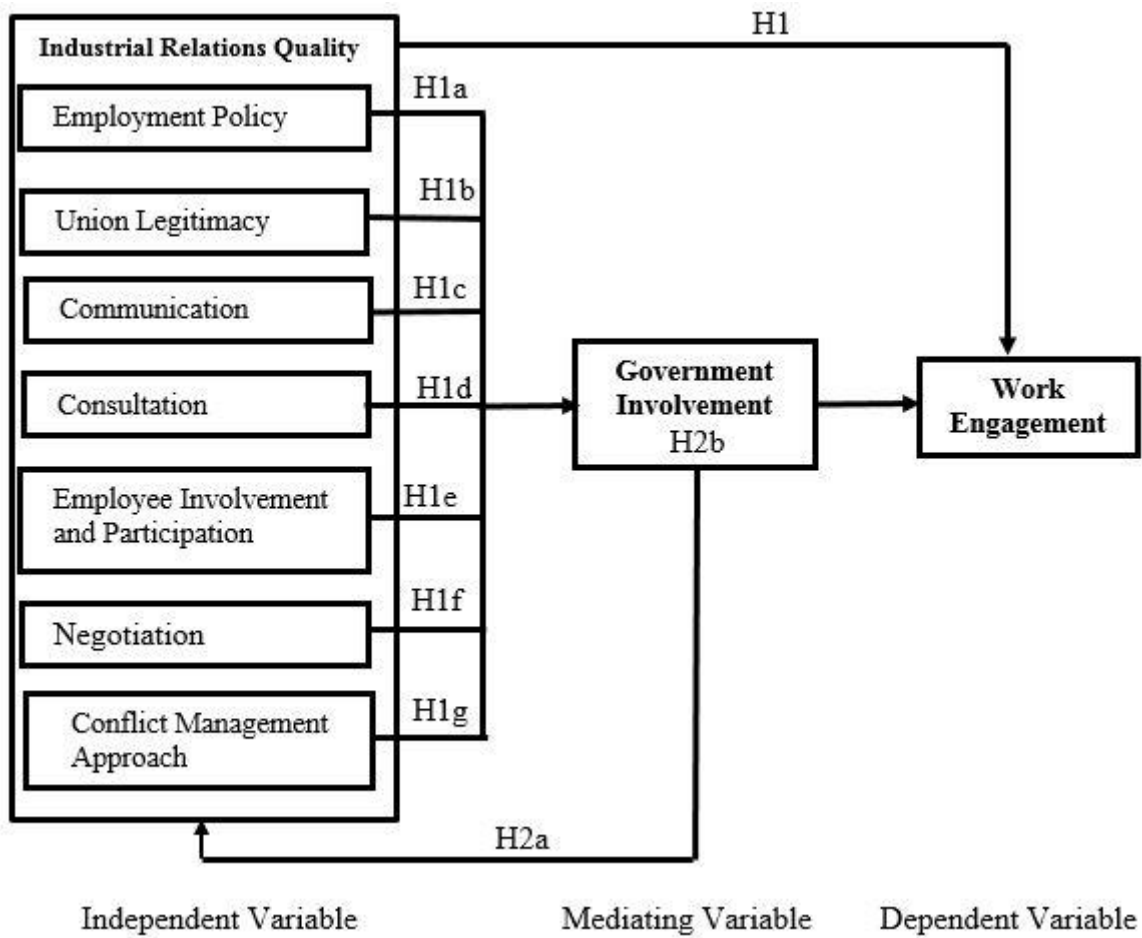


Figure 2.1: Conceptual Framework of Study

Source: Ayadurai (1998), Blyton and Adamson (2014), Code of Conduct for Industrial Harmony (CCIH) 1975, Dastmalchian, Blyton and Adamson (2014), Deery, Erwin and Iverson (1999), de Siva (1998), He (2010), Industrial Relations Act 1967, Maimunah (2016), Ostrowsky (2005), Parasuraman (2007), Schaufeli and Salanova (2007), Schappe (1997), Sundaray and Sahoo (2013), and Yarrington, Townsend, and Brown (2007)

Several studies in the past and at present revealed harmonious industrial relations is one of the key variables that influence organizational development, performance, and also successful changes in organizations by (Agabe, 2023, Harmen, Hanif & Ariyanto, 2021; He, 2010; Ibrahim, Yusof, and Ibrahim, 2022; Lakra and Srivastava, 2019; Ostrowsky, 2005; Schappe, 1997; Sundaray & Sahoo, 2013; Valizade, Cook, Forde & MacKenzie, 2023; Xie & Zhou, 2022; Yang, Zhang, Gong & Cheng, 2023; Yarrington, Townsend & Brown, 2007).

Wagar (1997) also agreed that there is a significant body of research showing that organizational performance and development are better where the overall labor-management relationship is more cooperative. Gill (2009) and de Silva (1997) claimed that industrial relations can affect goods and services production efficiency, and later by and large will affect the management, employees, and the community. Mas (2008) revealed that industrial relations events can impact the quality of production. This was supported by Kleiner, Leonard, and Pilarski (2002) based on some evidence from firm-level measures of output and output per worker. Accordingly, the state of industrial relations can influence work engagement. Therefore, it can be hypothesized that

H1: Industrial relations quality can influence work engagement.

The Industrial Relations Act 1967 clearly states workers in Malaysia have the freedom to form and join trade unions. According to the Act too, a registered trade union is the legitimate representative of its members and therefore has the right to speak on their behalf. Obviously, union legitimacy is one of Malaysian industrial relations principles and this is well spelled out in Part II of the Industrial Relations Act 1967. Union legitimacy is also highlighted in the CCIH 1975. Scholars like Agabe (2023), Dastmalchian et al (2014), Harmen, Hanif, and Ariyanto (2021), He (2010), Ibrahim, Yusof, & Ibrahim (2022), Schappe (1997), Valizade, Cook, Forde, and MacKenzie (2023), Xie, and Zhou (2022), and Yang, Zhang, Gong, and Cheng (2023) also adopted union legitimacy to assess industrial relations in their studies. Therefore, it can be hypothesized that

H1a: Union legitimacy can influence work engagement.

The CCIH 1975 specify employment policy is an area of concern for employers and employees especially to cooperate to achieve harmony and positive industrial relations. This

was the same in studies conducted by Agabe (2023), Dastmalchian, Blyton, and Adamson (2014), Harmen, Hanif, and Ariyanto (2021), He (2010), Ibrahim, Yusof, & Ibrahim (2022), Valizade, Cook, Forde, and MacKenzie (2023), Xie, and Zhou (2022), Yang, Zhang, Gong, and Cheng (2023). Hence, it is hypothesized that

H1b: Employment policy can influence work engagement.

The CCIH 1975 indicates that communication and consultation as one of the areas of cooperation between the union and management to foster and enhance peaceful industrial relations in the workplace. In fact, the CCIH has strongly recommended consultation and communication as it is being most mentioned in many areas of cooperation in the Code. Deery and Iverson (2005), De Silva (1998), He (2010), Parasuraman (2005), and Yarrington, Townsend, and Brown (2007), also employed communication and consultation as one of the dimensions to measure industrial relations in their studies. Other scholars like Agabe (2023), Harmen, Hanif, & Ariyanto (2021), Ibrahim, Yusof, and Ibrahim (2022), Osad and Osas (2013), Ostrowsky (2005), Valizade, Cook, Forde, and MacKenzie (2023), Xie, and Zhou (2022), and Yang, Zhang, Gong, and Cheng (2023) state that communication contributes to effective industrial relations. Therefore, it is hypothesized that

H1c: Communication can influence work engagement.

The CCIH 1975 also stresses consultation is a practice that the union and management can exercise to foster and enhance peaceful industrial relations at the workplace. Agabe (2023), De Silva (1998), Deery and Iverson (2005), Harmen, Hanif, and Ariyanto (2021), He (2010), Ibrahim, Yusof, & Ibrahim (2022), Parasuraman (2005), Valizade, Cook, Forde, and MacKenzie (2023), Xie, and Zhou (2022), Yang, Zhang, Gong, and Cheng (2023), Yarrington, Townsend, and Brown (2007) also employed consultation in

their studies. Dastmalchian, Blyton, and Adamson (2014) employed consultation too to measure the extent of industrial relations harmony in their studies and based on their findings, consultation is one of the drives that contribute to positive industrial relations. Therefore, it is hypothesized that

H1d: Consultation can influence work engagement.

One of the measurements used by Agabe (2023), de Silva (1998), Harmen, Hanif, and Ariyanto (2021), Ibrahim, Yusof, & Ibrahim (2022), Parasuraman (2007), Schappe (1997), Valizade, Cook, Forde, and MacKenzie (2023), Xie, and Zhou (2022), Yang, Zhang, Gong, and Cheng (2023), and Yarrington, Townsend, and Brown (2007) in their industrial relations studies is employee involvement and participation. They emphasize that employee involvement and participation are essential, especially in decision-making on industrial relations matters. Hyman and Mason (1995) claim that employee involvement and participation help to preserve industrial harmony and prevent the occurrence of conflict in the organization. Pyman, Holland, Teicher, and Cooper (2010) claim that the industrial relations climate is favorable in organizations where employee involvement and participation exist. The finding of the study conducted by Bhatti and Qureshi (2007) shows that employee participation correlates well with the organizational aspects they intended to study. Therefore, it is hypothesized that

H1e: Employee participation can influence work engagement.

The conduct of collective bargaining involves a series of negotiations between the union and the management. At times there will be deadlocks during negotiation and when there is no agreement reached it may end up with disputes. However, according to Maimunah (2016), Ostrowsky (2005) and Yarrington, Townsend, and Brown (2007) negotiations that

are conducted based on goodwill can promote peaceful industrial relations. Therefore, it is hypothesized that

H1f: Negotiation can influence work engagement.

Conflict is inevitable between management and union as their interests are competing in nature (Maimunah, 2020; Sharma, 1991). Less conflict and more quality industrial relations in the workplace is essential as it will lead to organizations' continuous improvement (Dastmalchian, 2008; Wagar, 1997). Schappe (1997) stressed conflict management style adopted at the workplace plays an important role in quality industrial relations. Schappe's (1997) union and management cooperative model is also considered in this study because it suggests a few approaches to prevent conflict between the management and the union from occurring. However, only preferable cooperative forms as suggested by Schappe (1997) will be considered to be adopted to develop the independent variable for this study. He stresses that joint problem solving promotes cooperation between the management and the union in terms of industrial relations. The three preferable union and management cooperation forms claimed by Schappe (1997) assist an organization in achieving quality industrial relations.

One of Malaysia's industrial relations principles is dispute resolution. In the event where disputes are inevitable, there must be an approach employed to resolve them. Ayadurai (1998) and Maimunah (2016) indicate there are legal and alternative ways to resolve disputes. However, Maimunah (2016) stressed that direct negotiation is the best approach as it can foster harmonious industrial relations. She further explains that direct negotiation allows the management and the union to come together to discuss and negotiate to reach a mutual understanding without a third party's assistance. The CCIH 1975 also specifies that disputes are to be avoidable but should they occur, then they should be resolved immediately

and effectively. Conflict resolving approach is a component to device harmonious industrial relations in Ostrowsky's (2005) and Yarrington, Townsend, and Brown's (2007) studies. Therefore, it is hypothesized that

H1g: Conflict resolving approach can influence work engagement.

When compared to other countries like Australia, New Zealand, Japan, South Korea, and China, the governments in these countries leave industrial relations affairs at the workplace to the respective organizations and unions to manage and mend (Bamber & Leggett, 2001; Kuruvilla & Erickson, 2002). Malaysian government, other than being an employer and also a participant, the government plays the role of a legislator through the Parliament and administrator through the Ministry of Human Resources in the country's industrial relations (Maimunah, 2020). Maimunah (2020) added that the government is responsible for administering and overseeing the industrial relations system in the country.

Although Kaufman (2004) claimed that the employer is commonly the central decision maker in the workplace, Malaysian employers are still subject to the government's dogma when comes to matters pertaining to industrial relations (Jomo, 2012; Idrus, 2001). Both Jomo (2012) and Idrus (2001) perceive the Malaysian government plays a more dominant role in its industrial relations decision-making. Ayadurai (1998) claims that the government's involvement in the country's industrial relations takes many forms and further explains the involvement in the country's industrial relations is reflected in the formulation of industrial relations policies and legislations such as the Industrial Relations Act 1967, The Trade Union 1959, The Employment Act 1955, The Sarawak Labour Ordinance and The Sabah Labour Ordinance. Government plays the role of mediator in the process adopted in the industrial court and the Industrial Relations Department (Maimunah, 2009). Accordingly, the management and union will seek the assistance of the government should

there is any unresolved dispute occur between them (Ayadurai, 1998; Maimunah, 2016; Wu, 1982). This is in accordance with the claim made by Bornstein (1980) who said that government is for the betterment of society. Furthermore, Wad (1997) claims that Malaysia achieves its industrial relations peace through government involvement via labor legislation, administrative, conciliation, and arbitration mechanisms. It is also hypothesized that

H2a: Government involvement significantly influences the country's industrial relations quality.

H2b: Government involvement mediates the relationship between industrial relations quality and work engagement

Sharma (1996) classified Malaysia's industrial relations pattern as rather repressive. A few regarded Malaysian industrial relations practices as favoring managerial unilateralism, undermining workers' collective strength, refusing to recognize legitimate claims for union coverage, and delaying union recognition applications (Arudsothy & Littler, 1993; Ariffin, 1997; Jomo & Todd, 1994). Despite claims made by Parasuraman and Schwimbersky (2005) that Malaysian industrial relations is rather conflictual, others find that Malaysian industrial relations as accommodative (Todd & Peetz, 2001) and harmonious (Maimunah, 2009). The country's industrial relations disputes statistics show a reduction trend where before the year 2001 more than ten strikes were recorded per year in Malaysia but starting in the year 2002 onwards, strike occurrence had reduced to less than five per year (Maimunah, 2016). However, at the same time, Aminuddin (2020) claims that employers in Malaysia react more hostile toward trade unions. Therefore, it is hypothesized that

H3: Malaysian industrial relations quality is high.

2.10 Chapter Summary

This chapter started with a brief discussion on industrial relations in Malaysia. The concepts, elements, and practices of industrial relations quality, employee work engagement, and government involvement in industrial relations especially in Malaysia, were also discussed in this chapter. Other prominent noteworthy related theories and studies were also reviewed in this chapter. These reviews assist in knowing and understanding sound industrial relations which was used as the foundation to develop industrial relations quality construct. The effect of industrial relations on work engagement was also discussed. Government involvement in industrial relations was highlighted too. Previous studies were referred to mainly to identify elements of sound industrial relations, government involvement in industrial relations in Malaysia, and work engagement. The conceptual framework and development of the hypotheses of this study were explicitly illustrated and explained. The next chapter will discuss on research methodology employed to conduct this study. Accordingly, the subject matter concerning research design, population and sample, research instrument, pilot test, validity and reliability, data collection, and data analysis technique will be explained and discussed in the next chapter.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter describes the methodology employed in this study. The chapter is divided into eleven sections. The sections are research design, research location, population and sample, research instrument, pilot study, data screening, reliability and validity, data collection method and procedures, data analysis technique, and chapter summary. This chapter is important as it acted as a map in outlining the procedure to meet this study's objectives. In a nutshell, this chapter communicates how this study was conducted.

3.2 Research Design

This study adopted the research design by Saunders, Lewis, Thornhill, and Bristow (2019). This study employed both positivism and interpretivism research philosophy. The qualitative approach was employed to explore and identify the elements of sound industrial relations to develop industrial relations quality construct and criteria to assess industrial relations quality. The statistical and hypotheses testing is (1) to determine the criteria to develop industrial relations quality construct and assess industrial relations quality, (2) to determine the influence of industrial relations quality on work engagement, (3) to determine the stance of the government's involvement in the country's industrial relations, and also to assess its role as mediating factor between industrial relations quality and work engagement, and (4) to determine the quality of industrial relations in East Malaysia.

Most industrial relations studies in Malaysia employed qualitative methods. This is one of the reasons this study was conducted by employing a mixed-method approach.

Moreover, Dawadi, Shrestha, and Giri (2021) state that mixed methodology provides more rich data and information. Document searches based on databases so far also have yet to reveal industrial relations studies conducted utilizing a mixed method strategy, locally and even abroad. Creswell and Poth (2018) highlighted that the qualitative method is necessary when a complex understanding of certain issues is required as well as to understand the context or the setting of issues. They further explained that the understanding of the issue, context, and setting cannot be established by just using predetermined information from the literature or relying on other research studies but rather by talking directly with the people when they share their experiences. As so this study employed a mixed-method approach. Since this study tried to explore and identify the dimensions and items for sound industrial relations hence the managerial officials and trade union officials of unionized private sector organizations were selected as the informants for this study.

This study utilized the exploratory sequential design mixed method strategy. The qualitative approach was first applied to explore and identify elements of sound industrial relations among the core players which are the employers and employees, followed by a quantitative approach to determine the criteria to develop industrial relations quality construct and to assess industrial relations quality. The employers are represented by the managerial officials, and the employees are represented by the trade union officials. The quantitative approach was also employed to determine the influence of industrial relations quality on work engagement. The involvement of the government in the country's industrial relations and the quality of industrial relations in East Malaysia was also examined utilizing quantitative approach. A study employing a mixed-method strategy can integrate and synergize multiple data sources (Poth & Munce, 2020). Interview protocol was used in the in-depth interview sessions to collect data on sound industrial relations. The in-depth interview technique was employed to further explore other elements to attain sound

industrial relations in organizations. Questionnaire was used to collect data in an online survey on industrial relations quality, government involvement in industrial relations in the country, and work engagement.

For the qualitative approach, there were three main phases; (1) development of the instrument, (2) data collection, and (3) data analysis. In the instrument development phase, the information obtained via reviewing the literature was used to develop an interview protocol. The interview protocol was used to collect information via in-depth interview sessions with the managerial officials and trade union officials of all unionized private sector organizations in East Malaysia on elements of sound industrial relations. NVivo was employed to analyze the transcribed data, where text query was performed to identify the number of references or how frequently the terms and their synonyms appeared. The information then was used to develop the questionnaire, particularly on industrial relations quality construct.

Similar to the qualitative approach, the quantitative approach of this study also underwent three main phases. The phases were (1) development of the instrument which is the questionnaire, (2) data collection, and (3) data analysis. The questionnaire was developed using information obtained through the review of the literature and in-depth interviews. The questionnaire used in this study employed a structured questionnaire survey. Closed-ended questions and a 5-point Likert scale were utilized in the development of the questionnaire. Quantitative analyses using SPSS were performed to analyze the criteria to develop industrial relations quality construct and to assess the quality of industrial relations quality. The data collected in the online survey was also used to analyze the influence of industrial relations on work engagement. The involvement of the government in the country's industrial relations was also studied.

This study is a cross-sectional study where data were collected one time. The whole data collection was conducted during the COVID-19 pandemic MCO. The informants and respondents of this study were the managerial officials and trade union officials in unionized private sector organizations in East Malaysia. The managerial officials and trade union officials were interviewed via Google Meet, WhatsApp video calls, and telephone calls. The assistance of the human resource officers and officers in the Department of Trade Union Affairs in Sabah and Sarawak was sought to administrate and disseminate the google form for online survey purposes.

The purpose of in-depth interview sessions is to identify further dimensions and items for sound industrial relations. Other possible emerging factors deriving from in-depth interview sessions that may potentially contribute to sound industrial relations were analyzed. In-depth interviews were conducted online with management officials and union officials of selected unionized private sector organizations in East Malaysia. The interview questions were in the form of semi-structured and designed to discover, as far as possible, both the management and the unions' officials' motivation to practice harmonious industrial relations at the workplace.

3.3 Research Location

The focal point of this study is industrial relations quality and its influence on work engagement, including concern about government involvement in the country's industrial relations.

This study was only conducted in East Malaysia, where only two Malaysian states, which are Sabah and Sarawak are located. It excluded all the states in West Malaysia and all the federal territories too. East Malaysia was chosen because both Sabah and Sarawak, the

only two states in East Malaysia had recorded the highest industrial harmony index score for the first two years of IHI study in 2017 and 2018 respectively.

The unit of analysis of this study is unionized private sector organizations in East Malaysia. Hence, the population of this study is unionized private sector organizations in East Malaysia. The management officials and trade union officials of unionized private sector organizations in East Malaysia will be the informants and also the respondents in this study. They were chosen as they are directly and actively involved in the organizations' industrial relations affairs in their organizations. They were identified by the respective organizations' human resource departments or administrative departments.

3.4 Population and Sample

3.4.1 Qualitative

The COVID-19 MCO has caused communication limitations. Therefore, the sampling for the qualitative approach is as shown in Table 3.1. There were 4 informants and 2 organizations involved in this study. 2 informants were from an organization in Sarawak and another 2 were from an organization in Sabah. There were 2 managerial officials and 2 trade union officials representing their organization.

Table 3.1: Informant Representation

Location	Informants by Representation	
	Managerial officials	Trade Union Officials
Sarawak	1	1
Sabah	1	1
Total	2	2

3.4.2 Quantitative

Since the unit of analysis for this study is organization, all the 92 registered unionized private sector trade unions in East Malaysia as shown in Table 3.2 were included in this study. Thus, there is no sampling size for the organization in this study as it applied census. The reason being the number of registered private sector trade unions in East Malaysia is small. According to the human resource officers, commonly there are only about 8 to 10 officials in trade union exco committees in their organizations. Therefore, based on the average calculation (9 officials for each organization) the total number of respondents was determined as 828 (92 organizations x 9 officials). The selection of respondents is based on simple random sampling.

Table 3.2: Number of Registered Private Sector Trade Unions in East Malaysia in 2021 and Sample Frame of This Study

Location	Numbers of registered trade unions	Numbers of registered public sector employee unions	Numbers of registered private sector trade unions	Sample Size (Census)
Sarawak	81	33	48	48
Sabah	80	36	44	44
Total	158	69	92	92

Note: Sourced from the Department of Trade Union Affairs in the Ministry of Human Resources, Malaysia (2021)

Data collection was conducted online due to movement control order (MCO) during the pandemic. Hence, a google form was created for online survey purposes. The google form link was emailed to the human resource officers of each targeted organization requesting their assistance to disseminate and forwarded to managerial officials and trade

union officials who are directly involved in their organizations' industrial relations affairs. The google form link was also emailed to the officers in the Department of Trade Union Affairs in Sarawak and Sabah as they also facilitated in disseminating and forwarding the online survey to managerial officials and trade union officials of targeted organizations.

There were a hundred and four completed useable Google forms received. These a hundred and four responses were used for this study. This total meets Roscoe's (1975) sample size requirement where he said thirty to five hundred is sufficient for a given study and a sample size preferable ten times or more as large as the number of variables in a study for multiple regression analysis. There are nine variables in total for this study and there were a hundred and four useable Google forms received. Thus, the response rate met Roscoe's (1975) sample size requirement too for performing multiple regression analysis.

3.5 Research Instrument

Since this study employed a mixed methodology study, 2 instruments were developed and they were utilized to answer the research questions, testing of hypotheses, and satisfy the study's objectives. An interview protocol was developed for the qualitative approach and a questionnaire was developed for the quantitative approach.

3.5.1 Qualitative

The interview protocol was developed to gauge information on sound industrial relations from the managerial officials and trade union officials. The interview protocol was used to collect data during in-depth interview sessions.

An in-depth interview technique was employed to explore and identify the elements of sound industrial relations. This technique was used primarily to construct questionnaire on industrial relations quality. This approach is known as exploratory sequential design

mixed methodology. This is in line with this study that employed a mixed methodology research design. An in-depth interview was chosen because it allows informants to express their perceptions and experiences genuinely. This technique was believed to be able to capture the real account of the managerial officials and trade union officials on sound industrial relations at their respective workplaces. There are nine main questions in the interview protocol as shown in Table 3.3.

Table 3.3: Questions in Interview Protocol on Industrial Relations Quality.

No	Questions
1.	How do the management in your organization and your union work together to achieve sound industrial relations?
2.	What are the best practices of industrial relations that exist at your organization?
3.	The term “union legitimacy” in this study refers to the rights possessed by an employee union bestowed by the law. What are among the initiatives/actions of the management in your organization in accepting, recognizing, and respecting the legitimacy of your union?
4.	The term “employment policy” in this study refers to the government’s requirements on employment which are announced from time to time. What are among the initiatives/actions taken by the management in your organization in ensuring the government’s requirements on employment which are announced from time to time are met?
5.	The term “negotiation” in this study refers to an action to discuss terms and conditions of employment with utmost mutual understanding. What are the methods/approaches used by the management in your organization and your union to ensure successful negotiations?

Table 3.3 continued

6.	The term “communication” in this study refers to transmitting information and information sharing. a. How do the management in your organization and your union communicate with each other for best practices of industrial relations purposes? b. What are the common methods/channels used by the management in your organization to communicate with your union?
7.	The term “consultation” in this study refers to seeking opinions, views, or inputs, particularly for making organizational decisions purposes. a. Does the management in your organization consult the union before making any decision, particularly on matters affecting the employees’ daily working life? b. What does the management in your organization consult the union about?
8.	The term “employee participation and involvement” in this study refers to a variety of processes and structures that enable and at times encourage employees to, directly and indirectly, contribute to influencing decision-making in the organization. a. What are the common methods/channels used by the management in your organization in recognizing your union in taking part in making decisions, particularly in matters concerning the employee?
9	The term “conflict management approach” in this study refers to the means used by management and unions to cope and resolve indifferences, disagreements, and conflicts between them.

Table 3.3 continued

	Based on your experience what was/were the best/positive way(s) or approach (es) used by the management and union in your organization to resolve dispute(s) between them?
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3.5.2 Quantitative

The dimensions and items in the questionnaire on industrial relations quality and government involvement in the country's industrial relations were designed based on the review of the literature and in-depth interview sessions. The newly generated dimensions and items which were obtained through in-depth interviews were used to develop the questionnaire on industrial relations quality. As for work engagement, this study adopted the UWES (Schaufeli & Salanova, 2007) to assess work engagement, given the fact it had provided evidence for its cross-national validity (Salanova, 2006). Nevertheless, some modifications were made to suit the Malaysian context. Some demographic questions were asked.

A five-point Likert scale was used to assess respondents' agreement on compliance with industrial relations quality, views on government involvement in the country's industrial relations, and work engagement in their respective workplaces as explained in Table 3.4 and Table 3.5. Respondents were requested to click on the boxes in the online questionnaire that best represent their agreements based on the statements given.

Table 3. 4: Five-point Likert Rating Scale to Assess Compliance with Industrial Relations Quality

1	2	3	4	5
Very Low Compliance	Low Compliance	Sufficiently Meeting Compliance	High Compliance	Very High Compliance

Table 3. 5: Five-point Likert Rating Scale to Assess Work Engagement, and Government Involvement

1	2	3	4	5
Strongly Disagree	Disagree	Neither Disagree nor Agree	High Agree	Strongly Agree

To ensure only the right targeted group with the knowledge of the research area filled and completed the online questionnaire so that responses will be reflective (Babbie, 2002), only the managerial officials and union officials who are directly involved in the management of industrial relations in the organization were selected. The online questionnaire was divided into five main sections where section E consisted of open-ended questions to capture other industrial relations best practices in each studied organization. Details for each section are shown in Table 3. 6.

Table 3. 6: Lists of Sections, Number of Items, and Sources in Questionnaire

Sections	Contents	Number of Items	Notes/Sources
Section A	Respondent's Profile	11	Gender, age, race, marital status, highest academic attainment, types of essential service, length of service in current organization/company,
Section A	Respondent's Profile	11	current work station, types of department/organization/company, job position &
Section B	Industrial Relations Quality at the Workplace.		
	• Union Legitimacy	7	Code of Conduct Industrial Harmony 1975, Dastmalchian, Blyton and Adamson (2014), He (2010), Industrial Relations Act 1967, Schappe (1997)

Table 3. 6 continued

	• Employment Policy	12	Code of Conduct Industrial Harmony 1975, Dastmalchian, Blyton & Adamson (2014), He (2010)
	• Communication	6	Code of Conduct Industrial Harmony 1975, De Silva (1998), Ostrowsky (2005), Yarrington, Townsend and Brown (2007)
	• Consultation	6	Code of Conduct Industrial Harmony 1975, Dastmalchian, Blyton and Adamson (2014), De Silva (1998), He (2010)
	• Employee Participation and Involvement	8	De Silva (1998), Hyman and Mason (1995), Marchington and Cox (2007), Parasuraman (2007), Schappe (1997), Yarrington, Townsend and Brown (2007)
	• Negotiation	8	Code of Conduct Industrial Harmony 1975, Parasuraman (2005)

Table 3. 6 continued

	• Conflict management approach	12	Code of Conduct Industrial Harmony 1975, He (2010), Ostrowsky (2005), Schappe (1997), Yarrington, Townsend and Brown (2007)
Section C	Work Engagement at the Workplace.	10	Schaufeli and Salanova (2007)
Section D	Government Involvement in the Industrial Relations Practice.	17	Ayadurai (1998), Industrial Relations Act 1967, Maimunah (2016), Sarawak Labour Ordinance (ACT A1237) - Chapter 76: Labour, Sabah Cap. 67 Labour Ordinance, Trade Union Act 1959 & Wu (1995)
Section E	Recommendation		Open-ended question

The study measurement which are the items for each dimension used in this study is presented in detail in the following sub-sections.

3.5.2.1 Union Legitimacy

The term “Union legitimacy” in this study refers to the rights possessed by an employee union bestowed by the law. It refers to separate terms which are union and legitimacy. As mentioned earlier, the term “union” in this study was used interchangeably with the term “trade union” whereas stipulated in Section 2 of the Trade Union Act 1959 it

refers to any association or combination of employees or employers. Visser (2006) defines a union as an organization that consists wholly or mainly of workers where its principle purposes include the regulation of relations between workers and employers or employer's associations. While according to Stillman (1974) legitimacy refers to the compatibility of results and output with value patterns of relevant systems. Zelditch (2001) defines legitimacy as accord with rules, procedures, practices, values, norms, and beliefs. Deephouse and Suchman (2008) define legitimacy as the congruence of an organization with social laws, norms, and values. The items on union legitimacy in the online questionnaire are as listed in Table 3. 7.

Table 3. 7: Items on Union Legitimacy in the Questionnaire

Union Legitimacy	
1.	Management accepts the union's existence in the organization.
2.	Union is recognized as employees' legitimate representative.
3.	Union is not restrained from performing its legitimate roles.
4.	Union is not restricted to speak on behalf of the employees.
5.	Union is not restricted to represent employees to resolve disputes.
6.	Union is not restricted from recruiting its members.
7.	Union is not restricted from conducting its legitimate activities.
8.	Union is not restricted to speak on behalf of the employees.

3.5.2.2 Employment Policy

“Employment policy” in this study refers to the government’s requirements on employment which are announced from time to time (CCIH 1975). While Toye (1995) states that employment policy is a remunerative subject pursued by government agencies to constrain the balance of payment, fiscal stability, and economic growth. The items on employment policy in the questionnaire are as listed in Table 3. 8.

Table 3. 8: Items on Employment Policy in the Questionnaire

Employment Policy	
1.	Meeting government's policies on employment requirements as announced from time to time.
2.	Legit recruitment policy.
3.	Acceptable training policy.
4.	Payment system is consistent with government regulations.
5.	Working hours are consistent with related legislation.
6.	Retrenchment policies are complying with the government's policy requirements as announced from time to time.
7.	Physical working condition is consistent with related legislation (eg. Occupational Safety & Health Act 1991).
8.	Term of job tenure is guaranteed.
9.	Employees are selected to fill in job vacancies based on suitability for the jobs.
10.	Terms and conditions of service are reasonable.

3.5.2.3 Communication

According to McShane and Von Glinow (2013), communication refers to transmitting information. De Silva (1998) refers to communication as the methods and means of information flow, information sharing, and exchange. Thus, communication here refers to the act of informing, transmitting, sharing, and exchanging of information, and also the methods and means to do so (CCIH 1975). The items on communication in the questionnaire are shown in Table 3. 9.

Table 3.9: Items on Communication in the Questionnaire

Communication	
1.	This organization will inform its employees of any changes in working procedures.
2.	There is much communication between management and the union in this organization.
3.	This organization regularly provides employees with as much information as possible on matters affecting them.
4.	This organization uses various methods for communication purposes with its employees.
5.	There is a great information sharing between the management and union in this organization.
6.	There is constant communication between the management and the union in this organization.

3.5.2.4 Consultation

Gonzalez (2009) refers to consultation as the act of seeking opinions, views or inputs, particularly from employees for making organizational decisions purposes. Consultation in this study is about employers enquiring feedback and input from the employees through their unions representing them on any decision made in the organization that may affect the employees (CCIH 1975). The items on consultation in the questionnaire are as listed in Table 3. 10.

Table 3.10: Items on Consultation in the Questionnaire

Consultation	
1.	This organization often seeks input from its employees before initiating changes that would affect them.
2.	This organization discusses with its employees, matters affecting their jobs.
3.	Varies methods are used to seek employees' views in this organization.
4.	This organization embraces the culture of seeking employees' views before making decisions.
5.	This organization seeks input from employees when making decisions.
6.	There is constant consultation between the management and the union in this organization.

3.5.2.5 Employee Participation and Involvement

Boxall and Purcell (2003) define employee participation and involvement as a variety of processes and structures which enables and at times encourage employees to, directly and indirectly, contribute to influence decision-making in the organization and also in the wider society. While Parasuraman (2007) refers to employee participation as a wide variety of policies, mechanisms, and policies which enable employees to take part in decision-making at the workplace, especially at the in-house level. Spector (1986) refers to employee participation as including employees taking part in decision-making. For the purpose of this study, employee participation and involvement refers to where employees and their trade unions that represent them are included by their organizations to take part in making decisions, particularly in matters that concern them at the workplace. The items on employee participation and involvement in the questionnaire are exhibited in Table 3. 11.

Table 3.11: Items on Employee Participation and Involvement in the Questionnaire

Employee Participation and Involvement	
1.	This organization involves its employees in small groups to perform quality control activities.
2.	This organization is genuinely interested in union's input.
3.	There is a great concern for union's input in this organization.
4.	In this organization, management and union cooperate to solve problems.
5.	This organization involves its employees in work committees.
6.	Decisions in this organization are made with consideration of consequences on its employees.
7.	Valid arguments by the union are well supported in this organization.
8.	In this organization, strategies are developed with inputs from the union.

3.5.2.6 Negotiation

Lewicki, David, Saunders, and Barry (2015) define negotiations as a salient feature of many human interactions that typically take place in the context of past, present, or future relationships. Pruitt (2013) defines negotiation refers to a process by which a joint decision is made by two or more parties. Morley and Stephenson (2015) state that negotiation involves verbal communication of one sort or another and that the communication concerns the possibility of a joint agreement on some form of action or verbal formulation. The items on negotiation in the questionnaire are as listed in Table 3. 12.

Table 3. 12: Items on Negotiation in the Questionnaire

Negotiation	
1.	Both the management and union negotiators in this organization act professionally during negotiation sessions.
2.	There is minimal conflict during negotiation in this organization.
3.	There is no deadlock during negotiation in this organization.
4.	There are always solutions in negotiation in this organization.
5.	Mutual understanding during negotiation is easily reached in this organization.
6.	Negotiations take place in an atmosphere of good faith in this organization.
7.	This organization establishes effective procedures for negotiation of terms and conditions of employment together with the trade union.
8.	In general, mutual agreement is easily reached between the management and union during negotiation in this organization.

3.5.2.7 Conflict Management Approach

Conflict management approach simply refers to the means used by management and union to cope and resolve indifferences, disagreements, and conflicts between them. McShane and Von Glinow (2013) define conflict management approaches as interventions that seek to alter the level of conflict to minimize its dysfunctional consequences. Robbins, Bergman, Stagg, and Coulter (2012) regard conflict management as techniques used to resolve conflicts. While Abiodun (2014) believes that managing a conflict contains specialized interaction that prevents a dispute from becoming a battle.. The items on conflict management approach in the questionnaire are as listed in Table 3. 13.

Table 3. 13: Items on Conflict Management Approach in the Questionnaire

Conflict Management Approach	
1.	It is common for the management and union in this organization to arrive at a mutual decision without any intervention of a third party.
2.	Both the management and union cooperate to settle disputes in this organization.
3.	The management and union in this organization take minimal time to resolve their differences.
4.	Both the management and union are always at their best to pursue a “win-win” approach when resolving conflict.
5.	There is a procedure for negotiation in this organization.
6.	The negotiation procedure in this organization is jointly established between the management and the union.
7.	There is a procedure for resolving individual grievances in this organization.

Table 3. 13 continued

8.	The procedure for resolving individual grievances is jointly established between the management and the union.
9.	There is a procedure for resolving trade disputes in this organization.
10.	The procedure for resolving trade disputes in this organization is jointly established between the management and the union.
11.	Grievances are normally settled promptly in this organization.
12.	In this organization, disputes are commonly successfully resolved between management and union.

3.5.2.8 Government Involvement in Industrial Relations

In the context of this study, “government involvement” refers to the act or process of a body or an institution that has legitimate authority to take part in the betterment of society. It refers to separate terms which are government and involvement. As mentioned earlier Roskin, Cord, Medeiros, and Jones (2000) regard the government as a body that sets basic rules that everyone must comply. Laski (1919) states that government is an institution that has legitimate authority to rule within a state. Aminuddin (2013) claims government is a body that plays a major role in the country’s industrial relations. While Mitchell (1979) states the concept of “Involvement” has the understanding as an important mediator in that it indicates the amount of arousal, interest, or drive evoked by a particular stimulus

or situation. The items on government involvement in industrial relations in the questionnaire are as listed in Table 3. 14.

Table 3. 14: Government Involvement in Industrial Relations in the Questionnaire

Government Involvement in Industrial Relations	
1.	The Industrial Relations Act 1967 has helped this organization to achieve quality industrial relations.
2.	The Trade Union Act 1959 has helped this organization to achieve quality industrial relations.
3.	The Employment Act 1955/Sarawak Labor Ordinance/Sabah Labor Ordinance (depending on your work location) has helped this organization to achieve quality industrial relations.
4.	The government's policy on industrial relations positively affected the working lives of the employees in this organization.
5.	Generally, the Ministry of Human Resources plays its role well in helping to achieve quality industrial relations.
6.	The government is able to protect the welfare of employees' rights.
7.	The government has helped to create quality industrial relations atmosphere.
8.	The arbitrator role play by the government via the industrial court is effective in achieving quality industrial relations in the country.
9.	The government involvement in conciliation process via the Industrial Relations Department is effective in achieving quality industrial relations.
10.	The government's role as conciliator in Industrial Relation helps to reduce the number of disputes happen at workplace

Table 3. 14 continued

11.	The government involvement helps to settle disputes happen at workplace.
12.	The government involvement in making labor laws is effective in achieving quality industrial relations.
13.	The role of government in making policy on industrial relations is effective in achieving quality industrial relations.
14.	Government as legislator in parliament is effective in achieving quality industrial relations.
15.	Abolishment of certain provisions in the labor law by the government is effective in achieving quality industrial relations.
16.	The labor laws amended by the government can create positive working environment.
17.	The role of government in amending policy on industrial relations is effective in achieving quality industrial relations.

3.5.2.9 Work Engagement

Schaufeli and Salanova (2007) define work engagement as a work-related mood that is associated with positive attitudes towards work, the organization, and high performance which is characterized by vigor, dedication, and absorption. While Robinson, Perryman, and Hayday (2004) refer to the engagement of employees in the organization as a positive attitude of employees towards the organization and its values to improve job performance for the benefit of the organization. Schaufeli and Bakker (2010) refer to work engagement as the relationships of the employee with his or her work. Kahn (1990) describes work engagement as “the harnessing of organization members selves to their work roles where they employ and express themselves physically, cognitively, emotionally and mentally

during role performance. The items on work engagement in the questionnaire are as listed in Table 3. 15.

Table 3. 15: Items on Work Engagement in the Questionnaire

Work Engagement	
1.	The employees in this organization are proud of the work they are doing.
2.	The employees in this organization are immersed in their works.
3.	The employees in this organization are very mentally resilient with their jobs.
4.	The employees in this organization are always persevering at their work even when things do not go well.
5.	The employees in this organization are enthusiastic about their jobs.
6.	The employees in this organization are inspired by their jobs.
7.	The employees in this organization look strong when they are at work.
8.	The employees in this organization look energetic when they are at work.
9.	The employees in this organization often continue working for a very long period.
10.	The employees in this organization often get carried away in completing tasks assigned.

3.6 Pilot Study

Pilot tests were conducted to refine the interview protocol and questionnaire before they were administered in the actual survey. Both the interview protocol and questionnaire were pre-tested in a pilot study. The pilot study was conducted during the COVID-19

pandemic MCO. Both instruments were pre-tested among managerial officials and trade union officials of unionized telecommunication organizations in Negeri Sembilan. Negeri Sembilan a state in West Malaysia was chosen for the pilot test because it achieved the highest IHI third-year assessment in year 2019.

3.6.1 Qualitative

The industrial relations experts, managerial officials, and trade union officials were involved in the pilot study of the interview protocol. The interview protocol was reviewed by 3 experts. It was also emailed to 3 managerial officials and 3 trade union officials in West Malaysia to get their feedback on whether they understood the questions and terms used.

3.6.2 Quantitative

The questionnaire was pre-tested in an online pilot survey using google form. The google form was given to the human resource officers via WhatsApp, where the human resource officers then sent the google form to the managerial officials and trade union officials for them to fill. The pilot testing was to test the ability of respondents to respond to the online google form and also to identify any technical errors that may need to be rectified. A pilot study was conducted using 30 samples. Roscoe (1975) stated that a minimum of 30 respondents is sufficient for a pilot study purpose. The respondents for the pilot study were managerial officials and trade union officials in West Malaysia.

3.7 Reliability and Validity of the Research Instrument

3.7.1 Qualitative

The industrial relations experts, managerial officials, and trade union officials were involved in the pilot study of the interview protocol. The interview protocol was pilot-tested

for face and content validity. It was emailed to the industrial relations experts for their review. The industrial relations experts then return emails with their responses. The human resource officers' assistance was also sought to administer the interview protocol among the managerial officials and trade union officials in the targeted organization. The human resource officers forwarded the completed interview protocol via return emails too. The managerial officials and trade union officials informed that they fully understood the questions and the terms used.

3.7.2 Quantitative

Cronbach alpha analysis and factor analysis were performed on the questionnaire, The questionnaire also underwent normality analysis. This is to secure the reliability and validity of the questionnaire before it was administered in the actual study.

According to Fraenkal and Wallen (1993), the alpha value to assess reliability using Cronbach alpha analysis should be at least 0.70. Vaus (1991) also points out that it is reliable if the alpha value is at least 0.7 and above. Sekaran (2003) stated that reliabilities less than 0.60 are deemed poor while those in the range of 0.70 ranges, is acceptable and considered good. As so, only those items with an alpha value of at least 0.70 and above were included in this study.

Table 3.16 shows the alpha values (α) for industrial relations quality as the independent variable, work engagement as the dependent variable, and government involvement as the mediating variable having alpha values of more than 0.70 for both the pilot study and actual study. Therefore, the questionnaire that has been developed for this study is highly reliable for assessing industrial relations quality, work engagement, and government involvement as all of them attained alpha values nearer to +1 as suggested by Fraenkel and Wallen (1993).

Table 3.16: Cronbach Alpha Values for Each Variable

Variables	Cronbach Alpha Values (α)	
	Pilot Study	Actual Study
Industrial Relations Quality	0.984	0.954
Work Engagement	0.980	0.924
Government Involvement	0.933	0.955

Table 3.17 shows the criteria of industrial relations quality. These criteria were used to develop industrial relations quality construct and assess industrial relations quality. They all also attained alpha values of more than 0.70. Therefore, the questionnaire on the criteria of industrial relations quality is also highly reliable for assessing industrial relations quality because they too attained alpha values nearer to +1 as suggested by Fraenkel and Wallen (1993).

Table 3.17 Cronbach Alpha Values for Each Criterion of Industrial Relations Quality

Criteria	N	Cronbach Alpha Values (α)	
		Pilot Study	Actual Study
Union Legitimacy	7	0.942	0.952
Employment Policy	10	0.948	0.944
Communication	6	0.953	0.939
Consultation	4	0.966	0.934
Employee Participation and Involvement	7	0.936	0.950
Negotiation	5	0.878	0.935
Conflict Management Approach	9	0.967	0.970

As this study employs correlational and multi-regression analysis, therefore the questionnaire must be tested for normality as suggested by Hair et al. (1998) by performing Skewness tests. The linear normality of skewness for the pilot study stands at the z range of between -1.96 and +1.96 (z score is computed by dividing the skewness by its SE) as the total number of respondents in the pilot study was below 50 (Statistics & Theory, 2020). The linear normality of skewness for the actual study stands at the standard of between -3.29 and +3.29 since the total number of respondents in the actual study was more than 50 (Statistics & Theory, 2020).

Table 3.18 reveals the Skewness and Kurtosis when tested during the pilot study for each dimension that are industrial relations quality, government involvement, and work engagement it shows the data are out of the z range (-1.96 and +1.96) suggested. This means the data was not well distributed for the pilot study.

However, the data became well distributed in the actual study as the Skewness and Kurtosis z values are within the allowed range of -3.29 and +3.29. This shows strong evidence that the data is normally distributed in the actual study. Thus, the data for the actual study fulfill normality analysis.

Table 3.18: Skewness and Kurtosis for Industrial Relations, Work Engagement, and Government Involvement

Variables	Skewness (z)		Kurtosis (z)	
	Pilot Study (-1.96 and +1.96)	Actual Study (-3.29 and +3.29)	Pilot Study (-1.96 and +1.96)	Actual Study (-3.29 and +3.29)
Industrial Relations Quality	-3.014	-0.492	3.162	-0.069
Work Engagement	-2.812	-0.380	1.558	-0.604
Government Involvement	-2.747	-0.359	1.295	-0.655

Table 3.19 reveals the Skewness and Kurtosis when tested during the pilot study for each criteria for industrial relations quality it shows the data are out of the z range (-1.96 and +1.96) suggested. This means the data was not well distributed for the pilot study.

However, the data became well distributed in the actual study as the Skewness and Kurtosis z values are within the allowed range of -3.29 and +3.29. This also exhibits strong evidence that the data is normally distributed in the actual study. Thus, the data for the actual study also fulfill normality analysis.

Table 3.19: Skewness and Kurtosis for Each Dimension of Industrial Relations Quality

Criteria	N	Skewness (z)		Kurtosis (z)	
		Pilot Study (-1.96 and +1.96)	Actual Study (-3.29 and +3.29)	Pilot Study (-1.96 and +1.96)	Actual Study (-3.29 and +3.29)
Union Legitimacy	7	-2.266	-0.517	-0.648	-0.338
Employment Policy	10	-3.091	-0.429	2.695	-0.647
Communication	6	-3.447	-0.890	4.476	1.149
Consultation	4	-4.215	-0.847	5.123	1.233
Employee Participation and Involvement	7	-2.763	-0.508	3.013	-0.142
Negotiation	5	-3.533	-0.367	-0.105	-0.530
Conflict Management Approach	9	-4.156	-0.765	6.644	0.921

This study took Sekaran's (2003) suggestion of at least ten times the variables to determine the number of respondents needed to conduct exploratory factor analysis. Therefore, a total number of thirty respondents consisting of managerial officials and trade union officials from unionized private sector organizations in West Malaysia were included in this study. This number has also fulfilled Roscoe's (1975) suggestion that a minimum of 30 respondents is sufficient for a pilot study purpose. The administration of the online questionnaire for pilot study purposes was facilitated by the officers in the Department of Industrial Relations in The Ministry of Human Resources, Malaysia located in Putra Jaya. Exactly thirty online responses were received and were used to conduct factor analysis. This is sufficient to satisfy the requirement suggested by Sekaran (2003) since there are 3 variables in total, which are industrial relations quality, work engagement, and government involvement. The results of the pilot test's factor analysis are shown in Table 3.20 and Table 3.21. Table 3.20 exhibits the total number of items before and after the pilot study. The items with factor loading less than 0.80 were deleted. The detail of which items were deleted and maintained can be seen in Table 3.21. Items with factor loading more than 0.70 were retained as they are considered strong items (Preacher and MacCallum, 2002).

Table 3.20: Total Number of Items Before and After Pilot Study

Dimensions	Number of Items		
	Before Pilot Study	After Pilot Study (Used During Actual Study)	Deleted
Union Legitimacy	7	7	-
Employment Policy	12	10	2
Communication	6	6	-

Table 3.20 *Continued*

Consultation	6	4	2
Employee Participation and Involvement	8	7	1
Negotiation	8	5	3
Conflict Management Approach	12	10	2
	59	49	10

Table 3.21: Items Deleted and Maintain for Each Criteria

Criteria	Items	
	Before Pilot Study	After Pilot Study
Union Legitimacy	Union's existence is positively accepted by the management.	Deleted
	Management accepts union's existence in the organization.	Maintain
	Union is recognized as the legitimate representative of the employees of this organization	Deleted
	Union is recognized as employees' legitimate representative.	Maintain
	Union is not restrained from performing its legitimate roles.	Maintain
	Union is not restricted to speak on behalf of the employees.	Maintain

	Union is not restricted to represent employees to resolve disputes.	Maintain
	Union is not restricted from recruiting its members.	Maintain
	Union is not restricted from conducting its legitimate activities.	Maintain
Employment Policy	The government's policies on employment requirements as announced from time to time are well met.	Deleted
	Meeting government's policies on employment requirements as announced from time to time.	Maintain
	Recruitment policy is generally legit	Deleted
	Legit recruitment policy.	Maintain
	Training policy is generally acceptable	Deleted
	Acceptable training policy.	Maintain
	Payment system is generally consistent with government regulation	Deleted
	Payment system is consistent with government regulations.	Maintain
	Working hours are generally consistent with related legislation	Deleted
	Working hours are consistent with related legislation.	Maintain

Table 3.21 continued

	Retrenchment policies are generally complying with the government's policy requirements as announced from time to time.	Deleted
	Retrenchment policies are complying with the government's policy requirements as announced from time to time.	Maintain
	Physical working condition is considered consistent with related legislation (eg. Occupational Safety & Health Act 1991)	Deleted
	Physical working condition is consistent with related legislation (eg. Occupational Safety & Health Act 1991).	Maintain
	Stability in terms of job tenure is generally guaranteed	Deleted
	Term of job tenure is guaranteed.	Maintain
	Employees are selected to fill in job vacancies based on suitability for the jobs.	Maintain

Table 3.21 continued

	Terms and conditions of service are considered as reasonable.	Deleted
Communication	Employees will be well informed of any changes in working procedures	Deleted
	Employees are well informed of any changes in working procedures.	Maintain
	There is much frequent communication between management and union	Deleted
	Frequent communication between management and union.	Maintain
	Employees are regularly provided with much inform employees as possible on matters affecting them.	Deleted
	Management informs the employees well of matters affecting them.	Maintain
	The management and the union use various methods to communicate with each other.	Maintain

Table 3.21 continued

	The management and the union are constantly communicating with each other.	Maintain
Consultation	Employees' inputs are sought when there is a need to make decisions that would affect them.	Maintain
	Discussions with the employees are held to discuss matters affecting their jobs.	Maintain
	Varies methods are used to seek employees' views in this organization.	Maintain
	The management and the union constantly consulting each other when making decisions.	Maintain
	Input are often sought from the employees before initiating changes that would affect them	Deleted
	The culture of seeking employees' views before making decisions that would affect them is well embrace	Deleted

Table 3.21 continued

Employee Participation and Involvement	Employees are involved in small groups to perform quality control activities.	Maintain
	Management and union cooperate to solve problems.	Maintain
	Employees are involved in work committees.	Maintain
	Decisions are made with consideration of consequences on its employees.	Maintain
	Valid arguments by the union are well supported.	Maintain
	Strategies concerning employees' rights at the workplace are developed with input from the union.	Maintain
	Management recognizes the union's contribution to the development of this organization.	Maintain
	There is a great concern for the union's input in this organization.	Deleted

Table 3.21 continued

Negotiation	Both the management and union negotiators act professionally during negotiation sessions.	Maintain
	There are always solutions in negotiation	Deleted
	Seeks solution in negotiation.	Maintain
	Mutual understanding during negotiation is easily reached	Deleted
	Reaching mutual understanding during negotiation.	Maintain
	Negotiations take place in an atmosphere of good faith.	Deleted
	Negotiations take place in good faith.	Maintain
	This organization establishes effective procedures for the negotiation of terms and conditions of employment together with the trade union.	Maintain
	There is minimal conflict during negotiation.	Deleted
	There is no deadlock during negotiation.	Deleted

Table 3.21 continued

	Generally, mutual agreement is easily reached between the management and union during negotiation	Deleted
Conflict Management Approach	Both the management and union cooperate to settle disputes.	Maintain
	The management and union take minimal time to resolve their differences.	Deleted
	Take minimal time to resolve differences.	Maintain
	Both the management and union are always at their best to pursue a “win-win” approach when resolving conflict.	Maintain
	There is a procedure for resolving individual grievances.	Deleted
	Availability of procedure for negotiation.	Maintain
	The negotiation procedure is jointly established between the management and the union.	Deleted

Table 3.21 continued

	Negotiation procedure is jointly established between the management and the union.	Maintain
	There is a procedure for resolving individual grievances.	Deleted
	Availability of procedure for resolving individual grievances.	Maintain
	The procedure for resolving individual grievances is jointly established between the management and the union.	Deleted
	The procedure for resolving individual grievances is jointly established between the management and the union.	Maintain
	There is a procedure for resolving trade disputes.	Deleted
	Availability of procedure for resolving trade disputes.	Maintain

Table 3.21 continued

	The procedure for resolving trade disputes is jointly established between the management and the union.	Deleted
	The procedure for resolving trade disputes is jointly established between the management and the union.	Maintain
	Grievances are normally settled promptly.	Deleted
	Grievances are settled promptly.	Maintain
	The management and union arrived at a mutual decision without any intervention from a third party.	Deleted
	In this organization, disputes are commonly successfully resolved between management and union.	Deleted

3.8 Data Collection Procedure

The primary data in this study was collected through in-depth interview sessions and online surveys. The primary data in this study were collected using interview protocol and online survey using Google form. Data collection for both qualitative and quantitative approaches was conducted online during the COVID-19 pandemic movement control order (MCO 2020 and 2021).

Secondary data is sources that are obtained from articles, books, codes of conduct, electronic journals, and other related published media. This study employed library research and online research to gain data and relevant information to gauge and obtain data based on the electric journals, research reviews, theses, other researchers' reports, reference books, reports, codes of conduct, and other published media. Additional references were also accessed and acquired at UNIMAS's Centre for Academic Information Service (CAIS).

3.8.1 Qualitative

In-depth interview sessions with two managerial officials and two trade union officials of unionized private sector organizations in East Malaysia were conducted on a video conferencing platform via Google Meet.

3.8.2 Quantitative

Online survey using Google Forms was used to collect data among targeted respondents in unionized private sector organizations in East Malaysia. The organizations' respective human resource managers and administrative officers assisted in administering the online survey to their managerial officials and trade union officials. The online survey was also facilitated by Trade Union Executives and officers in the Department of Trade Union Affairs in Sabah and Sarawak. The respondents were given a week to respond and complete the google form so that they have ample time to read and understand the questions carefully before providing their responses.

3.9 Data Analysis Procedure

3.9.1 Qualitative

NVivo version 12 plus for Windows was used to analyze in-depth interview session transcriptions to satisfy objective RO1. The in-depth interview sessions were recorded and transcribed. The textual data containing interview transcriptions with the managerial officials and trade union officials were coded into themes, and then they were saved in respective nodes in NVivo. In this study, the themes are the seven dimensions which are

union legitimacy, employment policy, communication, consultation, employee involvement and participation, negotiation, and conflict management approach.

Text query analysis was performed to identify elements of sound industrial relations. The input from in-depth interview sessions was exported into NVivo to find the terms that were frequently mentioned by the informants. The feature of synonyms to analyze other associated terms to the main term used was also employed.

3.9.2 Quantitative

Statistical Package for the Social Sciences (SPSS) version 26.0 for Windows was used to analyze descriptive statistics and inferential statistics to satisfy objectives number two until four, as well as testing of hypotheses in this study.

The collected data via online survey was first edited and coded before they were statistically analyzed. The online responses were checked for incompleteness and inconsistencies. Then, the goodness of measures was established via different kinds of validity and reliability on the construct specifically on industrial relations quality and government's involvement in the country's industrial relations. The intended analyses not only cover reliability and validity analyses but also cover other analyses that are closely related and useful to answer research questions and hypotheses to achieve the objectives of this study.

In this study, the reliability and validity aspects of industrial relations quality data were assured and confirmed. The reliability of internal consistency was first performed and items with Cronbach's Alphas coefficients of less than 0.7 were dropped (Fraenkal & Wallen, 1993; Sekaran, 2003; Vaus, 1991).

Other than frequency and mean, Pearson correlation analyses, multiple-regression analyses, and Sobel test were performed to test the hypothesized relationships among

industrial relations quality, government involvement in industrial relations, and work engagement.

Descriptive analysis was used to summarize the data collected in Section A as well as Section B of the questionnaire. Frequency was used to measure the respondents' demographic characteristics and mean was used to measure the respondents' responses toward Section B to determine the criteria to develop industrial relations quality construct and assess the quality of industrial relations.

Inferential analyses conducted in this study are Pearson Correlation, multiple regression, and the Sobel test were used in this study. Accordingly, correlation analysis was performed in this study to test available hypotheses and also to identify the strength of the relationship between the independent variable and the dependent variable. Multiple regression analysis was conducted to determine the relationships between industrial relations quality, government involvement, and work engagement which was expressed by the correlation coefficient R , which is the square root of R -square by looking at its values between 0 and 1.

Simple regression was employed to understand the direct relationships between industrial relations quality and work engagement. Multiple regression was conducted to analyze the link among several dimensions of industrial relations quality and work engagement. The Sobel test was used to analyze government involvement in industrial relations as a moderating variable.

3.10 Ethical Consideration

Conducting research always poses challenges, including ethical risks. Assessment of ethical concerns is critical because good ethical practice in social research is essential to protect research subjects, ensure high-quality research, and comply with regulations. To have

approval on the research proposal, the ethical application must be approved first by the Human Research Ethics Committee via the Centre for Graduate Studies office. The study did not involve any issues related to any type of sensitive personal data as described by the Pekeliling Pentadbiran Bilangan 17 Tahun 2020: Polisi Perlindungan Data Peribadi dan Notis Polisi Privasi (2020), cultural sensitivities and vulnerabilities of participants.

This study is a non-interventional type of study, where it does not involve any forms of 'treatment'. The target participant group is working adults over 18 years old and competent to give consent. This study did not include any personal and sensitive personal data, as described by the Pekeliling Pentadbiran Bilangan 17 Tahun 2020: Polisi Perlindungan Data Peribadi dan Notis Polisi Privasi (2020). The anonymity is ensured by design. The informed consent was indicated clearly on the first page of the online survey form and also on the first page of the interview protocol emailed to the respective managerial officials and trade union officials. Both the online survey form and the interview protocol contained UNIMAS official logo, the title of the project, the name of the researcher, stating the project is for academic purposes, stating that involvement in the project is voluntary and that participants are free to withdraw at any time, and free to withdraw any unprocessed identifiable data previously supplied, outline requirements of participants including interviews are to be audio and/or videotaped, and lastly stating to protect the confidentiality of data. Each participant's consent was established by returning an anonymous survey and being willing to be interviewed. None of the questions in the questionnaire can lead back to any of the participants. No name is required in the questionnaire as well as other personal information such as date of birth, identification number, social number, or any personal and unique information that can potentially expose the identity of the participant. The collection, storage, use, and disclosure of personal information is per UNIMAS regulation of Pekeliling Pentadbiran Bilangan 17 Tahun 2020: Polisi Perlindungan Data Peribadi dan Notis Polisi

Privasi (2020). The study is also in compliance with federal and other rules and regulations. Data and information concerning human resources statistics are obtained via the officers in the Ministry of Human Resources, Malaysia, and also which are disclosed on the ministry's website. The questionnaire on work engagement was adopted from the UWES study copyrighted and published questionnaire by Schaufeli and Salanova (2007).

3.11 Chapter Summary

This chapter discussed on research methodology employed in this study. This study was conducted only in unionized private sector organizations in East Malaysia. Qualitative data were analyzed using NVivo version 12 plus for Windows, while quantitative data was analyzed using Statistical Package for Social Science (SPSS) version 26 for Windows. The findings of the study and its discussion can be found in the next chapter

CHAPTER 4

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter described and discussed the findings of this study based on the analyses of data collected from unionized private sector organizations in East Malaysia. There are seven sections in this chapter concerning the demographic background of informants and respondents, identifying dimensions and items for sound industrial relations from both the qualitative and quantitative perspectives to determine the criteria to develop industrial relations quality construct, determining the relationships between industrial relations quality and work engagement, determining the stance of government's involvement in the country's industrial relations, and the quality of industrial relations in unionized private sector organizations in East Malaysia. This chapter is important as it provides evidence, discussions, and arguments to satisfy the objectives of this study, answers research questions, and presents the evidence to support research hypotheses as listed in chapter one, as well as its conceptual framework illustrated and discussed in chapter two.

4.2 Demographic Background of Informant and Respondent

This section presents the demographic of the respondents of this study. The respondents' demographic is reported in two parts. The first part is to report the profile of the informants in this study. The second part is to report the profile of the respondents of this study.

4.2.1 Informant Profile

There were four (4) informants involved in this study as shown in Table 4.1. They were from the same unionized private sector organization in East Malaysia. However, two (2) informants work in Sabah, and the other two (2) work in Sarawak. Two (2) informants

represented the managerial officials and the other two (2) represented the trade union officials. The two (2) informants who represented the managerial official were the human resource personnel who were directly involved in the industrial relations of the organization. One (1) of the informants is working in Sabah and another in Sarawak. They are identified as Informant 1 and Informant 2 in this study. The other two (2) informants who represented the trade union officials were the presidents of the trade unions. One (1) of the informants is the president of the registered trade union of the organization in Sabah and another in Sarawak. They are identified as Informant 3 and Informant 4 in this study. All of the informants have worked for their organization for more than twenty (20) years. Their age range is between 45 to 60 years old. All four informants are male.

Table 4. 1: Informant Profile

Informants	Informants' Information					
	Representation	Location	Length of Service	Age	Gender	Education Attainment
Informant 1	HR personnel	Sarawak	25	60	Male	Bachelor Degree
Informant 2	HR personnel	Sabah	22	47	Male	Diploma
Informant 3	Union (President)	Sarawak	22	55	Male	Diploma
Informant 4	Union (President)	Sabah	20	45	Male	SPM

4.2.2 Respondent Profile

Table 4.2 presents the demographic of the respondents involved in the survey of this study. The respondents' demographic is reported in two parts. The first part is on the respondents' biodata and the second part is on the work-related background. The details on respondents' biodata are gender, age, race, marital status, and educational attainment. Their information on their work-related background concerning union membership, the industry they work with, length of service, work location, department/section/unit they attach with, job position, and the party that they represent in this study.

Table 4.2: Summary of Respondents' Profile

Background Information	N	Frequency (%)
Gender		
Male	61	58.7
Female	43	41.3
Age Range		
21 – 25 years old	24	23.1
26 – 30 years old	28	26.9
31 – 35 years old	12	11.5
36 – 40 years old	13	12.5
41 – 45 years old	6	5.8
46 – 50 years old	8	7.7
51 – 55 years old	5	4.8
56 – 60 years old	7	6.7
61 years old and above	1	1

Table 4.2 continued

Race		
Malay	33	31.7
Chinese	8	7.7
Indian	2	1.9
Iban	18	17.3
Bidayuh	14	13.5
Orang Ulu	7	6.7
Kadazan	2	1.9
Dusun	9	8.7
Murut	1	1.0
Others	10	9.6
Marital Status		
Married	54	51.9
Single	50	48.1
Divorced	0	0

Table 4.2 continued

Highest Academic Attainment		
Doctorate Degree (Ph.D./DBA)	3	2.9
Master Degree	12	11.5
Bachelor Degree	45	43.3
Diploma	27	26
Sijil Tinggi Pelajaran Malaysia (STPM)	7	6.7
Sijil Pelajaran Malaysia (SPM)	9	8.7
Certificates	1	1

More than half (58.7%) of the respondents are male. Respondents in the age range of the age between 21 years old and 30 years old (50.0 %) are the majority who responded to the survey. Which made up half of the total respondents. The Malays (31.7%) accounted for the most participants in the survey, followed by the Sarawak Bumiputera (30.8 %). Sixty percent (60%) of the respondents are married. Most of the respondents (83.7%) had attained tertiary education with the majority having obtained their Bachelor's Degree (43.3 %). There is a respondent who possesses certificates.

Table 4.3 shows respondents are mostly working in various industries. Most of the respondents are working in the telecommunication industry (25%), followed by courier services (18.27%). Most of the respondents of this study are both junior and senior employees as both groups accounted for thirty-three percent (33%). Almost three quarter (72.1%) of the hundred and four respondents were from Sarawak, while the rest (27.9%) were from Sabah. About fifty-seven respondents (54.81%) represented the managerial officials, while about forty-seven respondents (45.19%) represented the trade union officials.

Table 4.3: Summary of Respondents' Profile on Work-related Background

Background Information	N	Frequency (%)
Types of Industry		
Telecommunication	26	25.0
Electricity	7	6.73
Education	7	6.73
Tourism	5	4.81
Radio	5	4.81
Aviation	13	12.50
Courier services	19	18.27
Engineering	15	14.42
Others	7	6.73
Length of service with current organization/company		
Less than 2 years	33	31.7
More than 2 years but less than 5 years	23	22.1
More than 5 years but less than 10 years	15	14.4
More than 10 years	33	31.7

Table 4.3 continued

Current work location		
Sarawak	75	72.1
Sabah	29	27.9
Current department/section/unit		
Administration	47	45.2
Finance	7	6.7
Operation	17	16.3
Marketing	12	11.5
Others	21	20.2
Representation		
Managerial officials	57	54.81
The union officials	47	45.19

4.3. Industrial Relations Quality Construct

The first objective of this study is to identify the elements of sound industrial relations and determine the criteria to develop industrial relations quality construct and then use them to assess the quality of industrial relations in unionized private sector organizations in East Malaysia. The elements of sound industrial relations were explored using a qualitative approach by interviewing the managerial officials and trade union officials. The findings using the qualitative approach then was used to develop the instrument which is the questionnaire to determine the criteria for developing industrial relations quality construct via the elements of sound industrial relations.

4.3.1 Qualitative Approach

Table 4.4 above shows the result based on the in-depth interview sessions which were analyzed using text query analysis in NVivo. It is found that negotiation, conflict management approach, consultation, and communication were among the top four (4) terms that were always mentioned by informants with reference scores of 167, 164, 116, and 106 respectively. These four elements of sound industrial relations attend three (3) digit reference scores. The other three (3) elements of sound industrial relations were also mentioned by the informants. They scored two (2) digit references. The three (3) other elements of sound industrial relations are union legitimacy, employment policy, and employee involvement and participation. They scored 61, 62, and 71 respectively. Table 4.4 exhibits the number of references by the individual informant.

Table 4.4: Elements of Sound Industrial Relations on Text Frequency using NVivo

Elements of Sound Industrial Relations	Number of References				Total of References
	Informant 1	Informant 2	Informant 3	Informant 4	
Negotiation	48	48	21	50	167
Conflict Management Approach	46	51	24	43	164
Consultation	30	41	12	33	116
Communication	29	37	10	30	106
Employee Participation and Involvement	13	29	7	22	71

Table 4.4 continued

Employment Policy	21	10	21	10	62
Union Legitimacy	28	18	3	12	61

From the qualitative perspective employing an in-depth interview approach, some valuable inputs were attained on the criteria to develop industrial relations quality construct and then assessing the quality of industrial relations. Negotiation, conflict management approach, consultation, and communication are among the possible criteria to develop industrial relations quality construct and assess the quality of industrial relations because after analyzing the in-depth interview sessions using NVivo, these four elements are among the seven elements that scored the highest text query. Other elements which are employee involvement and participation, union legitimacy, and employment policy are also mentioned but not as frequently as the four elements mentioned earlier.

All the informants interviewed in this study also highlighted and emphasized practices that negotiation, conflict management approach, consultation, and communication practices are mostly and highly practiced in their organization. Informant 1 stated *“Here in this organization we still practice win-win situation. So, any matters that involve the union, any problems or issue, we will always negotiate, do consultation and communicate with the company. But everything can be solved through negotiation. Indeed, that is what always been practiced by this company which is negotiation and consultation”*. While Informant 2 commented *“We will try to solve the issue from the lowest level before it becomes a major problem or dispute. Usually we will try to prevent any dispute and try to settle issues at the lowest level. Besides email we have meeting which is JCM and SCM. In our organization we have one section that known as union management, this union management they will talk directly to the union. Whatever happen the union management will discuss with the union regarding the organization. In the world there will be different view between the parties.*

Then if this happens you need to sit and settle down the problems”. Informant 3 said that *“Meetings with HR HQ KL management. Via Emails to all staff of TMB, Zoom meeting, No issues to be discuss except handle by HR office & section head of department. After collective agreement is due there is a need to discuss on the salary, allowances, issues on the employee needs before being brought to management of company to HR office. Methods used is to discuss in meeting or discussion among union exco team. Any issue or dispute are discussed with section of department before to resolve”*. Informant 4 states that *“So far we have never experience any deadlock in our organization and we have already did 10 time of collective agreement. So far the understandings between the parties are good. We did a forum to discuss and settle the issue. Sit together and talk openly or direct to HR and it is better. Yes, usually they will consult us in meeting to discuss on the thing that we bring up from the employee. Usually, our voice will be heard by the union management regarding what is happening”*.

These findings also correspond with the statement made by Aminuddin (2011) where she emphasized the need for collective bargaining to achieve employee relations. The CCIH (1975) also mentioned that unions and management representatives must employ regular consultation with their workforce, as this will ensure peace in the workplace. It is also consistent with the Malaysian industrial relations principles on collective bargaining and collective agreement, and conflict resolution where according to Ayadurai (1998) employee unions constantly use this platform to negotiate periodically with the employers. The findings in this section also match with the CCIH 1975 on the area of cooperation of consultation and communication is the most mentioned industrial relation practice followed by procedures to negotiate, procedures to resolve individual grievances, and procedures to resolve trade disputes. It suggested that employers and employees constantly communicate with each other as much as possible using various methods. The informants in this study also

stated that there are various communication channels used between the management and the union to communicate with each other.

The CCIH 1975 stressed that both employer and employee must tolerate each other through discussion and negotiation to reach vital mutual understanding in collective bargaining sessions. Negotiations that take place in an atmosphere of good faith will ensure the smooth running of collective bargaining sessions. It is preferable that both the employers' and unions' negotiators act professionally during negotiation sessions taking place. It was stated in the CCIH 1975 that it is impossible to avoid conflict at all thus minimal conflict during negotiation is reasonable. This is exactly what Informant 2 said. Ideally, deadlock is to be avoided when negotiating and ensuring that there are always solutions. This reflects Informant 4 statement stating no deadlocks are occurring so far in his organization. It is best to reach mutual understanding easily to avoid conflict and deadlock. Employers should establish effective procedures together with trade unions. These findings match with Ostrowsky (2005) discovery based vast review of the literature on constructive union-management relationships. She noticed that communication and resolving conflicts, most of the time contribute to cooperative union-management relationships. The findings in this section also supported the discussion by Cutter (2018), De Silva (1998), Osad and Osas (2013), and Parasuraman (2005).

This part of this study which employs a qualitative method mirrors Yarrington, Townsend, and Brown (2007) study, where their study which was conducted in Australia also employed a qualitative approach by reviewing most related literature and interviewing only the most critical people involved in union-management relationships in the workplace. Their study was initiated by reviewing vast literature on factors contributing to good union-management relationships in the United Kingdom.

Then this information was confirmed through interview sessions with union officials and managers. This study also adopted the same manner and strategies as Yarrington, Townsend, and Brown (2007) study. Based on their study, Yarrington, Townsend, and Brown (2007) discover that trust, communication, employee voice, and respect for the rules of the relationships are the essence for such relationships to prosper. They also highlighted other aspects such as management recognizing the union as the representative of the employees, genuine union involvement in decision making and the decision made considered consequences on employees, the willingness of management to share information, conflict resolving approach in place, having a hybrid mechanism for communication purposes, regular consultative meetings, regular visit sites to discuss issues and support for valid arguments. They confirmed these aspects were derived based on the similarity founded on information gained through literature and interview. Yarrington, Townsend, and Brown (2007) also state that meetings are the best way to communicate between the union and the management and hence can ensure harmonious industrial relations. The informants in this study also stated that meetings are also one of the best methods of communication where every matter can be brought to the attention of the top management and meeting is one of the most commonly and regularly practiced in their organization. This section's findings are also in tandem with the findings in Parasuraman's studies (2013; 2007; 2006) about communication and consultation as specified in the CCIH (1975).

Thus, what possibly constitutes industrial relations quality construct from the qualitative perspective are union legitimacy, employment policy, communication, consultation, employee involvement and participation, negotiation, and conflict management approach constitute industrial relations quality construct. Therefore, all these elements were used as criteria to develop industrial relations quality construct and assess the quality of industrial relations.

4.3.2 Quantitative Approach

The findings based on the qualitative approach as found in para 4.3.1 were pre-determined as the criteria to develop industrial relations quality construct.

Data analysis using SPSS version 26 was employed to verify whether the elements of sound industrial relations as listed in para 4.3.1 can be used as criteria to develop industrial relations quality construct and assess industrial relations quality. Other than determining the frequency and mean score for each dimension. Explorative factor analysis (EFA) was also conducted to determine the criteria that can be used to develop industrial relations quality construct. The level of agreement was measured based on the mean score and converted into percentages.

As shown in Table 4. 5, when round-off to the nearest value, the criteria to assess industrial relations quality had scored mean values ranging from high to very high with consultation having the highest mean value at 4.04, while conflict management approach has the lowest mean value at 3.81 but yet still consider as high. When these mean values are translated to percentage values, consultation is at 80.8%, while conflict management approach is 76.2%. The variables are also ranked from the highest to the lowest percentage as exhibited in Table 4. 5.

Table 4.5: Criteria to Develop Industrial Relations Quality Construct based on Frequency and Mean using SPSS

Dimensions of Industrial Relations Quality Construct	N	Mean	Frequency (%)
Consultation	104	4.04	80.8
Union Legitimacy	104	3.98	79.6
Negotiation	104	3.94	78.8
Communication	104	3.93	78.6

Table 4.5 continued

Employee Participation and Involvement	104	3.91	78.2
Employment Policy	104	3.90	78.0
Conflict Management Approach	104	3.81	76.2

Table 4.6 to Table 4.7 show findings based on Exploratory Factor Analysis (EFA). The analysis was conducted based on Rotated Component Matrix^a. All the seven dimensions have Kaiser-Meyer Olkin (KMO) measure sampling adequacy greater than 0.5. While their Barlett tests for sphericity are all significant at $p = 0.01$. All communalities are also greater than 0.3. Therefore, based on Table 4.6, it is seen that the data of this study are valid and reliable.

Table 4.6: Goodness of Data

Variables	N	Item	Factor Loadings	Kaiser-Meyer-Olkin Test (KMO)	Bartlett's Test of Sphericity	Eigen Value	Variance Explained
Union Legitimacy	104	7	0.759	0.906	0.000	5.44	77.71
Employment Policy	104	10	0.832	0.915	0.000	6.68	66.80
Communication	104	6	0.935	0.898	0.000	4.61	76.77
Consultation	104	4	0.894	0.842	0.000	3.35	83.64
Employee Participation and Involvement	104	7	0.901	0.931	0.000	5.39	76.97

Table 4.5 continued

Negotiation	104	5	0.912	0.890	0.000	3.97	79.42
Conflict Management Approach	104	9	0.920	0.955	0.000	7.27	80.74

Based on the review of related literature and the proposed conceptual framework in Chapter 2, there are seven dimensions identified that potentially can be used to develop industrial relations quality construct which can be used as the criterion to assess the quality of industrial relations. Based on the exploratory factor analysis, there are seven components too. The components are union legitimacy, employment policy, communication, consultation, employee involvement and participation, negotiation, and conflict management approach. Each item's factor loading was above 0.70 as shown in Table 4.7. This shows the same findings as found based on mean scores in Table 4.5.

Table 4.7: Factor Analysis Result for Each Item

Dimensions	Items	Factor Loading
Union Legitimacy	Management accepts union's existence in the organization.	.811
	Union is recognized as employees' legitimate representative.	.877
	Union is not restrained from performing its legitimate roles.	.898
	Union is not restricted to speak on behalf of the employees.	.870

Table 4.7 continued

	Union is not restricted to represent employees to resolve disputes.	.919
	Union is not restricted from recruiting its members.	.879
	Union is not restricted from conducting its legitimate activities.	.914
Employment Policy	Meeting government's policies on employment requirements as announced from time to time.	.846
	Legit recruitment policy.	.797
	Acceptable training policy.	.796
	Payment system is consistent with government regulations.	.808
	Working hours are consistent with related legislation.	.838
	Retrenchment policies are complying with the government's policy requirements as announced from time to time.	.834
	Physical working condition is consistent with related legislation (eg. Occupational Safety & Health Act 1991).	.792
	Term of job tenure is guaranteed.	.839
	Employees are selected to fill in job vacancies based on suitability for the jobs.	.754
	Terms and conditions of service are reasonable.	.862

Table 4.7 continued

Communication	Employees are well informed of any changes in working procedures.	.856
	Frequent communication between management and union.	.879
	Management will inform employees matters affecting them.	.858
	The management and the union use various methods to communicate with each other.	.870
	The management and the union are greatly sharing information with each other.	.912
	The management and the union are constantly communicating with each other.	.882
Consultation	Employees' inputs are sought when there is a need to make decisions that would affect them.	.929
	Discussions with the employees are held to discuss matters affecting their jobs.	.910
	Varies methods are used to seek employees' views in this organization.	.906
	The management and the union constantly consult each other when making decisions.	.913

Table 4.7 continued

Employee Participation and Involvement	Employees are involved in small groups to perform quality control activities.	.866
	Management and union cooperate to solve problems.	.840
	Employees are involved in work committees.	.896
	Decisions are made with consideration of consequences on its employees.	.903
	Valid arguments by the union are well supported.	.918
	Strategies concerning employees' rights at the workplace are developed with input from the union.	.896
	Management recognizes union's contribution to the development of this organization.	.818
Negotiation	Both the management and union negotiators act professionally during the negotiation session.	.868
	Seeks solution in negotiation.	.919
	Reaching mutual understanding during negotiation.	.884
	Negotiations take place in good faith.	.895
	This organization establishes effective procedures for the negotiation of terms and conditions of employment together with the trade union.	.888

Table 4.7 continued

Conflict Management Approach	Both the management and union cooperate to settle disputes.	.871
	Take minimal time to resolve differences.	.843
	Both the management and union are always at their best to pursue a “win-win” approach when resolving conflict.	.929
	Availability of procedure for negotiation.	.893
	Negotiation procedure is jointly established between the management and the union.	.894
	Procedure for resolving individual grievances is jointly established between the management and the union.	.923
	Availability of procedure for resolving trade disputes.	.932
	The procedure for resolving trade disputes is jointly established between the management and the union.	.918
	Grievances are settled promptly.	.819

From the quantitative approach, the criteria to develop industrial relations quality construct are union legitimacy, employment policy, communication, consultation, employee involvement and participation, negotiation, and conflict management approach. They can be used to assess the quality of industrial relations.

4.3.3 Criteria to Develop Industrial Relations Quality Construct

This study aims to formulate industrial relations quality construct employing both the qualitative and quantitative approach with input from the managerial officials and trade union officials. Table 4.8 exhibits the result of all seven components based on both approaches, which are potentially used to develop industrial relations quality construct and assess industrial relations quality. Consultation (80.8%) is the top dimension of the quantitative approach. While the least is the conflict management approach (76.2%). Negotiation (164) has the highest number of references for text queries for the qualitative approach. Union legitimacy (61) recorded the least number of references for the qualitative approach. Although the measurement for both methodologies is different, it can be seen through the scale of the given result depending on the highest and lowest result of the test used. When data from both qualitative and quantitative approaches were triangulated as shown in Table 4.8, it showed that communication, negotiation, and consultation are the dimensions that exist in both approaches as illustrated in Figure 4.1.

Table 4.8: Criteria to Develop Industrial Relations Quality Construct to Assess Industrial Relations Quality from Both Methodologies

Criteria	Methodologies	
	Qualitative: In-depth Interview (No of References)	Quantitative: Survey (%)
Consultation	116	80.8
Union Legitimacy	61	79.6
Negotiation	167	78.8
Communication	106	78.6
Employee Participation and Involvement	71	78.2
Employment Policy	62	78.0
Conflict Management Approach	164	76.2

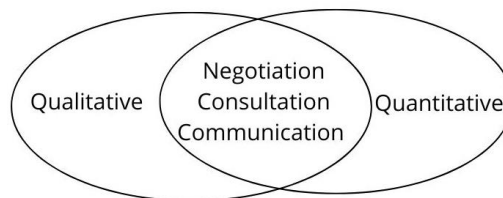


Figure 4.1: Criteria with High Responses in Both Qualitative and Quantitative Approaches

The findings of the first objective of this study support the CCIH (1975) principles that for an industrial relations climate to be positive, the areas of cooperation between employer and employees to foster harmonious industrial relations such as responsibility, employment policy, collective bargaining and negotiation, and also elements of communication and

consultation must present in an organization. This also corresponds with Aminuddin's (2011) statements that HRM practices should be prioritized for the employees to become more engaged with their organization. Not only that, the employees should also be given some extent of involvement in their organization's decision-making for them to have a sense of belongingness in the organization according to Wilkinson, Gollan, and Lewin (2010).

This study also supports related documents and previous studies conducted on industrial relations. This study adopted the dimensions 1) union legitimacy from the CCIH, 1975 and IRA (1967), and studies by Dastmalchian, Blyton and Adamson (2014), He (2010), Schappe (1997), Sundaray and Sahoo (2013) and Yarrington et al (2007), 2) employment policy (CCIH, 1975; He, 2010; Yarrington et al, 2007), 3) communication (CCIH 1975; Deery, Erwin & Iverson, 1999; De Silva, 1998; Ostrowsky, 2005; Sundaray & Sahoo, 2013; Yarrington, Townsend & Brown, 2007), 4) consultation (CCIH 1975; Dastmalchian, Blyton & Adamson, 2014; De Silva, 1998; He, 2010), 5) employee involvement and participation (Dastmalchian, Blyton & Adamson, 2014; Deery, Erwin & Iverson, 1999; De Silva, 1998; Parasuraman, 2007; Schappe, 1997; Sundaray and Sahoo, 2013; Yarrington, Townsend & Brown, 2007), 6) negotiation (CCIH, 1975; Dastmalchian, Blyton & Adamson, 2014; IRA, 1967; Sundaray & Sahoo, 2013), and 7) conflict management approach (IRA, 1967; Dastmalchian, Blyton & Adamson, 2014; Deery, Erwin & Iverson, 1999; He, 2010; Ostrowsky, 2005; Schappe, 1997; Sundaray & Sahoo, 2013; Yarrington, Townsend & Brown, 2007).

Thus, to answer the first research question of what possibly constitutes industrial relations quality construct, it is found that all seven components which are union legitimacy, employment policy, communication, consultation, employee involvement and participation, negotiation, and conflict management approach are proven worthy to criteria to develop industrial relations quality construct to assess industrial relations quality.

4.4 Influence of Industrial Relations on Work Engagement

This section is to determine whether industrial relations quality possibly positively influences work engagement.

Industrial relations quality significantly influences work engagement, Table 4.9 reveals industrial relations quality does positively influence work engagement. This is shown by ANOVA significant $p = 0.01$. Industrial relations quality is influencing work engagement by about 64 % which is signified by R Square Change = 0.642. Thus, this means that industrial relations quality can be used as a predictor for work engagement.

Table 4.9: Multi-regression Analysis of the Seven Dimensions of Industrial Relations Quality (IRQ) Construct and Work Engagement (WE)

Model	R	R Square	Adjusted R Square	R Square Change	Sig. F Change	ANOVA Sig.
IRQ - WE	0.801 ^a	0.642	0.615	0.642	0.000	0.00 ^b

According to the CCIH (1975), the practices of industrial relations such as employment policy, responsibility, collective bargaining, and communication and consultation should work between the management and their employees to ensure good relationships exist between them. The Department of Industrial Relations Malaysia (2009) has pinpointed the relationship between the management and employees as well as unions needs to be strong to achieve stability and economic growth. Pearson Correlation test as shown in Table 4.10, also shows that there is a relationship between industrial relations quality and work engagement, where $r = 0.775$, which can be regarded as a strong positive relationship.

Table 4.10: Pearson Correlation Analysis for Relationship Between Industrial Relations Quality and Work Engagement

		Work Engagement
Industrial Relations Quality	Pearson Correlation	0.775
	Sig. (2-tailed)	0.000
	N	104

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

Table 4.11 shows there are positive significant relationships between all seven dimensions tested with work engagement, where $p=0.01$ with consultation having the strongest relationship ($r= 0.771$) followed by union legitimacy ($r=0.759$). Though the least was employee participation and involvement with $r=0.629$, still the analysis proved it has a positive relationship with work engagement.

Table 4.11: Pearson Correlation Analysis for Relationship Between Each Industrial Relations Quality's Dimensions and Work Engagement

Dimensions of Industrial Relations Quality	N	<i>r</i>	<i>p</i>
Consultation	104	0.771	0.01
Union Legitimacy	104	0.759	0.01
Conflict Management Approach	104	0.677	0.01
Employment Policy	104	0.674	0.01
Negotiation	104	0.656	0.01
Communication	104	0.655	0.01
Employee Participation and Involvement	104	0.629	0.01

The findings of this study correspond with several other industrial relations studies that found industrial relations generally linked with organizational development (see Dastmalchian, 2008; Dastmalchian, et al, 2014; Deery & Iverson, 2005; Deery, Iverson & Erwin, 1999; Gill, 2009; He & Wang, 2007; Kleiner, Leonard & Pilarski, 2002; Ostrowsky, 2005; Schappe, 1997; Wu & Lee, 2001; Yarrington, Townsend & Brown, 2007). Deery and Iverson (2005) stressed that it is crucial to assess the impact of industrial relations on organizational development because such a relationship is crucially required to sustain high-quality service delivery (He, 2010; Sasser, Schlesinger & Heskett, 1997). According to Deery et al (1999), employees tend to be more motivated to help the organization become more efficient and productive when industrial relations in the organization is cooperative. They also said that industrial relations is a determinant of organizational effectiveness. This is proven in this study that industrial relations can affect and influence work engagement by more than half (refer to R Square value in Table 4.9). Another 36% are other factors.

Therefore, we can conclude that industrial relations do influence work engagement. Industrial relations quality is one of the factors to enhance employees' work engagement. All seven criteria of industrial relations quality significantly have a positive strong relationship with work engagement. This means that union legitimacy, employment policy, communication, consultation, employee involvement and participation, negotiation, and conflict management approach are predictors of industrial relations quality. Thus, hypotheses H1, H1a, H1b, H1c, H1d, H1e, H1f, and H1g are all accepted.

4.5 The Stance of Government Involvement in the Country's Industrial Relations

This section discusses whether government involvement aids or hinders industrial relations in the country.

4.5.1 Forms of Government Involvement in Industrial Relations

From the survey, it was learned that government involvement in industrial relations as a legislator, administrator, and intermediary carries a positive effect on the country's industrial relations as shown in Table 4.12. The roles played by the government as a legislator, administrator, and intermediary can be used to predict industrial relations quality in the country. Changes in each of its roles may impact industrial relations quality.

This is the opposite of the claim made by Jomo (2012) that the government of a country may complicate its industrial relations. Concern raised by Ganesan and Ling (2014) over the interference of the government in the country's industrial relations has proven in this study is otherwise and has benefited the country in promoting, fostering, and maintaining sound industrial relations in Malaysia. Claim by a few (Arudsothy & Littler, 1993; Ariffin, 1997; Jomo & Todd, 1994) that Malaysian industrial relations is highly associated with managerial prerogative at the workplace, and the employment legislation enacted seems to protect the employers more than the employees also lack of proof.

Table 4.12 justified that employment legislation and policies are among the mechanisms used to maintain sound industrial relations (Ayadurai, 1998). As claimed by Aminuddin (2020) the rules and regulations laid down in the employment legislation and employment policies do help in developing orderly and peaceful industrial relations in the country. Aminuddin, (2020) and Wu (1995) claimed that the employment legislation and policies that were formulated and enacted proved to have not only assisted in preventing and

resolving disputes but also minimized conflict, thus promoting sound industrial relations as far as possible.

Table 4.12 also reflects that government involvement through the Ministry of Human Resources helps to equip and improve the employees with basic skills to enhance harmonious industrial relations. Again, this is consistent with Aminuddin's (2020) view that the government enforces employment laws where it translates written laws into actual action and takes corrective action when necessary. This also indicated that the government protects the welfare of employees' rights and has helped to promote a good relationship between the management and the union through a peaceful industrial relations system.

Table 4.12: Government Involvement in Malaysian Industrial Relations

Forms of Government Involvement	r	p
Legislator	0.806	0.01
Administrator	0.719	0.01
Intermediary	0.758	0.01

As shown in Table 4.13 the *r*-value is 0.78 in Model 1 when government involvement is excluded in the model. However, when government involvement is included in Model 2, its *r*-value increases to 0.81, and its significance is maintained at $p=0.01$. This proves that government involvement increases industrial relations quality. This means government involvement has positively influenced the quality of the country's industrial relations.

Table 4.13: Comparison of *r*-value with and without Government Involvement in Model
Industrial Relations Quality in Relationships to Work Engagement

Model		Work Engagement
Model 1 Industrial Relations Quality (7 Dimensions – without Government Involvement)	Pearson Correlation (<i>r</i>)	0.78
	Sig. (2-tailed)	0.000
	N	104
Model 2 Industrial Relations Quality (8 Dimensions – with Government Involvement)	Pearson Correlation (<i>r</i>)	0.81
	Sig. (2-tailed)	0.000
	N	104

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

The whole of government involvement can significantly influence industrial relations quality in the country by 65.1%. This is shown in R Square = 0.651 and $p = 0.01$ as shown in Table 4.14.

Table 4.14: Multi-regression Analysis of the Three Dimensions of Government Involvement (GI) and Industrial Relations Quality (IRQ)

Model	R	R Square	Adjusted R Square	R Square Change	Sig. F Change	ANOVA Sig.
IRQ with G1	0.807 ^a	0.651	0.640	0.651	0.000	0.00 ^b

As shown in Table 4.16 the R Square is 0.642 in Model 1 where government involvement is excluded in the model. However, when government involvement is included in Model 2, its R Square value increases to 0.652, and its significance is maintained at $p = 0.01$. This explains that government involvement can significantly influence industrial relations quality. The government involvement secures better industrial relations quality in the country.

Table 4.15: Comparison of R Square Value in Multi-regression Analysis with and without Government Involvement in Industrial Relations Quality Model in Relationships to Work

Engagement

Model	R	R Square	Adjusted R Square	R Square Change	Sig. F Change	ANOVA Sig.
Model 1: IRQ – WE (7 Dimensions – without Government Involvement)	0.801 ^a	0.642	0.615	0.642	0.000	0.00 ^b
Model 2: IRQ – WE (8 Dimensions – with Government Involvement)	0.807 ^a	0.652	0.645	0.652	0.000	0.00 ^b

4.5.2 Mediating Role of Government Involvement Between Industrial Relations

Quality and Work Engagement

Table 4.16 exhibits the analyses of government involvement in industrial relations as a mediating factor Sobel test. It shows that the Sobel test result is more than 0.3 at $p = 0.01$, which means government involvement in the country's industrial relations does mediate industrial relations and work engagement.

Table 4. 16: Sobel Test for Government Involvement as Mediating Factor in Malaysian Industrial Relations

Input	Test	Test Statistics	Std Error	p - value
$a = 0.913$	Sobel Test	3.60643234	0.08916517	0.00021865
$b = 0.361$	Aroian Test	3.68724592	0.08938731	0.00022669
$S_a = 0.067$	Goodman Test	3.70568777	0.08894246	0.00021082
$S_b = 0.094$				

Mediation effect as exhibited in (1) using Sobel z Test exhibits that z is greater than 1.98, where $Z = 3.684$. This means government involvement mediates between industrial relations and work engagement.

$$Z = \frac{a*b}{\sqrt{(b^2 * S_a^2) + (a^2 * S_b^2)}} \quad (1)$$

$$Z = \frac{0.913 \times 0.361}{\sqrt{(0.130 \times 0.004) + (0.834 \times 0.009)}}$$

$$Z = \frac{0.330}{0.0895879456}$$

$$Z = 3.68353112808$$

These findings support the literature about the government's role in the country's industrial relations. Bamber and Leggett (2001), de Silva (1998), and Kuruvilla and Erickson (2002) stated that in some Asian countries, their respective governments play an important role in shaping their countries' industrial relations. As claimed by Idrus (2001), government involvement is an important feature in the country's industrial relations. While Kaufman (2004) said that the government plays an equal role as a key player in the country's industrial relations. Aminuddin (2020) states that the government will play its role as a third party assisting in resolving indifferences between the employers and the employees. These findings also prove claims made by (Ayadurai, 1998; Aminuddin, 2016; Wu, 1995) are true where the management and the union will seek the assistance of the government should there is any unresolved dispute between them. It seems that the interference of the government is crucial to moderate their conflict. All claims made by the scholars mentioned above are true. This finding also proves that the Malaysian industrial relations structure is consistent with Dunlop's (1958) theory, where he claimed most industrial relations structures consist of three parties.

The form of government's most involved is as a legislator in the country's industrial relations. This finding supports the claim made by Aminuddin (2020) that the government plays the role of a legislator through the Parliament and administrator through the Ministry of Human Resources in the country's industrial relations. This is in line with Ayadurai's (1998) claim that the Malaysian government's involvement takes many forms which are reflected in the formulation of industrial relations policies and legislations such as the Industrial Relations Act 1967, The Trade Union 1959, The Employment Act 1955, The Sarawak Labour Ordinance and The Sabah Labour Ordinance. The findings shown by the result in Table 4.11 also support Aminuddin's (2021) statement that the government is responsible for administering and overseeing the industrial relations system in the country. It also proves what Wad (1997) claims are true about Malaysia achieving industrial relations peace through government involvement via labor legislations, administrative, conciliation, and arbitration mechanism.

Kuruville (1995) claims that industrial relations is one of many factors that contribute to a country's economic growth. Studies were conducted in the United States of America, United Kingdom, Australia, Japan, Germany and Singapore (Dastmachian, Blyton & Adamson, 2014; Deery, Erwin & Iverson, 1999; Ostrowsky, 2005; Schappe, 1997; Yarrington, Townsend & Brown, 2007) justify the strategy and state of a country's industrial relations is said to be capable to influence its economic growth. It is the responsibility of the country's government to set the course of its industrial relations strategy. This means a country's industrial relations strategy will shape the country's industrial relations and the country's state of industrial relations will then influence its economic growth. This is in accordance with the claim made by the Malaysian Department of Industrial Relations, that the state of industrial relations of a country will determine the country's ranking in the World Competitiveness in Labor Relation to attract the interest of foreign investors to do business

in the country for the benefit of the country's economic progression and growth. Hence, it is the government's responsibility to be involved in the country's industrial relations to ensure the economic growth of the country, especially during a critical economic situation.

At the same time, the findings of this study about the government's involvement in the country's industrial relations refute Idrus (2001), Ganesan and Ling (2014), Jomo (2012), Parasuraman and Schwimbersky's (2005), and Sharma (1991) views that greater state-control industrial relations will create a conflictual pattern rather than a cooperative one. Claims made by Besley and Burgess (2004), and Vedder and Gallaway (2002) that industrial relations have nothing to do with any aspect of organization development are also rebutted by the findings in this study.

Hence, government involvement does provide aid to industrial relations in the country. It influences the country to attain better industrial relations quality. It is also responsible for mediating the relationships between industrial relations quality and work engagement. Therefore, hypotheses H2a on government involvement significantly influences the country's industrial relations quality, and H2b on Government involvement mediates between industrial relations quality and work engagement are accepted.

4.6 Industrial Relations Quality in East Malaysia

This section addresses the fourth objective (RO4) of this study. The status of industrial relations quality in East Malaysia among unionized private sector organizations is assessed using the instrument that had been tested and established in para 4.2. The mean score as shown in Table 4.17 conclude that the industrial relations quality in East Malaysia's private sector organizations can be considered as high as its mean score is at 3.94, which is close to 4.00. When converting to percentage, it is about close to 80%. This also means East Malaysia's private sector organizations complied with industrial relations quality.

Table 4.17: Industrial Relations Quality Status in Malaysia

	N	Mean	Standard Deviation
Industrial Relation Quality	104	3.939	0.702

The finding of this study on the status of industrial relations quality in East Malaysia's Private Sector is about the same as the IHI index where it stands in the range between seventy percent (70%) to eighty-nine percent (89%). Based on the IHI indicator, it signifies as good. The result in this study achieves about the same percentage recorded by the IHI which is about seventy-eight percent (78%).

This study is in accordance with Alexander and Lewer (2004), Dastmalchian (2008), Dastmalchian, Blyton, and Abdolahyan (1993), De Silva (1998), Schappe (1997), and Ostrowsky (2005) suggestions. It was highlighted by Dastmalchian (2008) that an organization needs to check the state of its industrial relations. Alexander and Lewer (2004) also emphasized the need for employers to assess industrial relations at their workplace and to adopt a more viable approach to continuously improve industrial relations at the workplace for better development of their organizations. This was also supported by Ostrowsky (2005). Dastmalchian, Blyton, and Abdolahyan (1993), where stressed that the relationship between employers and employees needs to be cooperative and meet a certain standard of quality as it is the potential to influence organizational development. De Silva (1998) and Schappe (1997) also agree that such relationships must have a certain quality. They all suggested factors that may help not only to achieve harmonious industrial relations but also a quality one necessary to be studied.

Aminuddin (2011) revealed that Malaysia's industrial relations, in general, is still positive. Our findings as illustrated in Table 4.17 above, indicate the mean value for industrial relations quality is about 3.94. This score indicates that the status of industrial

relations quality in East Malaysia is high. This indicates that organizations in East Malaysia's private sector highly complied with industrial relations best practices. This study proves that Malaysia's industrial relations is positive as claimed by Aminuddin (2011). Therefore, this also supports our informant's opinion in our in-depth interviews, that industrial relations quality in East Malaysia can be regarded as good.

Based on the literature review, the level of industrial relations in Malaysia has two sets of opinions. Bahari et al., (2004) said that it is conflictual but, Aminuddin (2013) states that it is cooperative. Aminuddin's (2013) view is supported by the findings in this study.

Table 4.18 exhibits the items with high and low quality scores. Several corrective actions are recommended to be taken by the organizations to foster more quality industrial relations. Items that need corrective actions are items with a mean score of 3.94 and below. This will be further highlighted and discussed in section 5.6 of Chapter 5.

Table 4.18: Mean Score for Each Industrial Relations Quality Item

Dimensions	Items	Mean
Union Legitimacy	Management accepts union's existence in the organization.	4.04
	Union is recognized as employees' legitimate representative.	4.00
	Union is not restrained from performing its legitimate roles.	3.87
	Union is not restricted to speak on behalf of the employees.	3.84
	Union is not restricted to represent employees to resolve disputes.	3.79
	Union is not restricted from recruiting its members.	3.88
	Union is not restricted from conducting its legitimate activities.	3.91
Employment Policy	Meeting government's policies on employment requirements as announced from time to time.	3.97

Table 4.18 continued

	Legit recruitment policy.	4.02
	Acceptable training policy.	4.18
	Payment system is consistent with government regulations.	4.02
	Working hours are consistent with related legislation.	4.11
	Retrenchment policies are complying with the government's policy requirements as announced from time to time.	4.01
	Physical working condition is consistent with related legislation (eg. Occupational Safety & Health Act 1991).	4.13
	Term of job tenure is guaranteed.	3.94
	Employees are selected to fill in job vacancies based on suitability for the jobs.	3.88
	Terms and conditions of service are reasonable.	4.11
Communication	Employees are well informed of any changes in working procedures.	4.01
	Frequent communication between management and union.	3.91
	Management will inform employees matters affecting them.	4.04

Table 4.18 continued

	The management and the union use various methods to communicate with each other.	3.95
	The management and the union are greatly sharing information with each other.	3.86
	The management and the union are constantly communicating with each other.	3.88
Consultation	Employees' inputs are sought when there is a need to make decisions that would affect them.	3.82
	Discussions with the employees are held to discuss matters affecting their jobs.	3.83
	Varies methods are used to seek employees' views in this organization.	3.80
	The management and the union constantly consult each other when making decisions.	3.83
Employee Participation and Involvement	Employees are involved in small groups to perform quality control activities.	3.96
	Management and union cooperate to solve problems.	3.96
	Employees are involved in work committees.	3.91
	Decisions are made with consideration of consequences on its employees.	3.90

Table 4.18 continued

	Valid arguments by the union are well supported.	3.90
	Strategies concerning employees' rights at the workplace are developed with input from the union.	3.87
	Management recognizes union's contribution to the development of this organization.	3.97
Negotiation	Both the management and union negotiators act professionally during the negotiation session.	4.03
	Seeks solution in negotiation.	4.01
	Reaching mutual understanding during negotiation.	3.90
	Negotiations take place in good faith.	3.98
	This organization establishes effective procedures for the negotiation of terms and conditions of employment together with the trade union.	3.97
Conflict Management Approach	Both the management and union cooperate to settle disputes.	3.95
	Take minimal time to resolve differences.	3.72
	Both the management and union are always at their best to pursue a "win-win" approach when resolving conflict.	3.90

Table 4.18 continued

	Availability of procedure for negotiation.	3.94
	Negotiation procedure is jointly established between the management and the union.	3.92
	Procedure for resolving individual grievances is jointly established between the management and the union.	3.94
	Availability of procedure for resolving trade disputes.	3.96
	The procedure for resolving trade disputes is jointly established between the management and the union.	3.93
	Grievances are settled promptly.	3.87

The result shown in this section provides evidence that the level of industrial relations quality in East Malaysia can be considered as high. This also means the private sector organizations in East Malaysia complied with industrial relations quality. Thus, hypothesis H3 on Malaysian industrial relations quality is high, is accepted. The attainment of industrial relations quality can be enhanced when corrective actions as shown in Table 4.16 are taken.

4.7 Chapter Summary

This chapter has elaborated several findings based on the data which was analyzed using NVivo and SPSS. It reported the findings with regards to data in regards to the informants' and respondents' profiles, the elements of sound industrial relations to develop criteria for industrial relations quality construct, the influence of industrial relations on work engagement, the stance of government involvement in industrial relations in the country, and the quality of industrial relations in East Malaysia. All the elements of sound industrial

relations in this study are very potential and evidential to be used as criteria to develop industrial relations quality construct and also as the criterion to assess industrial relation quality in East Malaysia. There are seven (7) industrial relations quality criteria in total, which are union legitimacy, employment policy, communication, consultation, employee involvement and participation, negotiation, and conflict management approach. Thus, all the hypotheses in this study are accepted. When data from both qualitative and quantitative approaches were triangulated, it showed that communication, negotiation, and consultation were the most significant criteria in both approaches.

For the qualitative approach, text query was used to analyze qualitative data. For the quantitative approach, frequency, mean, percentage, Pearson correlation analysis, multiple regression analysis, and Sobel analysis were used to analyze quantitative data.

It was learned that industrial relations quality can influence work engagement in East Malaysia. The involvement of the government does play an important role in the country's industrial relations. Based on the findings, government involvement enhances industrial relations quality. The industrial relations quality in East Malaysia is considered high and attain same percentage achievement result as the IHI.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter focuses on the conclusions, implications, and recommendation aspects of this study. This chapter consists of five main sections, which highlight the summary of the study, the conclusion of the study, implications, limitations, and recommendations related to the study. This chapter is important as it addresses the study as a whole, its closure, and recommendations, particularly for future studies. The last part of this chapter discusses the summary of this chapter.

5.2 Summary of the Study

This study was conducted to explore and identify elements of sound industrial relations which then was employed as criteria to develop industrial relations quality construct and assess industrial relations quality. This study also seeks to determine the influence of industrial relations quality on work engagement. The stance of government involvement in industrial relations particularly in Malaysia was also determined in this study.

In this study, the background of the study, statement of the problem, objectives of the study, research hypotheses, scope of the study, the significance of the study, and definitions of terms consisting of both conceptual and operational descriptions were listed and discussed.

The concepts and elements of industrial relations, work engagement, and government involvement in industrial relations were discussed. A review of related theories and studies is highlighted in the empirical discussion and related evidence was provided. Past research related to this study was also discussed. Discussion on current industrial relations practices

in the country was also included for further understanding of Malaysia's industrial relations. Related statistics are also exhibited in the practical discussion. The conceptual framework of this study was illustrated and the relationships among the variables are also explained, where it exhibits industrial relations quality as the independent variable, work engagement as the dependent variable, and government involvement as moderating factor. The development of hypotheses was also explained and discussed.

This study employed a mixed-method approach as described and explained by Creswell (1999) where this study used one qualitative method and one quantitative method to collect, analyze, and report findings in a single study. It was conducted in unionized private sector organizations in East Malaysia. The data for this study was obtained through an online survey. Data collection was conducted online due to the COVID-19 movement control order. Google form link was sent to the targeted organizations via the respective organizations' human resource officer or administrative officer. A total of 104 respondents responded to the online survey. The respondents are the managerial officials and trade union officials of private sector organizations in East Malaysia. The google form consisted of ten sections, including the respondents' demographic profile, union legitimacy, employment policy, communication, consultation, employee involvement and participation, negotiation, conflict management approach, government involvement, and recommendation. All the dimensions and items in the google form were adapted from related documents and questionnaires from previous industrial relations studies conducted both locally and abroad. A series of pilot studies using West Malaysia samples were conducted to perform factor analysis to identify its components. The instrument was tested for its reliability and validity. The instrument was also tested for its reliability and validity. Test query, mean, frequency, Pearson correlation analysis, and multi-regression analysis were used to analyze data collected for the actual study.

The collected data were analyzed using NVivo version 12 and Statistical Package for Social Sciences (SPSS) version 26. Qualitative data were analyzed using NVivo where text queries were performed to identify the numbers of references of each industrial relations best practice. The industrial relations best practices identified based on a qualitative approach using NVivo were then determined by employing a quantitative approach using SPSS. Descriptive statistics were used to summarize the data collected from the demographic characteristics of respondents, which included gender, age, race, income, and length of service in the present company we work with. Statistical tests like mean standard deviation, frequency, Pearson analysis, and multi-regression were among the analyses executed to determine the dimensions to construct industrial relations quality and also to determine the quality status of industrial relations, particularly in East Malaysia. Data obtained via qualitative approach and qualitative approaches were triangulated to determine seven dimensions for developing industrial relations quality construct and criteria to assess industrial relations quality. Pearson Correlation analysis was conducted to determine the relationship between industrial relations quality and work engagement based on the hypotheses tested in this study. All seven criteria used to develop industrial relations quality construct which are union legitimacy, employment policy, communication, consultation, employee involvement and participation, negotiation, and conflict management approach showed a positive influence on work engagement. Multi-regression analysis and the Sobel test were performed to test the stance of government involvement in industrial relations and as a mediating variable in this study. Government involvement in industrial relations particularly in East Malaysia has a positive impact on the country's industrial relations and it mediates the relationships between industrial relations quality and work engagement. It was found that the level of industrial relations quality in East Malaysia is high and this

indicates that the private sector organizations in East Malaysia complied with industrial relations best practices.

The last chapter explains the summary of the study, the conclusion of the study, research implications, limitations of the study, and recommendations. The research implications focused on the body of knowledge, the human resource practitioners, the organization, and the methodology. However, there were also several recommendations to the body of knowledge, for human resource practitioners, organizations, and future researchers. The chapter summary for this study is shown at the end of this chapter.

5.3 Conclusion of the Study

From the qualitative perspective, negotiation, communication, and consultation are the top best practices of the seven best practices that led to harmonious industrial relations in the selected organization. The informant in this study commonly mentioned the terms that are synonyms and associated with negotiation, communication, consultation, and conflict management approach compared to the other three best practices. From a quantitative perspective, it was found that the dimensions that led to harmonious industrial relations are union legitimacy, communication, consultation, and negotiation. It is noticeable negotiation, communication, and consultation are among the obvious dimensions from both the qualitative and quantitative perspectives. Nevertheless, all the seven industrial relations best practices in this study were qualitatively identified using NVivo, and then further determined using SPSS. All seven dimensions of industrial relations quality have strong positive influence on work engagement and they can be used to predict industrial relations quality.

Government involvement does provide aid to industrial relations in the country. The government plays a very important role in the country's industrial relations. It in fact has a positive impact on the country's industrial relations. It positively mediates the relationships

between industrial relations quality and work engagement. Therefore, it is the government's responsibility and business to be involved in the country's industrial relations to ensure the economic growth of the country, especially during a critical economic situation like the COVID-19 pandemic. Overtly control by the government is necessary sometimes to ensure the progress of economic growth for the good of the society and country. In actual fact, it can be included as one of the dimensions in the industrial relations quality construct. It was also found that the Malaysian industrial relations structure is congruent and consistent with Dunlop's (1958) theory, having three parties as main the key players.

This study provides evidence that the level of industrial relations quality in East Malaysia can be considered as high and attain the same percentage achievement result as the IHI. This indicates that the private sector organizations in East Malaysia complied with industrial relations best practices.

5.4 Implication of Study

There are several implications of this study mainly to the body of knowledge, the government and policy maker, the organization, the practitioners, and the methodology.

5.4.1 Implication to the Body of Knowledge

There are only a few empirical studies that specifically examine industrial relations in Malaysia. Out of these few industrial relations studies, so far there are no empirical studies on industrial relations quality even in some prominent databases. As a result, this study contributes by complementing existing industrial relations literature particularly relevant to Malaysian industrial relations, particularly in East Malaysia. It also provides insight into industrial relations with organizational outcomes in the form of work engagement. The most prominent implication of this study is its contribution to highlighting and broadening the

understanding of industrial relations in East Malaysia, as most studies in this area tend to center on West Malaysia or Malaysia in general. This study also introduces industrial relations quality, a new concept in industrial relations. As a result, it opens new avenues for researchers and scholars for future research in the field of industrial relations. Any industrial relations studies in East Malaysia not only contribute to East Malaysia studies but may also to Sarawak studies, Sabah studies, and Borneo studies. There will be more literature on industrial relations in East Malaysia. This study also makes an important contribution as its findings provide evidence and correspond with the existing industrial relations system model originally developed by John Dunlop in 1958.

5.4.2 Implication to the Organization

This research shows that it is important for organizations to consider also the quality of industrial relations in their workplace. It is proven in this study that industrial relations quality is directly linked to organizational outcomes, so organizations need to develop, maintain and further improve industrial relations quality in the workplace. Once there is industrial relations quality standards in place, an organization can conduct industrial relations quality auditing. The organization can immediately detect the state of quality of industrial relations in its workplace. Corrective action can immediately be taken. This can secure quality industrial relations which will lead to a satisfied, committed, and productive workforce. Organizations can avoid firefighting over employer-employee issues, warranting the organization to focus more on organizational aspects and achieve continuous improvement for the organization progress. Eventually, an organization will achieve a quality industrial relation and in the long run, it will attain sustainable competitiveness.

This study can be used to provide a benchmark for organizations to incorporate industrial relations quality in their organization policy. It is believed that this study is reliable

in providing insights to organizations on the significance of aligning their industrial relations to their organization's strategic planning, particularly related to human resource development, to attract and retain talented employees. The findings in this study provide guidelines for organizations on training need analysis among their human resources especially their managerial officials and trade union officials so that they can help their organizations to achieve quality industrial relations.

Industrial relations quality can ensure employment rights of individual workers are protected at the workplace. This will lead to more motivated, engaged, and loyal employees. Hence, it will reduce turnover, absenteeism, discipline issues, and retain talented employees. Work pairs especially between two different management hierarchies can be more cooperative and accommodating. Cooperation and teamwork within and between work pairs, teams, and groups can attain and realize organizations' objectives and goals. Employees are involved and participate in work committees like joint council committees, standing committees, and quality circle committees where these forms of work teams and groups are forms of quality circle teams that will help to boost continual improvement and ultimately improve organizations' productivity.

5.4.3 Implication to the Practitioners

This study helps practitioners become more aware of the importance of building quality industrial relations. It provides essential information for human resource professionals, managers, and union officials on how to effectively enhance and manage quality industrial relations within their organizations. Equally important is raising awareness of the importance of quality industrial relations, especially for human resource personnel, managers, and union officials, so that they can contribute to achieving work engagement among employees. When employees are satisfied with their rights at work, they are

motivated to do their jobs better and improve the quality of their work. Hence, it is important to provide human resource professionals and managers with information on how to work with union officials to find the best practice for industrial relations quality to identify and increase industrial relations quality and employee engagement. Practitioners can assist organizations to keep industrial relations quality at bay to attain work engagement among employees.

5.4.4 Implication to the Government and Policy Maker

Government involvement is needed to enact and amend laws, and formulate policies that enhance industrial relations quality in the country. Therefore, this study provides industrial relations quality standards to assess and monitor the quality of industrial relations in the country. This is in line with the requirements by the International Labor Organization (ILO) and UN Sustainable Development Goals (SDGs). This study can be used by the government to improve the quality of industrial relations in the country, as the government plays an important role in shaping the country's industrial relations system in response to economic development and the ever-changing environment. It provides necessary guidelines for developing and enacting legislation and policies, particularly those aimed at transforming Malaysia into a fully developed and industrialized country. This study provides some insights to the government and policymakers by ensuring the well-being of employees and employers, as well as the society at large, by effectively formulating, enacting, amending, and repelling employment legislations and policies, as well as effectively administering and overseeing the country's industrial relations system for the betterment of its people. At the same time, this study can also guide government officials, especially the Ministry of Human Resources, in advising parties involved on industrial relations quality. Government has the

basis to claim the quality of industrial relations in the country for the benefit of the country's economic progression and growth

5.4.5 Implication to the Methodology

The findings of this study support the data and information of previous studies conducted by other researchers. Information gathered for this study is very rich as it employed a mixed-methodology approach. The information used to develop the instrument was a combination of information from qualitative and quantitative approaches data. The data obtained via qualitative and quantitative approaches were triangulated to identify and determine the criteria to be used to develop industrial relations quality construct and they were used to assess industrial relations quality. Through various analyses, this study determined the criteria to develop industrial relations quality construct and assess industrial relations quality are union legitimacy, employment policy, communication, consultation, employee involvement and participation, negotiation, and conflict management approach. Making the instrument developed in this study more practical and comprehensive. The findings of this study support the conceptual framework as illustrated and discussed in chapter two.

5.5 Limitations of the Study

This study focuses only on organizations in the private sector in East Malaysia. Two of the three industrial relations regional territories are chosen: Sabah and Sarawak. Both Sabah and Sarawak are located in East Malaysia. This means only two of the states in Malaysia are chosen compared to thirteen states and three federal territories for the whole of Malaysia. Nevertheless, both the in-house and national unions in Sabah and Sarawak were included for the purpose of this study, given that there are small numbers of trade unions in

East Malaysia. Even so, this study may not be presentative to Malaysia as it only involved the East Malaysia region and not the whole country. Consequently, a more complete result cannot be obtained. The accuracy of the results is less and may not be suitable to be applied to Malaysia in general. It would be more reliable and valid that other states in West Malaysia and the federal territories were included in this study.

This study is restricted only to those management officials and trade union officials with more than one (1) year of experience directly and actively involved in the organizations' industrial relations affairs. Other groups of employees are not included in this study for the reason that they may not have knowledge about industrial relations affairs in their organizations. Therefore, only the management officials and trade union officials are included in this study. There are very limited employees who act on behalf of the management and trade union in their organization, thus this study faces issues to get responses from this group of employees.

This study was conducted during the COVID-19 pandemic. Movement control order (MCO) was enforced during the pandemic, hence it restrained physical data collection. Hence, interview sessions and surveys were conducted online. The response rate was very low. The response rate was only thirteen percent (13%), where hundred and forty (104) out of eight hundred and twenty-eight (828) targeted sample size responded to the online survey although it was facilitated by the Department of Trade Union Affairs in Sabah and Sarawak respectively. The interview sessions with the management officials and trade union officials were conducted on a video conferencing platform via Google Meet. The interview sessions with the management officials and trade union officials in Sabah were badly distorted by internet connection due to they are staying outskirts of the city of Kota Kinabalu.

5.6 Recommendation

This provides several recommendations to the body of knowledge, the government and policymakers, the organization, the practitioners, and the methodology.

5.6.1 Recommendation for Future Research

This study was conducted online due to the COVID-19 pandemic MCO, thus its response rate was very low. A low response rate surely influences the results of any analysis conducted. Therefore, physical data collection is highly recommended to increase response rate which will also increase the viability of the study. This will also help to perform a more reliable analysis to develop viable industrial relations quality construct.

The study involved data that are obtained from unionized private sector organizations in East Malaysia. All private sector organizations with registered trade unions in East Malaysia were included in this study. It also involved management officials and trade union officials of all the organizations concerned. However, it does not involve entirely the whole of Malaysia. All the states in West Malaysia and the Federal Territories were excluded from this study. Therefore, it is highly recommended to conduct future studies that include all the states and federal territories involving more organizations to make the study on industrial relation quality in the context of Malaysia more reflective and viable. Good to include registered members of registered trade unions as respondents and informants too in future research.

5.6.2 Recommendation to the Organization

It is proven through this study that industrial relations can influence and contribute to work engagement. Therefore, organizations first need to secure industrial relations, then work engagement can be attained. This study by itself provided organizations the guidelines

for industrial relations quality. Organization can conduct an audit on industrial relations quality at the workplace to keep IRQ at bay to ensure work engagement among employees to attain a sustainable competitive advantage by taking corrective actions accordingly. It will be good that organizations include action plans for industrial relations quality in its strategic planning and set key performance indicators (KPI) to achieve excellent industrial relations quality.

Organizations need to train and develop the skills, knowledge, and abilities of their managerial officials and trade union officials on industrial relations quality so that they can become the organizations' agents to attain industrial relations quality at the workplace. Organizations can set industrial relations quality standards that need to be attained so that work engagement can be fostered and enhanced.

Organizations should also ensure term of job tenure is guaranteed unless due to changes in the environment that may force organizations to take action like being laid off. Employees should also be selected to fill in job vacancies based on suitability for the jobs and not because of connection to higher-ups or due to any elements of bias and discrimination.

The management and the union should also be greatly sharing information. The management and the union must also frequently and constantly communicate with each other. Employees' inputs are sought when there is a need to make decisions that would affect them. Discussions with the employees are held to discuss matters affecting their jobs. Organizations should adopt various methods to seek their employees' views before any decision that may affect them is made. The management and the union must constantly consult each other when making decisions. Employees are to be involved in work committees. When making decisions, organizations must consider the consequences on their employees. Organizations should also listen to and support valid arguments by the union.

Strategies concerning employees' rights at the workplace should be developed with input from the union that represents the employees.

The management and the union should try their very best to avoid misunderstandings between them so that they can reach a mutual understanding during negotiation. It is highly recommended that the management and the union take minimal time to resolve differences, where they try their best to understand each other situation. Both the management and union must always at their best to pursue a “win-win” approach when resolving conflict. A procedure for negotiation and resolving disputes must be made available and it must be jointly established between the management and the union. Where possible, grievances must be settled promptly to avoid further disputes.

5.6.3 Recommendation to the Practitioners

Since this study identified that industrial relations quality and work engagement have a strong and positive relationship in unionized private sector organizations in East Malaysia, it is recommended that the practitioners emphasize issues pertaining to the elements of union legitimacy, employment policy, communication, consultation, employee involvement and participation, negotiation, and conflict management approach as recommended in para 5.6.2.

Practitioner can assist the organization in identifying corrective actions that need to be taken and promote the practice a work culture that inculcates quality industrial relations. Other than that, practitioners should also assist their employers in complying with industrial relations legislation, thus victimization of employees in the workplace can be prevented. If these standards are well practiced and complied with, industrial relations in the country would be more harmonious and quality. Practitioners too must ensure that they are equipped with the knowledge, skills, and abilities pertaining to attaining industrial relations quality.

5.6.4 Recommendation to the Government and Policy Makers

Train the public sector officials so they can play their roles effectively in representing the government and policy makers as legislators, intermediaries, and administrators

Personnel in the related and concerned government agencies and departments especially those who work in the Ministry of Human Resource need to be trained matters on industrial relations quality so they can play their roles effectively in representing the government and policy makers as effective legislators, intermediaries, and administrators. Accordingly, they can help organizations attain industrial relations quality and follow suit the country's progress in economic growth.

This study can be used as the basis to set industrial relations quality standards. Thus, it is good that it can be used to complement the Industrial Harmony Index so that the quality of industrial relations can be assessed and determined. Government need to enact legislation on industrial relations quality standards that need to be met by organizations and makes achieving industrial relations standards a policy for private sector organizations to achieve where certificate of compliance will be issued.

Thus, corrective action can be pinpointed accurately as in para 5.6.2. Organizations must allow registered unions under them to perform their legitimate roles, conduct their legitimate activities, and recruit their members. Organizations should also allow unions to represent employees to resolve disputes and speak on behalf of the employees. These are the basic requirements stated in the provisions of the Industrial Relations Act of 1967. Penalties will be enforced should the organizations fail to comply with these provisions.

5.6.5 Recommendation to the Methodology

Further study on industrial relations needs to be conducted in the future to establish a more reliable industrial relations construct and stable instrument to assess the quality of industrial relations. Furthermore, future studies should include more prominent databases.

5.7 Chapter Summary

The main contents of this chapter are a summary of the entire study, its implications, and limitations with major conclusions and recommendations arising from this study. The summary of the study highlights the objectives of this study, its hypotheses, and the analysis performed to test the hypotheses. Generally, the objectives of this study have been achieved. The findings were discussed and supported by previous studies and scholars. Besides that, this chapter also provided insight into the implication of this study to the body of knowledge, government and policymakers, organizations, human resource practitioners, and methodology. Lastly, this chapter also provided some recommendations for the body of knowledge, organizations, human resources practitioners, and future researchers who have the intention to conduct a similar study in the future. This study hopes to assist organizations in determining the means to foster and enhance more quality industrial relations at their workplaces. At the same time, hopefully, this study can be used to provide a benchmark for organizations to incorporate elements of industrial relations in their organization policy. This study is also believed to provide insights to organizations on the significance of aligning their industrial relations to their strategic planning, particularly related to human resource management, to attract and retain talented employees.

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APPANDICES

Appendix: Supporting Letter

Centre for Graduate Studies

UNIMAS/NC-30/04-18 Jilid 20 (90)

20 Februari 2017

KEPADA SESIAPA YANG BERKENAAN

Tuan/Puan

Pengesahan Sebagai Pelajar Siswazah Universiti Malaysia Sarawak (UNIMAS)

Dengan segala hormatnya perkara di atas adalah dirujuk.

Nama : ELIZABETH CAROLINE AUGUSTINE
No. Kad Pengenalan : 720228135178
No. Pelajar : 15010071

Dimaklumkan bahawa penama di atas adalah pelajar separuh masa peringkat Doktor Falsafah dalam bidang **Pembangunan Organisasi** di Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak. Pelajar telah mendaftar pada 11 September 2014 dan dijangka menamatkan pengajian pada 10 September 2018.

Sekian.

Yang benar


Emelia bt Tambi
Timbalan Pendaftar

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Appendix: Supporting Letter

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development



www.unimas.my

UNIMAS/NC-16.03/13-01 (22)

27 Ogos 2021

Puan Bibi Diana binti Abdul Manaf
Pengarah
Jabatan Hal Ehwal Kesatuan Sekerja Sabah
Tingkat 7, Blok E, Unit 7.6 B
Bangunan KWSP, Jalan Karamunsing
88000 Kota Kinabalu
Sabah

Puan Bibi Diana

**Pemohonan Kebenaran Untuk Menjalankan Kajian dan Pengumpulan Data Berkaitan
Penyelidikan Ilmiah Bagi Pelajar Siswazah UNIMAS**

Dengan hormatnya perkara di atas adalah dirujuk.

Adalah dimaklumkan bahawa pelajar yang tersebut di bawah merupakan pelajar Doktor Falsafah, Fakulti Sains Kognitif dan Pembangunan Manusia di Universiti Malaysia Sarawak yang perlu menjalankan penyelidikan sebagai syarat untuk bergraduat. Pihak fakulti dengan ini ingin memohon kebenaran pihak Puan untuk membenarkan pelajar menjalankan kajian dan soal selidik di organisasi Puan.

Maklumat lanjut pelajar dan tajuk kajian adalah seperti berikut :-

Nama Pelajar	: Elizabeth Caroline Augustine
No. Pelajar	: 15010071
No. Telefon	: 014 5852226
Tajuk Kajian	: Industrial Relations Quality and Work Engagement in East Malaysia Private Sector Organisations with Government Involvement as Mediating Factor
Nama Penyelias	: Prof Dr Rusli bin Ahmad
No HP/Emel	: 012 8729248/arusli@unimas.my

Besarlah harapan kami kiranya pihak Puan dapat memberikan kerjasama kepada pelajar ini untuk membolehkan pelajar mendapat maklumat yang diperlukan. Pihak Fakulti menjamin bahawa segala maklumat yang diperoleh hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Di atas kerjasama yang diberikan, kami dahului dengan ucapan ribuan terima kasih.

Sekian.

Yang benar

Profesor Madya Dr Zaiton Hassan
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Appendix: Supporting Letter

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UNIMAS/NC-16.03/13-01 (21)

27 Ogos 2021

Puan Dorrhea anak Chuat
Pengarah
Jabatan Hal Ehwal Kesatuan Sekerja Sarawak
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No.9, Somerset, Gateway Kuching
Jalan Bukit Mata, Peti Surat 2987
93758 Kuching
Sarawak

Puan Dorrhea

**Permohonan Kebenaran Untuk Menjalankan Kajian dan Pengumpulan Data Berkaitan
Penyelidikan Ilmiah Bagi Pelajar Siswazah UNIMAS**

Dengan hormatnya perkara di atas adalah dirujuk.

Adalah dimaklumkan bahawa pelajar yang tersebut di bawah merupakan pelajar Doktor Falsafah, Fakulti Sains Kognitif dan Pembangunan Manusia di Universiti Malaysia Sarawak yang perlu menjalankan penyelidikan sebagai syarat untuk bergraduat. Pihak fakulti dengan ini ingin memohon kebenaran pihak Puan untuk membenarkan pelajar menjalankan kajian dan soal selidik di organisasi Puan.

Maklumat lanjut pelajar dan tajuk kajian adalah seperti berikut :-

Nama Pelajar	: Elizabeth Caroline Augustine
No. Pelajar	: 15010071
No. Telefon	: 014 5852226
Tajuk Kajian	: Industrial Relations Quality and Work Engagement in East Malaysia Private Sector Organisations with Government Involvement as Mediating Factor
Nama Penyelia	: Prof Dr Rusli bin Ahmad
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Besarlah harapan kami kiranya pihak Puan dapat memberikan kerjasama kepada pelajar ini untuk membolehkan pelajar mendapat maklumat yang diperlukan. Pihak Fakulti menjamin bahawa segala maklumat yang diperoleh hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Di atas kerjasama yang diberikan, kami dahului dengan ucapan ribuan terima kasih.

Sekian.

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Appendix: Interview Protocol



**UNIVERSITI MALAYSIA SARAWAK
FACULTY OF COGNITIVE SCIENCES & HUMAN DEVELOPMENT**

Interview Protocol

*Industrial Relations Quality and Work Engagement in East Malaysia Private Sector
Organizations with Government Involvement as Mediating Factor*

This interview protocol is to be used in in-depth interview sessions with managerial and union officials who are directly involved in industrial relations affairs in the organization to capture their perception and experience on the quality of industrial relations practices being exercised at their workplace that may institute industrial relations quality.

Elizabeth Caroline Augustine
Ph,D Candidate

SECTION A: Informant Profile

Age : _____ years old.
Gender : Male / Female
Job position in organization : _____
Working experience : _____ years.
Representation : Managerial / Trade Union Officials
Industrial relations experience in organization : _____ years.
Position in Trade union : _____

SECTION B: Industrial Relations Quality at the Workplace

1. How do the management in your organization and your union work together to achieve positive industrial relations?

What are the best practices of industrial relations exist at your organization?

2. The term “union legitimacy” in this study refers to the rights possessed by an employee union bestowed by the law.

What are among the initiatives/actions of the management in your organization in accepting, recognizing, and respecting the legitimacy of your union?

3. The term “employment policy” in this study refers to the government’s requirements on employment which are announced from time to time.

What are among the initiatives/actions taken by the management in your organization in ensuring the government’s requirements on employment which are announced from time to time are met?

4. The term “negotiation” in this study refers to the action to discuss terms and conditions of employment with utmost mutual understanding.

What are the methods/approaches used by the management in your organization and your union to ensure successful negotiations?

5. The term “communication” in this study refers to transmitting information and information sharing.
 - a. How do the management in your organization and your union communicate with each other for best practices of industrial relations purposes?
 - b. What are the common methods/channels used by the management in your organization to communicate with your union?

6. The term “consultation” in this study refers to seeking opinions, views, or inputs particularly for making organizational decisions purposes.
 - a. Does the management in your organization consult the union before making any decision, particularly on matters that affect the employees’ daily working life?
 - b. What does the management in your organization consult the union about?

7. The term “employee involvement and participation” in this study refers to a variety of processes and structures which enable and at times encourage employees to, directly and indirectly, contribute to the influence of decision-making in the organization.

What are the common methods/channels used by the management in your organization in recognizing your union in taking part in making decisions, particularly in matters concerning the employee?

8. The term “conflict management approach” in this study refers to means used by management and union to cope and resolve indifferences, disagreements, and conflicts between them.
 - a. Based on your experience what was/were the best/positive way(s) or approach(es) used by the management and union in your organization to resolve dispute(s) between them?

Appendix: Questionnaire



UNIVERSITI MALAYSIA SARAWAK FACULTY OF COGNITIVE SCIENCES & HUMAN DEVELOPMENT

Questionnaire

Industrial Relations Quality and Work Engagement in East Malaysia Private Sector Organizations with Government Involvement as Mediating Factor

Dear respected respondents,

This questionnaire **should be filled by current and former managerial and union officials in the private sector, who are directly involve in industrial relations affairs in the organization.** You are invited to answer this questionnaire where it serves **to capture your perception on the quality of industrial relations practices being exercise at your workplace.** There is no right or wrong answers in this exercise. This is an anonymous survey where your responses will not be individually identified. All information obtained will be retained and safe kept by the researcher to ensure its confidentiality.

This survey is conducted to identify and determine common factors and indicators for industrial relations quality. It is also to determine its impact on work engagement. This study also aids in determining government involvement in industrial relations from the perspectives of the key players in industrial relations. This research will be used by the undersigned for writing a doctoral dissertation for academic submission towards Doctor of Philosophy in Organization Development program of Universiti Malaysia Sarawak (UNIMAS).

Therefore, I would like to seek your honest and sincere views and opinions in completing this questionnaire based on your experiences at your workplace. Kindly please to spare about 30 minutes to complete this questionnaire and return it to your Human Resources Officials. Please email me at elizabeth@uitm.edu.my or call me at 014-5852226 (Mobile) for any enquiry and further clarification.

Thank you for taking the time to assist in my educational endeavors.

Elizabeth Caroline Augustine
Ph.D Candidate

SECTION A: Respondent Profile

Please **answer all** the following questions. Please indicate your choice with a **tick (✓)** in the **box** provided which best present the **information about yourself**. Each question should have **only ONE (1) answer**.

1. Gender:

- ☐ Male
☐ Female

2. Age (Years):

- ☐ 21-25 years old
☐ 26-30 years old
☐ 31-35 years old
☐ 36-50 years old
☐ 51- 55 years old
☐ 56 - 60 years old
☐ 61 years old and above

3. Race:

- ☐ Malay
☐ Chinese
☐ Indian
☐ Sarawak Bumiputra (Please specify eg Iban, etc) _____
☐ Sabah Bumiputra (Please specify eg Dusun etc): _____
☐ Others (Please specify): _____

4. Marital status:

- ☐ Married
☐ Single
☐ Divorced

5. Highest academic attainment:

- ☐ Doctorate Degree (PhD)
☐ Master Degree
☐ Bachelor Degree
☐ Diploma
☐ Sijil Tinggi Pelajaran Malaysia (STPM)
☐ Sijil Pelajaran Malaysia (SPM)
☐ Certificate (Please specify): _____
☐ Others (Please specify eg Professional Certificates ACCA): _____

6. Types of union:

- ☐ In-house
☐ National

7. Length of service with current organization/company:

- ☐ Less than 2 years
- ☐ More than 2 years but less than 5 years
- ☐ More than 5 years but less than 10 years
- ☐ More than 10 years

8. Current work station:

- ☐ Sarawak
- ☐ Sabah

9. Current department/section/unit attachment:

- ☐ Administration
- ☐ Finance
- ☐ Operation
- ☐ Marketing
- ☐ Others (Please specify): _____

10. Job position with current organization/company:

Please specify: _____

11. Please indicate your representation for the purpose of this study.

- ☐ Managerial officials
- ☐ The union officials

SECTION B: Industrial Relations Quality at the Workplace

This section attempts to determine **the extent of industrial relations quality being met at your workplace**. Thus, please indicate your agreement that best corresponds to your responses to each of the following statement based on scale as description given. Please indicate your choices by circling (O) or tick (✓) the numbers in boxes provided.

NO.	STATEMENT ON UNION LEGITIMACY	VERY LOW COMPLIANCE	LOW COMPLIANCE	AVERAGE COMPLIANCE	HIGH COMPLIANCE	VERY HIGH COMPLIANCE
1.	Management accepts union's existence in the organization.	1	2	3	4	5
2.	Union is recognized as employees' legitimate representative.	1	2	3	4	5
3.	Union is not restrained from performing its legitimate roles.	1	2	3	4	5
4.	Union is not restricted to speak on behalf of the employees.	1	2	3	4	5
5.	Union is not restricted to represent employees to resolve disputes.	1	2	3	4	5
6.	Union is not restricted from recruiting its members.	1	2	3	4	5
7.	Union is not restricted from conducting its legitimate activities.	1	2	3	4	5

NO.	STATEMENTS ON EMPLOYMENT POLICY	VERY LOW COMPLIANCE	LOW COMPLIANCE	AVERAGE COMPLIANCE	HIGH COMPLIANCE	VERY HIGH COMPLIANCE
1.	Meeting government's policies on employment requirements as announced from time to time.	1	2	3	4	5
2.	Legit recruitment policy.	1	2	3	4	5
3.	Acceptable training policy.	1	2	3	4	5
4.	Payment system is consistent with government regulations.	1	2	3	4	5
5.	Working hours are consistent with related legislation.					
6.	Retrenchment policies are complying with the government's policy requirements as announced from time to time.	1	2	3	4	5
7.	Physical working condition is consistent with related legislation (eg. Occupational Safety & Health Act 1991).	1	2	3	4	5
8.	Term of job tenure is guaranteed.	1	2	3	4	5
9.	Employees are selected to fill in job vacancies based on suitability for the jobs.	1	2	3	4	5
10.	Terms and conditions of service are reasonable.	1	2	3	4	5
11.	Payment system is consistent with government regulations.	1	2	3	4	5

12.	Working hours are consistent with related legislation.	1	2	3	4	5
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NO.	STATEMENTS ON COMMUNICATION	VERY LOW COMPLIANCE	LOW COMPLIANCE	AVERAGE COMPLIANCE	HIGH COMPLIANCE	VERY HIGH COMPLIANCE
1.	Employees are well informed of any changes in working procedures.	1	2	3	4	5
2.	Frequent communication between management and union.	1	2	3	4	5
3.	Management will inform employees matters affecting them.	1	2	3	4	5
4.	The management and the union use various methods to communicate with each other.	1	2	3	4	5
5.	The management and the union are greatly sharing information with each other.	1	2	3	4	5
6.	The management and the union are constantly communicating with each other.	1	2	3	4	5

NO.	STATEMENTS ON CONSULTATION	VERY LOW COMPLIANCE	LOW COMPLIANCE	AVERAGE COMPLIANCE	HIGH COMPLIANCE	VERY HIGH COMPLIANCE
1.	Employees' inputs are sought when there is a need to make decisions that would affect them.	1	2	3	4	5
2.	Discussions with the employees are held to discuss matters affecting their jobs.					
3.	Varies methods are used to seek employees' views in this organization.					
4.	The management and the union constantly consult each other when making decisions.	1	2	3	4	5

NO.	STATEMENTS EMPLOYEE INVOLVEMENT & PARTICIPATION	VERY LOW COMPLIANCE	LOW COMPLIANCE	AVERAGE COMPLIANCE	HIGH COMPLIANCE	VERY HIGH COMPLIANCE
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1.	Employees are involved in small groups to perform quality control activities.	1	2	3	4	5
2.	Management and union cooperate to solve problems.	1	2	3	4	5
3.	Employees are involved in work committees.	1	2	3	4	5
4.	Decisions are made with consideration of consequences on its employees.	1	2	3	4	5
5.	Valid arguments by the union are well supported.	1	2	3	4	5
6.	Strategies concerning employees' rights at the workplace are developed with input from the union.	1	2	3	4	5
7.	Management recognizes union's contribution to the development of this organization.	1	2	3	4	5

NO.	STATEMENTS NEGOTIATION	VERY LOW COMPLIANCE	LOW COMPLIANCE	AVERAGE COMPLIANCE	HIGH COMPLIANCE	VERY HIGH COMPLIANCE
1.	Both the management and union negotiators act professionally during the negotiation session.	1	2	3	4	5
2.	Seeks solution in negotiation.	1	2	3	4	5
3.	Reaching mutual understanding during negotiation.	1	2	3	4	5
4.	Negotiations take place in good faith.	1	2	3	4	5
5.	This organization establishes effective procedures for the negotiation of terms and conditions of employment together with the trade union.	1	2	3	4	5

NO.	STATEMENTS CONFLICT MANAGEMENT APPROACH	VERY LOW COMPLIANCE	LOW COMPLIANCE	AVERAGE COMPLIANCE	HIGH COMPLIANCE	VERY HIGH COMPLIANCE
1.	Both the management and union cooperate to settle disputes.	1	2	3	4	5
2.	Take minimal time to resolve differences.	1	2	3	4	5
3.	Both the management and union are always at their best to pursue a "win-win" approach when resolving conflict.	1	2	3	4	5
4.	Availability of procedure for negotiation.	1	2	3	4	5
5.	Negotiation procedure is jointly established between the management and the union.	1	2	3	4	5

6.	Procedure for resolving individual grievances is jointly established between the management and the union.	1	2	3	4	5
7.	Availability of procedure for resolving trade disputes.	1	2	3	4	5
8.	The procedure for resolving trade disputes is jointly established between the management and the union.	1	2	3	4	5
9.	Grievances are settled promptly.	1	2	3	4	5

Section C: Government Involvement in Industrial Relations

Please indicate your agreement that best corresponds to your responses to each of the following statement based on the scale given. Please indicate your choices by circling or tick (✓) the numbers in boxes provided.

NO.	STATEMENTS	STRONGLY DISAGREE	DISAGREE	SOMEWHAT AGREE	AGREE	STRONGLY AGREE
1.	The Industrial Relations Act 1967 has helped this organization to achieve quality industrial relations.	1	2	3	4	5
2.	The Trade Union Act 1959 has helped this organization to achieve quality industrial relations.	1	2	3	4	5
3.	The Employment Act 1955/Sarawak Labor Ordinance/Sabah Labor Ordinance (depending on your work location) has helped this organization to achieve quality industrial relations.	1	2	3	4	5
4.	The government's policy on industrial relations positively affected working lives of the employees in this organization.	1	2	3	4	5
5.	Generally, the Ministry of Human Resources plays its roles well in helping to achieve quality industrial relations.	1	2	3	4	5
6.	The government is able to protect the welfare of employee rights.					
7.	The government has helped to create quality industrial relations atmosphere.					
8.	The arbitrator role play by the government via the industrial court is effective in achieving quality industrial relations in the country.	1	2	3	4	5
9.	The government involvement in conciliation process via the Industrial Relations Department is effective in achieving quality industrial relations.	1	2	3	4	5

10.	The government's role as conciliator in Industrial Relation helps to reduce the number of disputes happen at workplace					
11.	The government involvement helps to settle disputes happen at workplace.					
12.	The government involvement in making labor laws is effective in achieving quality industrial relations.					
13.	The role of government in making policy on industrial relations is effective in achieving quality industrial relations.					
14.	Government as legislator in parliament is effective in achieving quality industrial relations.					
15.	Abolishment of certain provisions in the labor law by the government is effective in achieving quality industrial relations.					
16.	The labor laws amended by the government can create positive working environment.					
17.	The role of government in amending policy on industrial relations is effective in achieving quality industrial relations.					

Section D: Work Engagement among Employees at the Workplace

Please indicate your agreement that best corresponds to your responses to each of the following statement based on the scale given. Please indicate your choices by circling or tick (✓) the numbers in boxes provided.

NO.	STATEMENTS	STRONGLY DISAGREE	DISAGREE	SOMEWHAT AGREE	AGREE	STRONGLY AGREE
1.	At my work, I feel bursting with energy.	1	2	3	4	5
2.	When I get up in the morning, I feel like going to work.	1	2	3	4	5
3.	I can continue working for very long periods at a time.	1	2	3	4	5
4.	I find the work that I do full of meaning and purpose.	1	2	3	4	5
5.	My job inspires me.	1	2	3	4	5
6.	To me, my job is challenging.	1	2	3	4	5
7.	When I am working, I forget everything else around me.	1	2	3	4	5
8.	I feel happy when I am working intensely.	1	2	3	4	5
9.	It is difficult to detach myself from my job.	1	2	3	4	5

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Section D: Recommendation for Quality Industrial Relations Practices at the Workplace

Thank you very much for spending your time filling out this questionnaire. Please feel free to comment on any significant and quality industrial relations practices you think might have positive influence on organization development that are excluded in this questionnaire.

Thank you for your participation

Google Form Link:

https://docs.google.com/forms/d/e/1FAIpQLSfZEEZhTw9cReUYDHGoiVfxAqqpgZ7sRCcem5vlhCl6WBHFwjA/viewform?usp=pp_url

Industrial Relations Quality, Government Involvement in Industrial Relations and Work Engagement in East Malaysia Private Sector Organizations

This survey is to be filled by trade union members, current and former managerial and union officials who work in the private sector and directly involve in industrial relations affairs in the organization. You are invited to response to this survey where it aims to capture your perception on the exercise of quality of industrial relations practices at your workplace. At the same time, it also attempts to determine industrial relations impact on work engagement and determine government involvement in industrial relations from the perspectives of the key players in industrial relations.

There is no right or wrong answers in this exercise. This is an anonymous survey where your responses will not be individually identified. All information obtained will be retained and safe kept by the researcher to ensure its confidentiality. This survey will be used by the undersigned for writing a doctoral dissertation for academic submission towards Doctor of Philosophy in Organization Development program of Universiti Malaysia Sarawak (UNIMAS).

Therefore, your honest and sincere views and opinions in completing this survey based on your experiences at your workplace is highly seek. You may email the researcher at elizabeth@uitm.edu.my for any enquiry and further clarification.

Thank you for taking the time to assist in my educational endeavors.

Elizabeth Caroline Augustine
Phd Candidate

SECTION A: Respondent Profile

Please answer all the following questions. Please indicate your choice with a tick (✓) in the box provided which best present the information about yourself. Each question should have only ONE (1) answer.

Gender *

- ☐ Male
- ☐ Female

Age (Years) *

- ☐ 21-25 years old
- ☐ 26-30 years old
- ☐ 31-35 years old
- ☐ 36-40 years old
- ☐ 41- 45 years old
- ☐ 46 - 50 years old
- ☐ 51 - 55 years old
- ☐ 56 - 60 years old
- ☐ 61 years old and above

Race *

- ☐ Malay
- ☐ Chinese
- ☐ Indian
- ☐ Iban
- ☐ Bidayuh
- ☐ Orang Ulu
- ☐ Kadazan
- ☐ Dusun
- ☐ Murut
- ☐ Bajau
- ☐ Other: _____

Marital status *

- ☐ Married
- ☐ Single
- ☐ Divorced

Highest academic attainment *

- ☐ Doctorate Degree (PhD)
- ☐ Master Degree
- ☐ Bachelor Degree
- ☐ Diploma
- ☐ Sijil Tinggi Pelajaran Malaysia (STPM)
- ☐ Sijil Pelajaran Malaysia (SPM)
- ☐ Certificate
- ☐ Other: _____

Types of union *

- ☐ In-house
- ☐ National

Length of service with current organization/company *

- ☐ Less than 2 years
- ☐ More than 2 years but less than 5 years
- ☐ More than 5 years but less than 10 years
- ☐ More than 10 years

Current work station *

- ☐ Sarawak
- ☐ Sabah

Current department/section/unit attached *

☐ Administration

☐ Finance

☐ Operation

☐ Marketing

☐ Other: _____

Job position with current organization/company *

Your answer _____

Please indicate your representation for the purpose of this study. *

☐ Managerial officials

☐ The union officials

SECTION B: Industrial Relations Quality at the Workplace

This section attempts to determine the practices of industrial relations quality being met at your workplace. Thus, please indicate your agreement of compliance towards the practice based on scale as description given. Please indicate your choices by clicking the boxes with numbers provided that best represent your agreement.

SECTION B1: UNION LEGITIMACY

Management accept union's existence in the organization. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Union is recognized as employees' legitimate representative. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Union is not restrained from performing its legitimate roles. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Union is not restricted to speak on behalf of the employees. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Union is not restricted to represent employees to resolve dispute. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Union is not restricted from recruiting its members. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Union is not restricted from conducting its legitimate activities. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

SECTION B2: EMPLOYMENT POLICY

Meeting government's policies on employment requirements as announced from time to time. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Legit recruitment policy. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Acceptable training policy. *

1 2 3 4 5

VERY LOW COMPLIANCE

☐ ☐ ☐ ☐ ☐

VERY HIGH COMPLIANCE

Payment system is consistent with government regulation. *

1 2 3 4 5

VERY LOW COMPLIANCE

☐ ☐ ☐ ☐ ☐

VERY HIGH COMPLIANCE

Working hours is consistent with related legislation. *

1 2 3 4 5

VERY LOW COMPLIANCE

☐ ☐ ☐ ☐ ☐

VERY HIGH COMPLIANCE

Retrenchment policies are complying with government's policy requirements as announced from time to time. *

1 2 3 4 5

VERY LOW COMPLIANCE

☐ ☐ ☐ ☐ ☐

VERY HIGH COMPLIANCE

Physical working condition is consistent with related the legislations (eg. Occupational Safety & Health Act 1991). *

1 2 3 4 5

VERY LOW COMPLIANCE

☐ ☐ ☐ ☐ ☐

VERY HIGH COMPLIANCE

Management well inform employees matters affecting them. *

1 2 3 4 5

VERY LOW COMPLIANCE ☐ ☐ ☐ ☐ ☐ VERY HIGH COMPLIANCE

The management and the union use vary method to communicate with each other. *

1 2 3 4 5

VERY LOW COMPLIANCE ☐ ☐ ☐ ☐ ☐ VERY HIGH COMPLIANCE

The management and the union are greatly sharing information with each other. *

1 2 3 4 5

VERY LOW COMPLIANCE ☐ ☐ ☐ ☐ ☐ VERY HIGH COMPLIANCE

The management and the union are constantly communicating with each other. *

1 2 3 4 5

VERY LOW COMPLIANCE ☐ ☐ ☐ ☐ ☐ VERY HIGH COMPLIANCE

SECTION B4: CONSULTATION

Employees' inputs are sought when there is a need to make decision that would affect them. *

1 2 3 4 5

VERY LOW COMPLIANCE ☐ ☐ ☐ ☐ ☐ VERY HIGH COMPLIANCE

Discussions with the employees are held to discuss matters affecting their jobs. *

1 2 3 4 5

VERY LOW COMPLIANCE

☐☐☐☐☐

VERY HIGH COMPLIANCE

Varies methods are used to sought employees' views in this organization. *

1 2 3 4 5

VERY LOW COMPLIANCE

☐☐☐☐☐

VERY HIGH COMPLIANCE

The management and the union constantly consulting each other when making decision. *

1 2 3 4 5

VERY LOW COMPLIANCE

☐☐☐☐☐

VERY HIGH COMPLIANCE

SECTION B5: EMPLOYEE INVOLVEMENT & PARTICIPATION

Employees are involved in small group to perform quality control activities. *

1 2 3 4 5

VERY LOW COMPLIANCE

☐☐☐☐☐

VERY HIGH COMPLIANCE

Management and union cooperate to solve problems. *

1 2 3 4 5

VERY LOW COMPLIANCE

☐☐☐☐☐

VERY HIGH COMPLIANCE

Employees are involved in work committees. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Decisions are made with consideration of consequences on its employees. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Valid arguments by union are well supported. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Strategies concerning employees' rights at the workplace are developed with inputs from the union. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Management recognizes union's contribution for the development of this organization. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

SECTION B6: NEGOTIATION

Both the management and union negotiators act professionally during negotiation session. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Seeks solution in negotiation. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Reaching mutual understanding during negotiation. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Negotiations take place in good faith. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

This organization establishes effective procedures for negotiation of term and condition of employment together with trade union. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

SECTION B7: CONFLICT MANAGEMENT APPROACH

Both the management and union cooperate to settle disputes. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Take minimal time to resolve differences. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Both the management and union always at their best to pursue "win-win" approach when resolving conflict. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Availability of procedure for negotiation. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Negotiation procedure is jointly established between the management and the union. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Availability of procedure for resolving individual grievances. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Procedure for resolving individual grievances is jointly established between the management and the union. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Availability of procedure for resolving trade disputes. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Procedure for resolving trade disputes is jointly established between the management and the union. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Grievances are settled promptly. *

	1	2	3	4	5	
VERY LOW COMPLIANCE	☐	☐	☐	☐	☐	VERY HIGH COMPLIANCE

Section C: Government Involvement in Industrial Relations

Please indicate your agreement that best corresponds to your responses to each of the following statement based on the scale given. Please indicate your choices by clicking the boxes with numbers provided that best represent your agreement.

The Industrial Relations Act 1967 has helped this organization to achieve quality industrial relations. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

The Trade Union Act 1959 has helped this organization to achieve quality industrial relations. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

The Employment Act 1955/Sarawak Labor Ordinance/Sabah Labor Ordinance (depending on your work location) has helped this organization to achieve quality industrial relations. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

The government's policy on industrial relations positively affected working lives of the employees in this organization. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

Generally, the Ministry of Human Resources plays its roles well in helping to achieve quality industrial relations. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

The government is able to protect the welfare of employee rights. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

The government has helped to create quality industrial relations atmosphere. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

The arbitrator role play by the government via the industrial court is effective in achieving quality industrial relations in the country. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

The government involvement in conciliation process via the Industrial Relations Department is effective in achieving quality industrial relations. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

The government's role as conciliator in Industrial Relation helps to reduce the number of disputes happen at workplace. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

The government involvement helps to settle disputes happen at workplace. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

The government involvement in making labor laws is effective in achieving quality industrial relations. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

The role of government in making policy on industrial relations is effective in achieving quality industrial relations. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

Government as legislator in parliament is effective in achieving quality industrial relations. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

Abolishment of certain provisions in the labor law by the government is effective ^{*} in achieving quality industrial relations.

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

The labor laws amended by the government can create positive working ^{*} environment.

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

The role of government in amending policy on industrial relations is effective in ^{*} achieving quality industrial relations.

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

Section D: Work Engagement among Employees at the Workplace
Please indicate your agreement that best corresponds to your responses to each of the following statement based on the scale given. Please indicate your choices by clicking the boxes with numbers provided that best represent your agreement.

At my work, I feel bursting with energy. ^{*}

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

When I get up in the morning, I feel like going to work. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

I can continue working for very long periods at a time. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

I find the work that I do full of meaning and purpose. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

My job inspires me. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

To me, my job is challenging. *

	1	2	3	4	5	
STRONGLY DISAGREE	☐	☐	☐	☐	☐	STRONGLY AGREE

When I am working, I forget everything else around me. *

1 2 3 4 5
STRONGLY DISAGREE ☐ ☐ ☐ ☐ ☐ STRONGLY AGREE

I feel happy when I am working intensely. *

1 2 3 4 5
STRONGLY DISAGREE ☐ ☐ ☐ ☐ ☐ STRONGLY AGREE

It is difficult to detach myself from my job. *

1 2 3 4 5
STRONGLY DISAGREE ☐ ☐ ☐ ☐ ☐ STRONGLY AGREE

Section E: Recommendations for Industrial Relations Quality at the Workplace

Thank you very much for spending your time filling out this questionnaire. Please feel free to comment on any significant and quality industrial relations practices you think that might have positive influence on organization development that are excluded in this questionnaire.

Your answer

[Back](#)

[Submit](#)

[Clear form](#)

Appendix: Text Query to Exact Matches

1. Union Legitimacy

The screenshot shows the 'Text Search Criteria' dialog box. The 'Search in' section has 'All Sources' selected. The 'Search for' text box contains the query: 'Union legitimacy, legitimate, constitution, laws, support, encouragement, responsibility, existence, recognized, legitimate, not restrained, roles, not restricted, speak, on behalf, representative, recruit member, activity, work together'. The 'Find' section on the right has 'Exact matches (e.g. "talk') selected. Below the dialog box is a table showing search results.

Name	In Folder	References	Coverage
All Informants	Internals	61	2.30%
Informant 1	Internals	28	3.45%
Informant 2	Internals	18	1.97%
Informant 3	Internals	3	1.23%
Informant 4	Internals	12	1.60%

2. Employment Policy

The screenshot shows the 'Text Search Criteria' dialog box. The 'Search in' section has 'All Sources' selected. The 'Search for' text box contains the query: 'Employment policy, Salary, government's policies, employment requirements, announce from time to time, legit, acceptable, consistent, government regulation, related legislation, comply, consistent, tenure, guaranteed, selected, suitability, reasonable, wage'. The 'Find' section on the right has 'Exact matches (e.g. "talk') selected. Below the dialog box is a table showing search results.

Name	In Folder	References	Coverage
All Informants	Internals	62	2.71%
Informant 1	Internals	21	2.80%
Informant 2	Internals	10	1.44%
Informant 3	Internals	21	11.07%
Informant 4	Internals	10	1.63%

3. Negotiation

Quick Start Steps | Text Search Query - Results P | Text Search Query - Results P | Text Search Que << >>

Text Search Criteria

Search in: All Sources | Selected Items... | Selected Folders...

Search for: Negotiation, Seeks, solution, reaching, mutual, understanding, procedures, jointly, professionally, mutual, good faith, procedure, refer, agreement, negotiate, negotiating, negotiated, win-win situation, discuss, involve, meetings, agreed with final signing, issue

Spread to: None

Run Query | Save Results... | Add to Project...

Find: ☒ Exact matches (e.g. "talk")
☐ With stemmed words (e.g. "talks")
☐ With synonyms (e.g. "speaking")
☐ With specializations (e.g. "negotiation")
☐ With generalizations (e.g. "negotiate")

Name	In Folder	References	Coverage
All Informants	Internals	167	4.07%
Informant 1	Internals	48	3.39%
Informant 2	Internals	48	3.63%
Informant 3	Internals	21	6.49%
Informant 4	Internals	50	4.76%

Summary | Reference | PDF | Word Tree

4. Communication

Text Search Query - Results P | Text Search Query - Results P | Text Search Query - Results Pr << >>

Text Search Criteria

Search in: All Sources | Selected Items... | Selected Folders...

Search for: Communication, communicate, meeting, memo, inform, communicating, talk, sharing, information, message, affect, method, channel, refer, email, meet, face-to-face, direct, put forward, discuss, forum, informed, inform, decision-making, zoom meeting, informin

Spread to: None

Run Query | Save Results... | Add to Project...

Find: ☒ Exact matches (e.g. "talk")
☐ With stemmed words (e.g. "talks")
☐ With synonyms (e.g. "speaking")
☐ With specializations (e.g. "communication")
☐ With generalizations (e.g. "communicate")

Name	In Folder	References	Coverage
All Informants	Internals	106	2.42%
Informant 1	Internals	29	1.95%
Informant 2	Internals	37	2.65%
Informant 3	Internals	10	3.05%
Informant 4	Internals	30	2.54%

Summary | Reference | PDF | Word Tree

5. Consultation

Text Search Query - Results P Text Search Query - Results P Text Search Query - Results Pr

Text Search Criteria Run Query Save Results... Add to Project...

Search in All Sources Selected Items... Selected Folders... Find

Search for Special

Consultation, Consult, exchange ideas, Inputs, sought, decision, affect, discussion, discuss, method, views, opinion, consulting, suggestion, refer, inform, informed, informing, put forward, agreement, discuss, forum, Joint Council Meeting, Standing Com

- Exact matches (e.g. "talk")
- With stemmed words (e.g. "talks")
- With synonyms (e.g. "speaking")
- With specializations (e.g. "consultation")
- With generalizations (e.g. "discussion")

Name	In Folder	References	Coverage
All Informants	Internals	116	5.11%
Informant 1	Internals	30	4.26%
Informant 2	Internals	41	5.37%
Informant 3	Internals	12	7.38%
Informant 4	Internals	33	5.17%

Summary Reference Text Word Tree

6. Employee involvement and participation

Text Search Query - Results P Text Search Query - Results P Text Search Query - Results Pr

Text Search Criteria Run Query Save Results... Add to Project...

Search in All Sources Selected Items... Selected Folders... Find

Search for Special

Employee involvement and participation, Employee involvement, employee participation, involvement, participation. Meeting, group, discussion, cooperate, committee, decision, consideration, argument, support, strategy, input, recognize, contribution, engagement,

- Exact matches (e.g. "talk")
- With stemmed words (e.g. "talks")
- With synonyms (e.g. "speaking")
- With specializations (e.g. "consultation")
- With generalizations (e.g. "discussion")

Name	In Folder	References	Coverage
All Informants	Internals	71	3.59%
Informant 1	Internals	13	2.04%
Informant 2	Internals	29	4.56%
Informant 3	Internals	7	4.59%
Informant 4	Internals	22	4.07%

Summary Reference Text Word Tree

7. Conflict management approach

Text Search Query - Results PText Search Query - Results PText Search Query - Results Pr

Text Search CriteriaRun QuerySave Results...Add to Project...

Search inAll SourcesSelected Items...Selected Folders...Find

Search forSpecial

Solve, negotiation, negotiate, resolve, cooperate, settle, minimal time, resolve, win-win, procedure, jointly established, settled promptly, discuss, refer, agreement, negotiating, negotiated, win-win situation, discussed, issues, meetings, agreement, conclusion, conflic

Exact matches (e.g. "talk")

With stemmed words (e.g. "talks")

With synonyms (e.g. "speaking")

With specializations (e.g. "negotiation")

With generalizations (e.g. "dispute")

Name	In Folder	References	Coverage
All Informants	Internals	164	8.36%
Informant 1	Internals	46	7.34%
Informant 2	Internals	51	7.95%
Informant 3	Internals	24	15.33%
Informant 4	Internals	43	8.07%

SummaryReferenceTextWord Tree

Appendix: SPSS Analyses and Output

FREQUENCIES

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	61	58.7	58.7	58.7
Female	43	41.3	41.3	100.0
Total	104	100.0	100.0	

Race				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Malay	33	31.7	31.7	31.7
Chinese	8	7.7	7.7	39.4
Indian	2	1.9	1.9	41.3
Iban	18	17.3	17.3	58.7
Bidayuh	14	13.5	13.5	72.1
Orang Ulu	7	6.7	6.7	78.8
Kadazan	2	1.9	1.9	80.8
Dusun	9	8.7	8.7	89.4
Murut	1	1.0	1.0	90.4
Other	10	9.6	9.6	100.0
Total	104	100.0	100.0	

Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21 - 25 years old	24	23.1	23.1	23.1
26 - 30 years old	28	26.9	26.9	50.0
31 - 35 years old	12	11.5	11.5	61.5
36 - 40 years old	13	12.5	12.5	74.0
41 - 45 years old	6	5.8	5.8	79.8
46 - 50 years old	8	7.7	7.7	87.5
51 - 55 years old	5	4.8	4.8	92.3
56 - 60 years old	7	6.7	6.7	99.0
61 years old and above	1	1.0	1.0	100.0
Total	104	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	54	51.9	51.9	51.9
	Single	50	48.1	48.1	100.0
	Total	104	100.0	100.0	

Highest Academic Attainment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doctorate Degree (PhD)	3	2.9	2.9	2.9
	Master Degree	12	11.5	11.5	14.4
	Bachelor Degree	45	43.3	43.3	57.7
	Diploma	27	26.0	26.0	83.7
	STPM	7	6.7	6.7	90.4
	SPM	9	8.7	8.7	99.0
	Certificate	1	1.0	1.0	100.0
	Total	104	100.0	100.0	

Types of Union

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	In-house	68	65.4	65.4	65.4
	National	36	34.6	34.6	100.0
	Total	104	100.0	100.0	

Length of service with current organization/company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 2 years	33	31.7	31.7	31.7
	> 2 years but < 5 years	23	22.1	22.1	53.8
	> 5 years but < 10 years	15	14.4	14.4	68.3
	> 10 years	33	31.7	31.7	100.0
	Total	104	100.0	100.0	

Job position with current organization/company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Acc officer	1	1.0	1.0	1.0
	Account Clerk	1	1.0	1.0	1.9
	Accounts Executive	1	1.0	1.0	2.9
	Admin	2	1.9	1.9	4.8
	Admin assistant	3	2.9	2.9	7.7
	Admin assistant officer	1	1.0	1.0	8.7
	Admin clerk	1	1.0	1.0	9.6
	Admin cum Personal Assistant	1	1.0	1.0	10.6
	Admin Executive	2	1.9	1.9	12.5
	Admin Officer	4	3.8	3.8	16.3
	Administration assistant	1	1.0	1.0	17.3
	Administration manager/assistant	1	1.0	1.0	18.3
	Administrative assistant	1	1.0	1.0	19.2
	ASSISTANT ADMIN OFFICER	1	1.0	1.0	20.2
	Assistant Manager	1	1.0	1.0	21.2
	AWUS	1	1.0	1.0	22.1
	Baggage Handler	1	1.0	1.0	23.1
	Branch manager	1	1.0	1.0	24.0
	Change Management Planning	1	1.0	1.0	25.0
	clerk	2	1.9	1.9	26.9
	Clerk	10	9.6	9.6	36.5
	Contractor	1	1.0	1.0	37.5
	Customer service	1	1.0	1.0	38.5
	DIRECTOR	1	1.0	1.0	39.4
	Diving advisor	1	1.0	1.0	40.4
	Driver coordinator	1	1.0	1.0	41.3
	Eksekutif	1	1.0	1.0	42.3
	Engineer	1	1.0	1.0	43.3
	Executive	3	2.9	2.9	46.2
	Executive assistant	1	1.0	1.0	47.1
	EXECUTIVE OFFICER	1	1.0	1.0	48.1
	Exercutive	1	1.0	1.0	49.0
	Finance	1	1.0	1.0	50.0

Finance manager	2	1.9	1.9	51.9
Hr	1	1.0	1.0	52.9
Juruteknik	1	1.0	1.0	53.8
Juruteknik kanan	1	1.0	1.0	54.8
Juruteknik Kanan	1	1.0	1.0	55.8
Liaison Officer	1	1.0	1.0	56.7
Manager	3	2.9	2.9	59.6
Manager of Key Account Management	1	1.0	1.0	60.6
Marketing Executive (MCIS)	1	1.0	1.0	61.5
MRB Coordinator	1	1.0	1.0	62.5
Officer	1	1.0	1.0	63.5
Operator	1	1.0	1.0	64.4
Pegawai teknik	2	1.9	1.9	66.3
Pembantu sokongan projek	1	1.0	1.0	67.3
Pembantu sokongan teknikal(projek)	1	1.0	1.0	68.3
Penolong pegawai sokongan	1	1.0	1.0	69.2
Project Admin	1	1.0	1.0	70.2
Project Coordinator	1	1.0	1.0	71.2
Quantity Surveyor	1	1.0	1.0	72.1
Radiographer	1	1.0	1.0	73.1
REGIONAL SECRETARY, APAC	1	1.0	1.0	74.0
Sales and service executive	1	1.0	1.0	75.0
Sales Exexutive	1	1.0	1.0	76.0
Senior Clerk	1	1.0	1.0	76.9
Senior Executive	1	1.0	1.0	77.9
Senior Manager	1	1.0	1.0	78.8
Senior Technician	1	1.0	1.0	79.8
Shipping Exexutive	1	1.0	1.0	80.8
Site Supervisor cum Office Administrator	1	1.0	1.0	81.7
Sr Exec	1	1.0	1.0	82.7
Supervisor	1	1.0	1.0	83.7
Support Officer	1	1.0	1.0	84.6
Taxation clerk	1	1.0	1.0	85.6
Team leader	1	1.0	1.0	86.5
Team Leader	1	1.0	1.0	87.5
Technical assistance	1	1.0	1.0	88.5
Technical Assistant	1	1.0	1.0	89.4

Technical Assistant / TELEKOM MALAYSIA	1	1.0	1.0	90.4
Technical officer	1	1.0	1.0	91.3
technician	2	1.9	1.9	93.3
Technician	4	3.8	3.8	97.1
Telekom Malaysia Bhd technician	1	1.0	1.0	98.1
Trainee	1	1.0	1.0	99.0
Training officer	1	1.0	1.0	100.0
Total	104	100.0	100.0	

Current work station

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sarawak	75	72.1	72.1	72.1
	Sabah	29	27.9	27.9	100.0
	Total	104	100.0	100.0	

Current department/section/unit attachment

		Frequency	Percent	Valid Percent	Cumulative Percent
	Administration	47	45.2	45.2	45.2
	Finance	7	6.7	6.7	51.9
	Operation	17	16.3	16.3	68.3
	Marketing	12	11.5	11.5	79.8
	Other	21	20.2	20.2	100.0
	Total	104	100.0	100.0	

Please indicate your representation for the purpose of this study

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Managerial officials	57	54.8	54.8	54.8
	The union officials	47	45.2	45.2	100.0
	Total	104	100.0	100.0	

Pearson Correlations (B1-B7 & work engagement)

		Correlations							
		Total_B1	Total_B2	Total_B3	Total_B4	Total_B5	Total_B6	Total_B7	Total_Work_Engagement
Total_Work_Engagement	Pearson Correlation	.655**	.629**	.759**	.656**	.771**	.677**	.674**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	104	104	104	104	104	104	104	104

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

Pearson Correlations (IRQ & WORK ENGAGEMENT)

		Correlations	
		Total_Industrial_Relations_Quality	Total_Work_Engagement
Total_Industrial_Relations_Quality	Pearson Correlation	1	.775**
	Sig. (2-tailed)		.000
	N	104	104
Total_Work_Engagement	Pearson Correlation	.775**	1
	Sig. (2-tailed)	.000	
	N	104	104

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

Mean and SD for Government Involvement

Descriptive Statistics			
	N	Mean	Std. Deviation
Total_Legislator	104	3.975	.783
Total_Administrator	104	3.891	.932
Total_Intermediary	104	3.887	.848
Valid N (listwise)	104		

Total IRQ (MEAN AND SD)

Descriptive Statistics

	N	Mean	Std. Deviation
Total_Industrial_Relations_Quality	104	3.939	.702
Valid N (listwise)	104		

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
Total_Work_Engagement	3.8237	.76176	104
Total_B1	3.9038	.87395	104
Total_B2	4.0356	.74063	104
Total_B3	3.9407	.77998	104
Total_B4	3.8053	.86949	104
Total_B5	3.9258	.78826	104
Total_B6	3.9788	.72990	104
Total_B7	3.9060	.80612	104

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.801 ^a	.642	.615	.47238	.642	24.550	7	96	.000

a. Predictors: (Constant), Total_B7, Total_B1, Total_B2, Total_B4, Total_B6, Total_B3, Total_B5

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	38.347	7	5.478	24.550	.000 ^b
Residual	21.421	96	.223		
Total	59.768	103			

a. Dependent Variable: Total_Work_Engagement

b. Predictors: (Constant), Total_B7, Total_B1, Total_B2, Total_B4, Total_B6, Total_B3, Total_B5

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	.626	.288	2.169	.033
	Total_B1	.187	.076	.214	.016
	Total_B2	-.018	.106	-.017	.866
	Total_B3	.359	.152	.368	.020
	Total_B4	-.063	.115	-.072	.584
	Total_B5	.383	.184	.396	.040
	Total_B6	-.003	.146	-.002	.986
	Total_B7	-.032	.131	-.034	.805

a. Dependent Variable: Total_Work_Engagement

Pearson Correlations (IRQ+GI WITH WE)

Descriptive Statistics			
	Mean	Std. Deviation	N
Total_IRQ_and_GI	3.939	.713	104
Total_Work_Engagement	3.824	.762	104

Correlations			
		Total_IRQ_and_GI	Total_Work_Engagement
Total_IRQ_and_GI	Pearson Correlation	1	.806**
	Sig. (2-tailed)		.000
	N	104	104
Total_Work_Engagement	Pearson Correlation	.806**	1
	Sig. (2-tailed)	.000	
	N	104	104

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

Regression (TOTAL EFFECT: IRQ-WE)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757 ^a	.572	.568	.50059

a. Predictors: (Constant), Total_Government_Involvement

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	34.208	1	34.208	136.506	.000 ^b
Residual	25.561	102	.251		
Total	59.768	103			

a. Dependent Variable: Total_Work_Engagement

b. Predictors: (Constant), Total_Government_Involvement

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.984	.248		3.970	.000
Total_Government_Involvement	.721	.062	.757	11.684	.000

a. Dependent Variable: Total_Work_Engagement

Regression (direct effect IRQ-GI)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802 ^a	.643	.639	.48022

a. Predictors: (Constant), Total_Industrial_Relations_Quality

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	42.322	1	42.322	183.520	.000 ^b
Residual	23.522	102	.231		
Total	65.844	103			

a. Dependent Variable: Total_Government_Involvement

b. Predictors: (Constant), Total_Industrial_Relations_Quality

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.342	.270		1.268	.208
1 Total_Industrial_Relations_Quality	.913	.067	.802	13.547	.000

a. Dependent Variable: Total_Government_Involvement

Regression (IRQ & GI - WE)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807 ^a	.652	.645	.45409

a. Predictors: (Constant), Total_Government_Involvement, Total_Industrial_Relations_Quality

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	38.942	2	19.471	94.430	.000 ^b
Residual	20.826	101	.206		
Total	59.768	103			

a. Dependent Variable: Total_Work_Engagement

b. Predictors: (Constant), Total_Government_Involvement, Total_Industrial_Relations_Quality

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.388	.257		1.510	.134
1 Total_Industrial_Relations_Quality	.511	.107	.471	4.792	.000
Total_Government_Involvement	.361	.094	.379	3.857	.000

a. Dependent Variable: Total_Work_Engagement

FACTOR ANALYSIS **Factor Analysis (B1)**

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
B1_1	4.04	.994	104
B1_2	4.00	.995	104
B1_3	3.87	.996	104
B1_4	3.84	1.044	104
B1_5	3.79	1.002	104
B1_6	3.88	.948	104
B1_7	3.91	.967	104

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.906
Approx. Chi-Square	733.827
Bartlett's Test of Sphericity df	21
Sig.	.000

Communalities

	Initial	Extraction
B1_1	1.000	.657
B1_2	1.000	.768
B1_3	1.000	.806
B1_4	1.000	.757
B1_5	1.000	.844
B1_6	1.000	.773
B1_7	1.000	.835

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.440	77.714	77.714	5.440	77.714	77.714
2	.575	8.211	85.925			
3	.314	4.481	90.406			
4	.257	3.672	94.078			
5	.161	2.302	96.380			
6	.142	2.032	98.412			
7	.111	1.588	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
B1_1	.811
B1_2	.877
B1_3	.898
B1_4	.870
B1_5	.919
B1_6	.879
B1_7	.914

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis (B2)

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
B2_1	3.97	.939	104
B2_2	4.02	.903	104
B2_3	4.18	.856	104
B2_4	4.02	.903	104
B2_5	4.11	.891	104
B2_6	4.01	.940	104
B2_7	4.13	.821	104
B2_8	3.94	.974	104
B2_9	3.88	.921	104
B2_10	4.11	.913	104

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.913
Approx. Chi-Square		839.701
Bartlett's Test of Sphericity	df	45
	Sig.	.000

Communalities

	Initial	Extraction
B2_1	1.000	.716
B2_2	1.000	.636
B2_3	1.000	.634
B2_4	1.000	.653
B2_5	1.000	.702
B2_6	1.000	.696
B2_7	1.000	.627
B2_8	1.000	.704
B2_9	1.000	.569
B2_10	1.000	.742

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.680	66.800	66.800	6.680	66.800	66.800
2	.807	8.072	74.871			
3	.635	6.354	81.225			
4	.392	3.924	85.149			
5	.372	3.720	88.870			
6	.341	3.411	92.280			
7	.280	2.795	95.076			
8	.190	1.899	96.975			
9	.169	1.693	98.668			
10	.133	1.332	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
B2_1	.846
B2_2	.797
B2_3	.796
B2_4	.808
B2_5	.838
B2_6	.834
B2_7	.792
B2_8	.839
B2_9	.754
B2_10	.862

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis (B3)

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
B3_1	4.01	.876	104
B3_2	3.91	.925	104
B3_3	4.04	.869	104
B3_4	3.95	.896	104
B3_5	3.86	.886	104
B3_6	3.88	.889	104

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.898
Approx. Chi-Square		524.381
Bartlett's Test of Sphericity	df	15
Sig.		.000

Communalities

	Initial	Extraction
B3_1	1.000	.732
B3_2	1.000	.772
B3_3	1.000	.736
B3_4	1.000	.757
B3_5	1.000	.832
B3_6	1.000	.778

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.606	76.770	76.770	4.61	76.770	76.770
2	.479	7.978	84.748			
3	.298	4.966	89.714			
4	.267	4.442	94.156			
5	.193	3.219	97.375			
6	.158	2.625	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
B3_1	.856
B3_2	.879
B3_3	.858
B3_4	.870
B3_5	.912
B3_6	.882

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis (B4)

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
B4_2	3.82	.911	104
B4_4	3.83	.939	104
B4_5	3.80	.939	104
B4_6	3.78	1.014	104

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.842
Approx. Chi-Square		346.868
Bartlett's Test of Sphericity	df	6
Sig.		.000

Communalities

	Initial	Extraction
B4_2	1.000	.863
B4_4	1.000	.828
B4_5	1.000	.822
B4_6	1.000	.833

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.346	83.645	83.645	3.35	83.64	83.64
2	.269	6.737	90.381			
3	.230	5.759	96.141			
4	.154	3.859	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
B4_2	.929
B4_4	.910
B4_5	.906
B4_6	.913

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis (B5)

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
B5_1	3.96	.924	104
B5_3	3.96	.858	104
B5_4	3.91	.925	104
B5_5	3.90	.961	104
B5_6	3.90	.865	104
B5_7	3.87	.893	104
B5_8	3.97	.864	104

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.931
Approx. Chi-Square		663.153
Bartlett's Test of Sphericity	df	21
	Sig.	.000

Communalities

	Initial	Extraction
B5_1	1.000	.751
B5_3	1.000	.705
B5_4	1.000	.802
B5_5	1.000	.816
B5_6	1.000	.843
B5_7	1.000	.803
B5_8	1.000	.669

Extraction Method: Principal

Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.388	76.965	76.965	5.39	76.97	76.965
2	.431	6.153	83.119			
3	.382	5.462	88.580			
4	.253	3.611	92.191			

5	.213	3.042	95.232			
6	.190	2.715	97.947			
7	.144	2.053	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix ^a	
	Component
	1
B5_1	.866
B5_3	.840
B5_4	.896
B5_5	.903
B5_6	.918
B5_7	.896
B5_8	.818

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis (B6)

Descriptive Statistics			
	Mean	Std. Deviation	Analysis N
B6_1	4.03	.818	104
B6_4	4.01	.806	104
B6_5	3.90	.819	104
B6_6	3.98	.859	104
B6_7	3.97	.794	104

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.890
Approx. Chi-Square	421.017
Bartlett's Test of Sphericity	df
	10
Sig.	.000

Communalities

	Initial	Extraction
B6_1	1.000	.754
B6_4	1.000	.845
B6_5	1.000	.781
B6_6	1.000	.802
B6_7	1.000	.789

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.971	79.422	79.422	3.971	79.422	79.422
2	.340	6.791	86.213			
3	.295	5.896	92.109			
4	.225	4.505	96.614			
5	.169	3.386	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
B6_1	.868
B6_4	.919
B6_5	.884
B6_6	.895
B6_7	.888

Extraction Method:
Principal Component Analysis.

a. 1 components extracted.

Factor Analysis (B7)

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
B7_2	3.95	.896	104
B7_3	3.72	.980	104
B7_4	3.90	.930	104
B7_5	3.94	.923	104
B7_6	3.92	.867	104
B7_8	3.94	.857	104
B7_9	3.96	.880	104
B7_10	3.93	.862	104
B7_11	3.88	.889	104

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.955
Approx. Chi-Square		1089.072
Bartlett's Test of Sphericity	df	36
Sig.		.000

Communalities

	Initial	Extraction
B7_2	1.000	.759
B7_3	1.000	.711
B7_4	1.000	.863
B7_5	1.000	.798
B7_6	1.000	.799
B7_8	1.000	.851
B7_9	1.000	.869
B7_10	1.000	.843
B7_11	1.000	.773

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.267	80.740	80.740	7.267	80.740	80.740
2	.389	4.320	85.060			
3	.328	3.646	88.707			
4	.269	2.983	91.690			
5	.200	2.221	93.911			
6	.159	1.771	95.682			
7	.143	1.587	97.269			
8	.133	1.475	98.744			
9	.113	1.256	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
B7_2	.871
B7_3	.843
B7_4	.929
B7_5	.893
B7_6	.894
B7_8	.923
B7_9	.932
B7_10	.918
B7_11	.879

Extraction Method: Principal Component Analysis.

a. 1 components extracted.