

**EFFECTIVENESS OF JCC:
A CASE STUDY ON ACADEMIC STAFF ASSOCIATION
(PERISAI)
IN UNIVERSITI MALAYSIA SABAH**

**Professor Balakrishnan Parasuraman (PhD)
Badariah Ab Rahman (M.Phil)
Industrial Relations Program, School of Social Science
Universiti Malaysia Sabah
Kota Kinabalu, Sabah
MALAYSIA**

**Email: issac05@hotmail
bp05@hotmail.com**

**Balan Rathakrishnan (PhD)
School of Psychology & Social Work
Universiti Malaysia Sabah**

July 2012

**© 2012 Parasuraman Balakrishnan & Badariah Ab Rahman
No written or electronic reproduction without permission**

**EFFECTIVENESS OF JCC:
A CASE STUDY ON ACADEMIC STAFF ASSOCIATION (PERISAI)
IN UNIVERSITI MALAYSIA SABAH**

**Professor Balakrishnan Parasuraman (PhD)
Badariah Ab Rahman (M.Phil)
Industrial Relations Program, School of Social Science
Universiti Malaysia Sabah
Kota Kinabalu, Sabah
MALAYSIA**

**Email: issac05@hotmail
bp05@hotmail.com**

**Balan Rathakrishnan (PhD)
School of Psychology & Social Work
Universiti Malaysia Sabah**

ABSTRACT

The thesis discusses on indirect employee participation specifically to examine on the practice of Joint Consultative Committee (JCC) through the Academic Staff Association (PERISAI) in Universiti Malaysia Sabah (UMS). The research has three objectives. First, is to examine on why and how JCC was formed in UMS. Secondly is to determine the limitation of JCC. The final objective is the evaluation and recommendation on the improvement of JCC (PERISAI). The methodology applied is primarily qualitative where a case study undertaken was using a multi-techniques approach such as structure and semi structured interviews, observation and document analyzing. The major finding of this research can be divided into few sections. First is the lack of information sharing and communication occurs in UMS. Second is lack of trust and confidence towards the relationship between the management-PERISAI-academician. Thirdly is the lack of trust and confidence on the leadership of PERISAI. Fourthly, PERISAI has no capacity to influence the decision making process with the management. The finding leads to the reasons for poor commitment among the academician towards PERISAI. The result of this study has some implication to management, PERISAI and academicians in UMS.

1.1 Introduction

Employee Participation (EP) is an important area of research in the field of industrial relations and employment relations (Harley, Hyman & Thompson 2005). Extensive literature review has argued that EP enhances the quality of decision making by broadening inputs, promotes commitment to the outcomes of the decision making process, improves motivation, co-operation and communication in the workplace (Markey 2005). EP also may reduce workloads of supervisors, encourage skill development in the workforce, and can contribute to improved employment relations in general (Markey & Monat 1997). The literature discusses on two different forms of EP: direct and indirect (Markey et al 2001, Cabrera, Ortega & Cabrera 2002, Parasuraman & Jones 2006).

This paper discusses on indirect participation case study and examines the actual practice of Joint Consultative Committee (JCC) through the Academic Staff Association (PERISAI) in Universiti Malaysia Sabah, a public higher institution learning aspiring to attain research university status by 2015. The case study on the effectiveness of JCC in UMS focuses on three aspects. First, is to explore on how the management, PERISAI Committee Members perceived the concept of EP in UMS. Second is to examine on the actual practices JCC by PERISAI in the university. The final part is the evaluation and improvement of JCC by PERISAI in UMS. The study has some implication to the management-PERISAI-academician relationship in UMS.

1.2 Problem of the Study

From the previous research, it has shown that research on EP especially on indirect participation is very limited in the public sector. This is due to the focus area of research on the effectiveness of indirect EP has been for the private sector particularly in Anglo-Saxon countries like United Kingdom (UK), United States of America (US) and Australia (Cabrera et al (2002); Brown, Gedder, Heyward, Seargant (2001); Markey (2010); Goodijk (2010); Arrigo & Casale 2010).

Similarly in Malaysia, research on EP has also concentrating on the private sector (Rose 2002; Parasuraman 2007; Kaur 2009; Koiker 2010). There are several studies on EP was conducted for the public sector; however the focus area were on Participative Decision Making (PDM), Industrial Relations and Employee Relations, Employee Life Satisfaction and Human Resource Strategy (Lunjiew 1994, Zin 1998) and less attention is given to indirect participation such as JCC. In the higher education, the researches conducted are mostly on Organizational Behaviour and Human Resource Strategies (Hussein, Ju and Din (2000); Idrus (2001); Kassim, Mansur and Ahmad (2009); Awang (2010); Rosdi and Harris (2011); thus less focus was given on the effectiveness of JCC particularly in the public university in Malaysia.

Through the above mentioned research undertaken in Malaysia, it shows that there is a broad gap on the importance of EP in the public sector especially in the public universities in Malaysia. It is therefore, the study is very important to examine on the effectiveness of Joint Consultative Committees (JCCs) in Universiti Malaysia Sabah (UMS), the ninth public university in Malaysia located in Kota Kinabalu, Sabah as the case study. This is because it is very crucial for UMS to realize the importance of EP in order to attain the research university (RU) status by year 2013

respectively. Through EP, UMS will be able to encouraged total participation from all level of employees especially the academicians who are the most important assets and are able to contribute in the nation building of the country.

In Malaysia, JCCs is more apparent in the public sector. In the public sector, JCC is better known as “*Majlis Bersama Jabatan*” (shall be referred as JCC hereinafter) is made available by the government through Service Circular No 7 Year 1989 respectively. In this circular, all government departments, agencies, statutory bodies and government link companies are required to establish the JCCs with immediate effect. The JCCs functions to create a well-balanced management-employee relationship and to provide platform for employees to voice up their concern on certain issues in order to create a harmonious working environment. As a statutory body, UMS has in accordance with the circulars, established the JCC through PERISAI as the platform for employee (academician) representative to the management.

However, even though the platform for employee voice is made available by UMS why PERISAI seems to be not effective? Another question raise here is what hinders PERISAI to be effective? The case study explores and examine on the effectiveness of PERISAI as an indirect EP in UMS. UMS envisioned moving from comprehensive university to Research University (RU) by 2013. It is therefore UMS must first embrace the concept of EP through PERISAI and cascade down to the academicians to gain total commitment from the academicians.

In relation to that, citing to the preliminary interview with the Senior Committee Member of PERISAI on June 6, 2009, realizing the importance of moving towards excellence along with Universities’ aspiration, he exerted that it is very timely that a case study to be conducted on the effectiveness of PERISAI, to know its current standing in UMS, in order to transform itself into a well accepted employee representative among the academicians and be the ultimate academicians voice to the management. He further urged that PERISAI wishes to be partners with the management instead of being treated as any other association in UMS with due respect that PERISAI is representing the academicians. This move is very essential for the benefit of the organization. Therefore, this case study discusses on the effectiveness of JCC by PERISAI in UMS.

In relation to the statement, in order to conduct this case study, there are three research questions being derived as follows:-

1.3 Research Questions

The above research problems lead to the following research questions:-

1. How the management, PERISAI Committee Members and academicians perceived the concept of EP in UMS?
2. How is the implementation and practices of the JCC by PERISAI in UMS?

3. To what extent the effectiveness of the JCC by PERISAI, as a mechanism of indirect EP in the decision making process with the university management in UMS?

1.4 Research Objectives

The objective of the study is to enable us to encompass on the followings:-

1. To examine on the management, PERISAI Committee Members and academicians perceived the concept of EP in UMS.
2. To explore the implementation and practices of the JCC by PERISAI as an indirect EP in UMS
3. To examine on the effectiveness of the JCC by PERISAI, as a mechanism of indirect EP in the decision making process with the university management in UMS

1.5 Significant of the Study

The study contributes to academic research on indirect EP in UMS particularly to fill the gap on literatures on EP but also would bring significant benefits to the possible changes on the management, PERISAI and academicians in accepting EP as a work culture. The study serves as a reference for future research on EP particularly on the possibility to make indirect EP as an effective tool of participative decision making in the public sector.

1.6 Research Methodology

The research methodology applied for this research was primarily qualitative where structured and semi-structured interview questions are being posted and documents analysis respectively. The interview questions were done through face-to-face with the respondent. The interviews were conducted from 24th-27 May 2010 in Kuala Lumpur at the respondent's workplace. A total of five face-to-face interviews were conducted and the main key respondents in this interview were from Malaysian Trade Union Congress (MTUC), CUEPACS, Public Service Department (PSD), Academician and an Employer from a public service department. The interviews responses were recorded and in the form of writing by producing an interview transcript verbatim and has been analysed through thematic analysis techniques. Apart from the interviews conducted, there are also documents as sources of information were used for analysis. The documents included the Industrial Relation Act 1967, Trade Union Act 1959, The General Order, CUEPAC and MTUC newsletter, local newspaper (*Daily Express, New Straits Time & Utusan Malaysia*) Pekeliling Perkhidmatan (Service Circulars) No. 2 Year 1979 and No. 7 Year 1989 respectively. Survey data were used to triangulate with the structured interviews to strengthen the evidences. The data is formulated by using the Social Sciences Package System (SSPS).

1.7 EP & JCC in Other Parts of the World

EP has emerged since the 1980s in Britain and known as “workers control” era (Salamon 1998). EP has been promoting employee participation in the decision making process in the workplace. JCCs establishment has a long history that can be traced from the 19th century in the United Kingdom (Farnham 2000, Edwards 2003). JCC was established upon the recommendation from the “Whitley Committee”, first introduced in Britain as a result of a major outbreak of workers in 19th century (Mat Zin 1998, Idrus 2001, Aminuddin 2002, Parasuraman & Jones 2006). The purpose of “Whitley Committee” was to allow workers to address their issues and concerns regarding welfare. According to Arrigo & Casale (2010), there is no legal obligation with regards to EP in the UK; however there is limited law that concerns only the right of the workers to information and consultation, and that is mainly limited to questioning which directly related to employment, collective redundancies and transfers of undertakings from the public sector to private sector.

Many European countries such as the Netherlands have enacted legislation to support indirect participation through work councils (Goodijk & Veersma 2001, Parasuraman 2006). In these developed countries, workers representation is a large issue, where the National Work Council Legislation has a big influence on business (Markey & Monat 1997, Blyton & Turnbull 2004, Parasuraman & Jones 2006). The Work Councils discuss more on strategic issues in order to achieve business success (Markey 2010, Gatchalian 2010, Goodijk 2010). As Work Councils in Europe has legal standing, it has been given the rights to broader aspects in the organizational decision making process. Goodijk (2010) presented that Work Councils in the Netherlands have emerged with more professionalism in conducting their rights, and are in the midst of transforming Work Councils from time to time according to the global demand needs.

JCCs are the preferred medium for indirect EP especially in English speaking countries like in the United Kingdom, United States, New Zealand and Australia in terms of operation, powers, composition and jurisdiction (Markey 2000:1). In the US collective bargaining represents an effective form or “representative participation” (Arrigo & Casale 2010). There is no legislation requiring employees to inform, consult or negotiate with employees on managerial issues. Therefore, employee participation arrangements exist on a voluntary basis, they tend to be relatively restricted in scope.

JCC in Australia are the nearest equivalent to Work Councils and the most common form of employee representation apart from unions. JCCs are usually a product of management initiative. The composition of JCCs is 50% management and 50% employee representatives in advisory role to the management. They are restricted in their jurisdiction; often they have specific briefs for a limited period of time (task force), (Arrigo & Casale 2010). In New Zealand, the employers uphold the principle of “good faith” in regards to employment relationships “through the promotion of good faith in all aspects of the employment environment and of the employment relationship”.

1.8 JCC IN MALAYSIA

In the Malaysian context, studies have been made on the effectiveness of JCC in the private sector. In relation to this, studies on JCC have been conducted in POSCO, STEELCO and AUTOCO by Parasuraman (2007). For instance POSCO and STEELCO has emerged as business success by applying effective JCC in the organization, while AUTOCO has closed down as they are unable to see the importance of EP in organization. Parasuraman (2007) suggested that the study on JCC should be conducted in the public sector in Malaysia.

JCC or better known as “Majlis Bersama Jabatan” is made available in all public sectors in Malaysia (Interview with CUEPACS on 25th May 2010). This body is established to provide a platform for employees to voice their issues on matters concerning their welfare and benefits to its management (interview with employer on 2nd December 2010). Employees in the public sector are encouraged to use this platform as a medium of communication with the management; however the issues must not be the subject of service matters. The subject of discussion is more on general issues such as on how to improve the working conditions, uniforms, housing, transportation services and many others (interview with CUEPACS on 24th May 2010). This is in line with Marchington (1992); “both managers and employees values JCCs as a meaningful form of involvement or participation”. JCC in the public sector is very much a management led mechanism (interview with Government Official on 27th May 2010). Hyman & Mason (1995) found JCC to be less effective. Beardwell & Mason (1995) found JCC merely as a “rubber stamping bodies” for management initiative which focus on issues like “tea, toilets and trivia”.

However, JCC can be effective if the government regards it as a partner in the organization by allowing them to participate in the decision making process. Hyman & Mason (1995) found that “JCC either can be management dominated forums or act as a mechanism for enabling employee representatives to influence aspects of organizations affecting outcomes depending on the selected mix of the primary components” (Marchington 1994). In sum, JCC can be an effective indirect participation mechanism in the public sector if certain empowerment is given to them to be effective. If the government wishes to maintain the old style of administration system, then this factor will determine on the future of JCC in the public sector and leaving the literature on EP and JCC to be mere rhetoric.

1.9 Models of JCC

According to Markey (2001: 1); JCCs are the most preferred medium for indirect EP especially in English speaking countries like UK, US and New Zealand and Australia. Apparently, JCCs varies in terms of operation, powers, composition and jurisdiction. JCCs also usually comprises of 50:50 mix of membership composition from management and employees or employee representatives. In terms of membership, it can be appointed by management, the union or combination of both, or members can be elected by employees. JCCs can also play an advisory role to the management and can have decision making power for certain issues. In this respect, Markey (2001) argues that JCCs can have additional jurisdiction on matters concerning IR in the workplace such as investment policy, or issues relating to safety, work organization, grievances

and so forth. When required JCCs may also organized ad hoc task forces or standing committees charged with specific tasks for specific period of time to deal with particular aspects such as organizational restructuring or mergers and acquisitions.

In relation to that, and based on the discussion above. Marchington 1992 explains that there are at least five primary components and models in relations to JCCs which will be deliberated and discussed below.

1.9.1 Objective of the JCCs

The objectives of JCC largely depend on the organization itself (Goodijk 2010; Koiker 2010). In line with that objectives of the JCCs should be explicitly written and published in the constitution with the aim to improve productivity and efficiency, and also to enhance employee commitment to achieve organizational decision making. The constitution also must be available to be inspected, or they may be hidden or implicit in accordance with the organizational needs. Objectives also may be very ill defined in some organization, while others have special conditions along with the well defined objectives of JCCs (Marchington 1992).

1.9.2 Subject Matter

Subject matter is associated with the focus of the JCC meetings. According to Marchington (1992:134), the range of subjects that JCCs may discuss can vary from minor matters such as social and welfare activities, the quality of canteen food, parking to strategic issues matters concerning company investment plans and business projection (Knudsen 1995; Markey and Monat 1997; Goodijk 2010; Markey 2010).

Subject matter is very important because it can help organizations improve its productivity and the quality of decision making process between the management and the JCCs (Marhington 1992:137). Since the JCCs is a forum of employee voice, it should capitalize the existing platform made available by the management to discuss operational and strategic matters as mentioned above to benefit both parties for organizational success.

1.9.3 Consultation

According to Parasuraman (2006), the process of consultation can also vary considerably and the flow of communication and information can be either upward or downward, in certain cases both. Marchington (1992:135) argues that, the upward flow of communication focuses on the contribution of employees to improving the quality of decision making and the notion that staff represents a considerable source of ideas. The downward information flow in the other hand intended to persuade employees to accept management proposals (Marchington 1992:135).

Process of consultation is very important because it indicates that the management use to get consultation from JCCs on a common interest for mutual benefits. In some other organization, it may not be the same, where their roles are restricted by the management. In line with this

Markey (2007:1; Marchington 1992:136) said that the characteristics of JCC varies from one country to another. In this case, the degree of acceptance of JCC depends largely on the organizations itself.

1.9.4 Power

The issues of powers of a consultative committee may be stated explicitly in a constitution, or they may be left rather loose and ill-defined. According to Marchington (1992), if the power is well defined and is stated explicitly, there is usually some reference to what may be discussed and the forum to which such issues should be referred for resolution. To a certain extent, this implies that, JCCs was to prevent workers to join union, where firms with a strong union movement are more powerful to bargain for the rights and welfares of its members, whereas JCCs can't.

Markey (2007:189) argues that in comparison with Work Councils, JCCs suffer a number of limitations as a form on indirect EP mechanism. This is because JCCs usually have purely advisory role to the management. JCCs are often restricted in their jurisdiction to a narrow range of issues and often have specific briefs for a limited period of time. Markey further exerted that to a certain extent JCCs rely on management discretion in their formation, structure and powers, their limitations are clear. The existence of management representatives on JCCs also potentially limits their independence as an expression of employee voice. In addition to that, JCCs have no legal backing, therefore JCCs has no collective bargaining rights and has no capacity to put pressure to the management in terms of issues relating to terms and conditions of service (Aminuddin 2006; Parasuraman & Jones 2006; Markey 2007; Arrigo & Casale 2010).

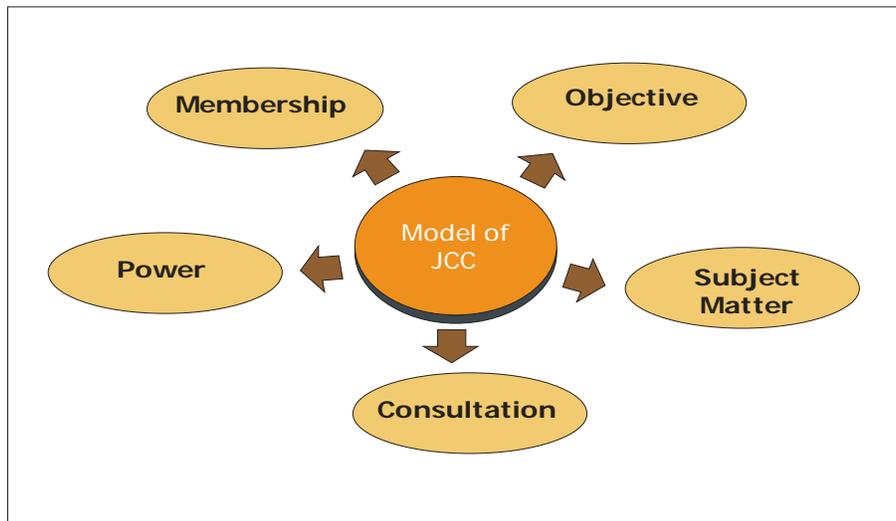
It is therefore the above reason, the JCCs is seen as less effective as compared to the Work Councils.

1.9.5 Membership

The consultative committee normally comprise of a member of senior management from personal or HR department, a line manager, and employee and union representatives. Markey (2001: 1) argued that JCCs usually comprise of a 50:50 mix of management and employees or union representatives. He further elaborated that, membership can be appointed by management, the union or combination of both, or members can be elected by members. Membership composition is very important because it can help to obtain commitment of the members to the principle of consultation and that it is worth the time and effort to become involved in the decision making process.

Overall, it can be summarized that joint consultation can take place in a variety of forms and also serves a number of purposes and interest, depending upon the context of its formation. It is up to the organization to decide on the nature of their JCCs where it can be advisory, complementary or serious threats to the organization. In relation to that, Marchington (1992:135) suggested that the JCCs should comprise these following five components to be effective as shown in Figure 1.1 below:

Figure 1.1
Models of JCC (Marchington 1992:134-136)



1.10 Research Findings

This section presents on the research findings as follows:-

1.10.1 Research Question 1

How the management, PERISAI Committee Members and academician perceived the concept of EP in UMS?

The management perceived EP as follows:-

“EP is a basic necessity in administration. EP in the workplace is about employee involvement in decision making where they involve, where they can participate in decision making for the benefit of the organization”

(Principal Officer 3 on 25th August 2010; Principal Officer 6 on 24th August 2010).

Whereas, PERISAI Committee members perceived EP differently as follows:-

“EP works very well in the industry because they work based on output. However in the public sector, especially on the decision making, the management decides”

(PERISAI Committee Member 1 on 3rd August 2010)

While, most of the academician has perceived that EP is very important in UMS and expecting PERISAI to play an active role in decision making process with the management.

“EP is very important in UMS; therefore PERISAI can play an active role in decision making process with the management on matters concerning our work and welfares”

From the above opinions, we can conclude that there are three different opinions on how the management, PERISAI Committee Members and the academician feel about the concept of EP in UMS.

1.10.2 Research Question 2

How is the implementation and practices of the JCC by PERISAI in UMS?

Majority of the academician is of the opinion that;

83.2% of the respondents felt that academician should be consulted on new work method, new plant and department layout, discipline, work above time limit, methods of payment, number of staff appointed, promoted and relocates and type of work to be done.

This section presents on the evaluation on the effectiveness of PERISAI which is determined by using the JCC Model by Marchington 1992 that is the objective, subject matter, process, power and membership.

1.10.3 Research Question 3

To what extent the effectiveness of the JCC by PERISAI, as a mechanism of indirect EP in the decision making process with the university management in UMS?

(a) Objective

According to Marchington (1992: 136), objective must be published and available for inspection.

Only 41.7% agreed that they knew the objectives of PERISAI

In this respect it is found that the objectives of PERISAI are not easily accessible by the academicians leaving the objectives are not clearly established.

(b) Subject Matter

Subject matter is the range of subjects that JCCs may changed to discuss can vary from minor matters like social and welfare activities such as the quality of canteen food, toilets and parking

to matters of strategic importance such as company investment plans and business projections (Marchington 1992; Knudsen 1995; Markey & Mobat 1997; Goodijk and Veersma 2001).

In this respect;

- (i) Only 39.2% agrees that PERISAI voices out members welfares and benefits effectively
- (ii) Only 10.8% agrees that issues on new strategies and new jobs always been discussed
- (iii) Only 8.3% agrees that issues on mergers and acquisition between faculties/department and new campus opening always being discussed with academician.
- (iv) Only 21.7% agrees that issues on occupational safety and health always been discussed
- (v) Only 30.0% agrees that issues on recreational activity being discussed (golf, bowling, football (Charity Week)

It is from the above analysis; the issues of EP raised by PERISAI are not clearly focused; PERISAI focused more on less important issues rather than the strategic issues.

(c) Consultation Process

Consultation process can vary considerably and flow of information can either be upward or both.

In this respect;

- (i) Only 8.3% agrees that management frequently consults PERISAI
- (ii) Only 19.2% agrees that PERISAI often has dialogue with academician
- (iii) Only 14.2% agrees that top management always chairing PERISAI meeting with management

The above analysis gives us the information that the academicians have lack of confidence towards PERISAI's capability to influence them to accept PERISAI as the representatives to the management on their behalf.

(d) Power

According to Marchington (1992:136) power may be stated explicitly in the constitution.

With regards to this aspect;

- (i) Only 28.3% agrees that management decides on operations and strategic issues
- (ii) only 5% agrees that junior manager has lack of power to make decisions with PERISAI
- (iii) only 2.5% agrees that PERISAI has limitation when comes to issues concerning strategic issues such as acquisitions and management prerogatives (recruitment, transfer, promotion, placement and termination)

The above analysis portrays that PERISAI is seen to be less powerful in the final decision making process because the final say is in the hands of the management.

(e) Membership

Marchington (1992:136) said that membership normally comprise a member of a senior management (HR Department), a line manager, and employee and union representatives. JCC can also comprise of a mix of 50:50 of management and employees or union representatives. Membership can be appointed by the management, the union or combination of both or members can be elected by members.

In relation to this;

- (i) Only 18.3% agrees that both management and PERISAI decides on the composition of PERISAI
- (ii) Only 15.8% agrees that the composition must be 50% management and 50% PERISAI
- (iii) Only 41.7% agrees that the membership of PERISAI should be based on voluntary

The above analysis brings to a conclusion that the existing composition of PERISAI membership in MBJ meetings is in the situation of conflict of interest.

Based on the research findings, it has provided us with the necessary information that PERISAI is quite weak in UMS. It is a fact through the analysis findings that many of the academicians have lack employee engagement in PERISAI because they are not certain on many ways of how PERISAI manage its operation. As a result of this, the academicians feel that PERISAI is not a right body for them to ask for help; instead they are managing the work themselves. This has significantly increased dissatisfaction among academicians, they are not happy and not supporting the noble course of PERISAI. The other reason of feeling awkward is because the committee members apparently are also holding higher administrative post such as Deans and Deputy Deans. Therefore they felt that with the presence of the management in PERISAI is a contributing factor of conflict of interest. In a given situation as such, the UMS management must quickly rectify this issues faced by PERISAI, otherwise it will worsened the existing sour relationship within PERISAI itself.

It is very important that in the quest of attaining the RU status by year 2013, UMS must be able firstly to attract and recruit the ablest and most creative people that can bring the university to success. Secondly, the critical element is an environment of freedom in which the academicians can do their work freely without constraints or external direction. This is because intelligent, imaginative people tend to resist orders from above and do not do their best work under such condition.

Therefore, it cannot be denied that PERISAI should be a strong association who are able to protect the academicians rights and welfare effectively as a convincing factor to attract the ablest and motivated people to join UMS. For that matter, the management should accept PERISAI as partner in every endeavour of UMS in future for a greater success.

1.11 Conclusions and Implications of the Study

From the research findings, it established and confirmed that the JCCs in the public sector, particularly in UMS has its own characteristics and features on how it operates. The research findings also confirmed that, JCCs in the public sector is seen to be less effective due to the high degree of management prerogatives which is not the subject matter of the JCCs (Hyman & Mason; Markey 2001, Marchington 1992; Parasuraman & Jones 2006; Goodijk 2010; Gatchalian 2010; Arrigo & Casale 2010). It also an evidence that the management prefers to be in control on matters concerning rules, regulation, policies, management prerogatives (Rose 2010; Idrus 2010; MTUC 2010, CUEPACS 2010).

From the above discussions on the nature of JCC in in UMS, it shows that the study on EP is very much needed to further enhance the knowledge and understanding on the concept of EP. This is because in general it has certainly provided different degrees of acceptance of the concept of EP in many different countries in the world (Marchington 1992; Hyman & Mason 1995; Markey 2001; Parasuraman & Jones 2007; Goodijk 2010; Markey 2010; Arrigo & Casale 2010). Even though at the surface UMS looks fine, the difference in the perception on EP has resulted the relationship between management-PERISAI-academician is in difficult situation. Therefore the study has its implication towards the theory of EP and JCC based on the study. Secondly the implication of the study also is towards the practitioner in UMS (management-PERISAI-academician). All the above implication will be discussed in the following section.

1.11.1 Implication on Theory

As has been discussed in earlier chapters, generally EP can help organization to drive for success incorporating both direct and indirect EP effectively. It is also very crucial for organization to realize the importance of EP particularly indirect EP through employee representatives such as JCC. From the previous research, it has shown that research on EP especially on indirect EP is very limited in the public sector. This is due to the focus area of research in the public sector concentration is on human resource management, organizational behavior, participative decision making in organization. Similarly research conducted in the public higher education is also focusing on the HR and Life Satisfaction if academics in a public university, less emphasize on the indirect participation in the public universities.

It is therefore, it establishes that there is a broad gap in research on the importance of indirect EP in the Malaysian public universities. As such this study has contributed to the body of knowledge on the theory of EP and JCC in the public sector especially in the Malaysian public

universities. This study also serves as a reference to other studies focusing on indirect participation in the public sector.

The study found that the existence of PERISAI as an indirect participation mechanism was established in UMS in accordance with the Service Circular No 7 Year 1989 respectively. As a statutory body, therefore UMS is required to establish a platform for academicians to channel their concern to a representative body. This study also establishes that there are special characteristics in PERISAI where it operates within the system; therefore PERISAI role is to uphold the mission and vision of UMS. The other contribution to the theory is PERISAI is not very effective in terms of the execution and implementation, where PERISAI itself seem to be a bit confused in relation to their roles and responsibilities as the academician representative to the management. It is therefore, some of their important objectives were less emphasize such as enhancing the professionalism of the academicians, career development, research and publication. Instead PERISAI is more concentrating on the monetary value aspect such as regional allowances, salary increment and others, which according to some academicians, should be balanced up with other objectives as well. As quoted by Marchington (1992:134) Chapter 2 that JCCs may discuss on various aspects such as welfare activities, the quality of canteen food, toilets and parking to strategic issues such as company investment plans and business projections (Goodijk 2010; Markey 2010) respectively. In this aspect, PERISAI has to go beyond welfares and activities and should be playing more role on strategic issues with the management. It is therefore, it can be concluded that PERISAI is confused on what JCC function is which leaving the theory on EP and JCC remain to be rhetoric rather than reality.

Academic Staff Association is part of JCC as discussed in Chapter 2 which has been widely discussed in the private sector in United Kingdom, Western Europe however hardly debated in the public sector. Therefore, this study is the first attempt to evaluate the JCCs in the public sector particularly in the higher education sector in Malaysia based on this model. However, this model has some implication towards the culture and bureaucracy which was not mentioned by Marchington in his JCC Model because JCC is mainly discussed in the private sector as compared to the public sectors.

1.11.2 Implication on Practitioners

The research finding in UMS reveals the understanding of three important levels of workforce in UMS that is the management, PERISAI and the academicians on EP and PERISAI respectively on EP concept. The different opinion is further discussed below.

(a) Management

The research finding shows that the control on the final decision is in the hand of the management. In this respect, the management can refuse to accept the views from PERISAI especially on matters concerning decision which have impact on workers' working lives (Parasuraman 2007:364). However, judging from the research findings, it is indeed very timely

that the management has to hear the “voice” of the academician who wants to be part of the management in navigating UMS into greater heights. In this study, the Professors have indeed responded that they do not need PERISAI to represent them because they have reached to self actualization level. In this respect the management has to plan an exclusive programme aimed to capitalize the expertise and knowledge to UMS advantage locally and internationally. The second group is the Associate Professors and Senior Lecturers who have responded that PERISAI is very important to them and expecting PERISAI to be given greater role in the decision making with the management. In this case they believe that PERISAI can be an effective channel of information and communication flow in UMS if the opportunity is given to them. Therefore the management should allow the academicians to actively participate in the decision making process through PERISAI, to hear their work and work method concern. While the knowledge on EP especially PERISAI among the young lecturer and tutors is relatively very low to the extent that they do not know that PERISAI exists. Therefore the management through the Registrar Office should plan more programmes for the young lecturers by encouraging them to be part of the management through indirect participation mechanism that is PERISAI.

In general, through the literatures of EP and JCC, it is very important to note that best practice organizations ensure that they maximize all their resources which include the employees. Generally, successful organization will have good employees. It is also a common practice that good organization, will be able to attract and retain the most skillful employees. The organization make employees participate in the decision making process which benefits both management and employee as well.

In summary, even though the management is aware of the importance of EP, it is not going to be a workable effort if most of the academicians have perceived that their representative has not been effective in representing them. Therefore, the management has to make a workable plan to incorporate direct and indirect EP to work together hand in hand to ensure the mission and vision of UMS will be achieved. PERISAI should be given more roles to be an effective platform for the academicians. Some of the effort worth trying by the management is as follows:-

- Regular meetings in which academicians can participate through PERISAI besides the normal scheduled meetings to upkeep with the issues need to be discussed
- Encourage discussion between PERISAI-academician for performance reviews, training needs, career needs and research and publication needs
- Encourage academicians to liaise with PERISAI, to enable them to express their concern to a third party such as PERISAI, their representatives, advisor and counselor for gaining access on accurate information and communication

From the above initiative it is strongly believe that with UMS aspiration to attain the RU status in 2013, it demands the consorted effort from the academicians in UMS to work hand in hand with the management. Therefore it is very essential for the management to continue innovate new collaborative working culture to embrace a mind-set change on the relationship between management-PERISAI-academician to work harmoniously in order to achieve the aspiration together. A strong mutual partnership between management-PERISAI-academician is very crucial in this aspect.

1.11.3 PERISAI

Through the research it can be determined that PERISAI is less effective due to the limited power to influence the in final decision making process of UMS. However, despite the limitation, PERISAI should be asking for more participation in the strategic issues of UMS like formulating UMS new direction and new strategy (Raymod 2010; Goodijk 2010; Arrigo & Casale 2010). In addition to that, there is lack of trust in the meeting arrangement between PERISAI-management in MBJ meeting where the academicians claims that there is no transparency on the issues discusses in the MBJ meetings.

In order to obtain the trust and confidence from the academicians, PERISAI should double its efforts on the followings:-

- To arrange for more social dialogues, forums and discussions with the academician on regular basis before bringing issues with the management
- To arrange for more 'reach out' programme to obtain feedback on the academician needs and requirement from the academician according to their level (Professors, Associate Professors, Lecturers and Tutors)
- To capitalize on the expert and knowledge of the Professors, Associate Professor for the benefits of the younger academicians
- To publish their achievements in MBJs meetings in the form of a newsletter apart from emails and website
- To embrace the culture of teaching and learning as well research and publication among the young lecturers
- To balance up welfare and benefits activities with scholarly activities as well
- To provide accurate information and communication on the latest development in MBJs meetings

The above move will assist PERISAI in gaining trust and confidence of the academician to join PERISAI in the long run. In this juncture, PERISAI should not single out any issues raise by the academician based on the assumption that management will not entertain the issue; instead the issues should be brought up for the management irrespective whether it will be approve or otherwise. In this respect, PERISAI has to have a high degree of transparency in voicing out their concern to the management. Therefore there should be strong support from management-PERISAI-academician towards academic excellence as required by RU universities.

It is further suggested that in order to have a strong leadership in PERISAI, the leader should possessed certain criteria to enable a leader with charisma should lead the PERISAI to enable voices of the academician is heard by the management. A good leader of PERISAI should possess the followings:-

- Must be a Senior Academician who is not holding any managerial position to lead PERISAI
- Must be locally and internationally recognized in the field of expertise and centre of reference for academicians

- A leader should be visionary leader who can foresee the present and future of UMS which affects the livelihood of the academicians
- A leader who cares for the members and knowing what matters to each members such as their interest, hope and fears
- A leader who stay close to the members to at least to say 'hello' to every members
- A leader should also continuously train the members by utilizing the expertise and knowledge among members to benefit the members
- A members should grow and inspire the members to embrace the academic culture

In essence, the idea of having a good leader is to have someone to listen to the voice, ideas and thoughts of the academicians and be able to represent the members without fear to the management respond. The need to change the leader is very crucial so that the academicians will feel protected in an environment of uncertainties in UMS.

1.11.4 Academicians

The research findings are an evident that the academicians has lack of trust and confidence on the leadership of PERISAI. It is also an evident that most of the academicians is ignorant when comes to PERISAI issues. Therefore, It is very important that PERISAI realizes that embracing the academic scholarship is what the academicians looking for apart from the monetary values matters. Therefore in order to put PERISAI at its rightful place it requires PERISAI to immediately find ways to transformation the leadership style and thus restructure the whole organization for the benefit of all academicians in UMS. It is hope that the followings will be the right move for the academicians in UMS.

- To put trust and confidence to PERISAI as their representative
- To share in giving ideas, expertise and knowledge to PERISAI to benefit the academicians
- To give more space to PERISAI to execute its duty
- To accept PERISAI as a place of reference for information and communication

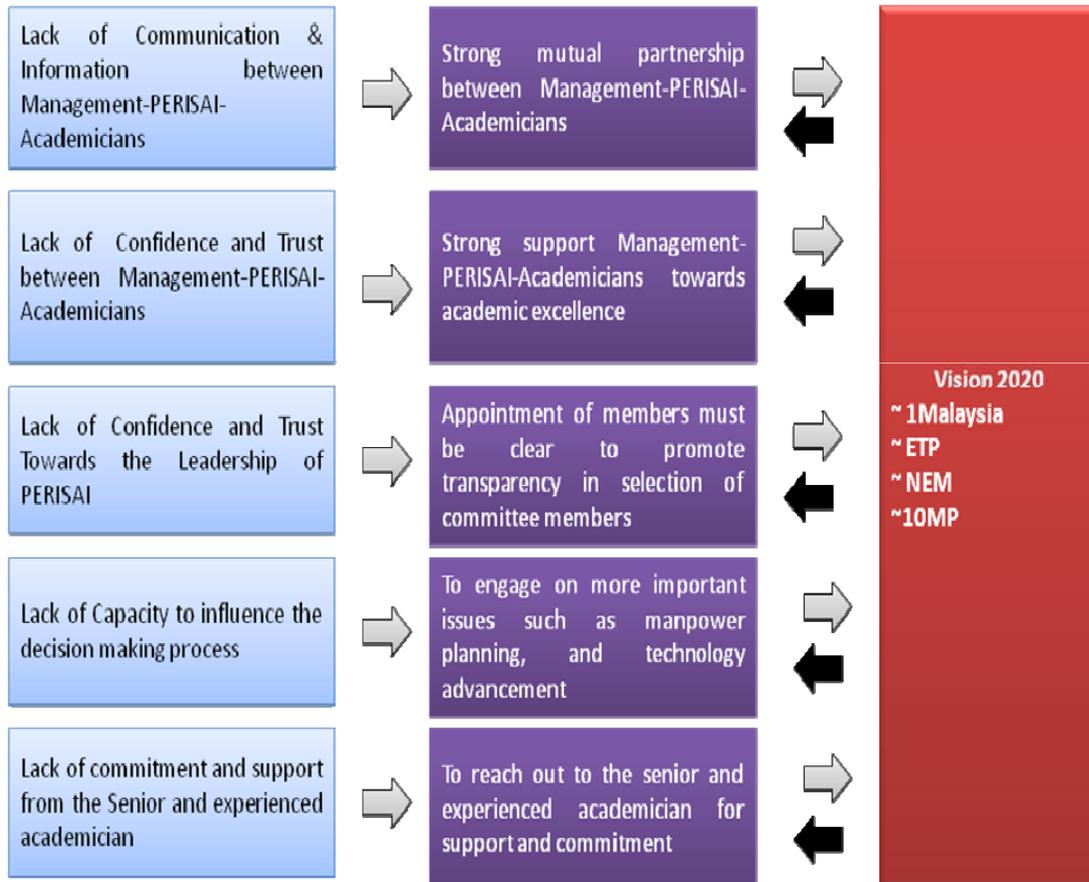
It is therefore very crucial that academicians is expecting PERISAI to play more important role in voicing out important and strategic issues together with the less important issues with the management. It is strongly belief that if PERISAI transform itself to a more effective, more academicians will be joining as members. This is very important so that PERISAI can engage in more important and strategic issues such as manpower planning and technology advancement for benefit of the academicians at large in UMS.

Conclusions

In summary of the above, a serious transformation is highly recommended to the existing relationship between management-PERISAI-academicians to achieve the RU status in year 2013. In pursuing the aspiration, the management-PERISAI-academicians should work together as partners to ensure that the objectives will be achieved. Continuous effort should be done to

ensure that UMS continue to attract the best people to be in UMS by offering better scheme of service and better working condition to them. Therefore it is recommended that PERISAI to go for a serious transformation programme as follows:-

Figure 1.2 Proposed Transformation of PERISAI



REFERENCES

- Arrigo, G. & Casale, G (2010) *A comparative overview of terms and notions on employee participation*, Labour Administration and Inspection Programme LAB/ADMIN, Working Document Number 8, International Labour Organization – Geneva , February 2010-09-16.
- Beardwell, I. and L. Holden, Eds. (2001). *Human resource management: a contemporary approach*. 3rd Edition, London, Pitman Publishing.
- Cabrera, E.L & Ortega, J & Cabrera, A (2002) *An exploration of factors that influence employee participation in Europe*. Universidad Carlos III de Madrid, Spain.
- Goodijk, R. (2010). *Social partnership in Europe: Some reflection*. Conference proceeding (CD) of the Regional Conference on Partnership Between Industry & Community, Kota Kinabalu, Sabah, 28-29 July 2010.
- Idrus, D (2001). *An examination of the contending factors shaping the role of state in Malaysian industrial relations*. Department of Management Stirling, Unpublished PhD thesis, Stirling.
- Harley, B, Hyman, J & Thompson, T (2005). *Participation and democracy at work; essay in honour of Harvie Ramsay*, New York. Palgrave Macmillian.
- Heller, F, E. Pusic, G. Strauss and B. Wilpert, Eds. (1998). *Organisational participation: myth and reality*. New York, Oxford University Press.
- Hyman, J, and R. Mason (1995) *Managing Employee Involvement and Participation*. London, Sage Publication
- Aminuddin, M (2009) *Essentials of employment & industrial relations*. McGraw Hill, Kuala Lumpur
- Aminuddin, M (2007) *Malaysian industrial relations & employment law*, 6th Ed. McGraw Hill, Kuala Lumpur.
- Marchington, M (1992) *Managing the Team: A guide to successful employee involvement*. Oxford, Blackwell Business.
- Marchington, M (1994) *The dynamics of joint consultation, personnel management: A comprehensive guide to theory and practice in Britain*. K.Sisson. 2nd Edition, Oxford, Blackwell.
- Markey, R (2001) *Introduction: Global patterns of participation. Model of employee participation in a changing global environment: Diversity and interaction*. R. Markey, P. Golland, A. Hodgkinson, Chouragui and U. Veersma, Aldershot, Ashgate.

Markey, R., and J. Monat (1997) *Invitation and employee participation through work councils; International Case Studies* . Aldershot, Avebury

Markey, R. (2006) “*The internationalisation of representative employee participation and its impact in the Asia Pacific*”. *Asia Pacific Journal of Human Resource* 2006 44: 342-363

Parasuraman, B. (2007) *An Examination of Employee Participation in the private sector: Malaysian Case Studies*. Unpublished Doctor of Philosophy, University of Wollongong, Australia

Parasuraman, B (2006) *Hubungan Industri di Malaysia : Pendekatan dan Amalan. (Industrial Relations in Malaysia: Practices and Approaches)* Dewan Bahasa dan Pustaka, Kuala Lumpur

Parasuraman, B (2004) *Malaysian Industrial Relations: A Critical Analysis*. Prentice Hall, Petaling Jaya.

Ramsay, H. (1983) *Evolution or cycles? Worker participation in the 1970s and 1980s*. In C. Crouch and P. International Yearbook of Industrial Democracy, Wiley, Ramsey (1977)

Rasiah, R (1994) *Capitalist industrialisation in ASEAN*. *Journal of Contemporary Asia*. Vol. 25, No 2, pp197-214

Mat Zin, R (1998) *Participative decision making in the public sector*. Universiti Kebangsaan Malaysia, Kuala Lumpur

Satrya, Aryana & Parasuraman, Balakrishnan (2012) Multi-dimensional Approach to Union Effectiveness- Case Studies from Indonesia & Malaysia, *The Indian Journal of Industrial Relations*, Vol 47, No 2,

Solomon, M (1988) *Industrial relations: theory & practice*, 3rd, Ed., Prentice Hall, Hertfordshire

Strauss, G (1998) *An Overview. Organisation Participation: Myth & Reality*. F. Heller, E. Pusic, G Strauss and B . Wilpert. New York. University Oxford Press

**Appendix 1: Interviews Conducted
Macro Research Findings on Direct and Indirect Participation in
The Public Sector in Malaysia**

Date	Respondents	Venue
24/05/2010	Senior Officer, Malaysian Trade Union Congress (MTUC)	MTUC HQ Office, Petaling Jaya,
25/05/2010	Senior Officer, CUEPACS	CUEPACS HQ, Kuala Lumpur
	Senior Academician, University Teknologi Malaysia	Alamandar, Putrajaya
27/05/2010	Government Official	Universiti Pertahanan Malaysia Office
02/09/2010	Employer from the Public Sector	Kota Kinabalu Office

Appendix 2: The summary of interview results
Macro Research Findings on Direct and Indirect Participation in
The Public Sector in Malaysia

EP from the Government, Academicians, Employers and Trade Unions' Perspectives

Respondent	Direct Participation	Indirect Participation
Academician	Refers to management activities such as ISO, TQM, QCC and the latest is the CPD. It is meant to discipline the staffs in order to achieve government goals and objectives. Staffs required to get involved and KPIs being set to enable them to achieve it.	An intermediary body or association being established. However due to the association has no CB, it is less powerful as compared to the private sector.
<u>Trade Unions</u> CUEPACS	Direct participation refers to management activities which drives the workers to work such as HR/TQM/QCC and ISO. Employees has no say when comes to direct participation.	Indirect refers to MBK/MBJ and more towards looking into the welfare and benefits of its members.
MTUC	Direct participation is management driven activities and here workers are not required to participate but get involved only.	In organisation such as in the public sector, where there is no CB, the workers participation is very minimum.
<u>Government Official</u>	We as the public service servants we have to follow the directive from the government. All the activities planned is to achieve the goals and objectives set by the government.	MBK/MBJ is very much a management lead mechanism. If you are not in equal footing with the management, how to be effective.
<u>Employer</u>	Refers to activity planned by the management to encourage employee participation. As public servants, employees are expected to follow the instructions.	It's an association of the same group representing the staffs by looking into the welfare and benefits of its members.