

THE ROLE OF TRADE UNIONS IN NATIONAL DEVELOPMENT

A Collection of Seminar Papers

from

Tripartite Forum held on 13.9.1992

at

Hilton Hotel, Kuching, Sarawak

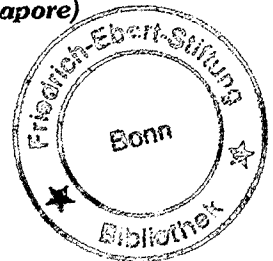
Edited by

Joseph Ko Tee Hock P.P.B., Ph.D.

*Malaysian Trades Union Congress
(Sarawak Division)*

*Friedrich-Ebert-Stiftung
(Singapore)*

**KUCHING, SARAWAK
Malaysia
- 1992 -**



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CONTENTS

	Page(s)
Introduction	iv - vi
Theme and Objectives	vii
Program	viii - x
Acknowledgements	xi - xii
1. Welcoming Speech by Organizing Chairman Mr. Mathew Jau, A.B.S., Secretary, MTUC, Sarawak Division	xiii - xiv
2. Speech by Mr. Arnold Wehmhoerner Resident Representative, Friedrich-Ebert-Stiftung (FES), Singapore Sponsor of the Forum	xv - xxiii
3. Keynote Address and Official Launching by Yang Berhormat Datuk Amar Wong Soon Kai, D.A., P.N.B.S., P.B.S. Deputy Chief Minister I, Sarawak	xxiv - xxx

Page(s)**INTRODUCTION****4. Theme Papers**

1. Theme Paper 1 Government's Perspective by Tuan Haji Talip Zulpilip Permanent Secretary, Ministry of Industrial Development	1 - 8
2. Theme Paper 2 Employers' Perspective by Mr Lee Hua Chiong Chairman of Commercial Employers' Association, Sarawak Finance Manager, Harrison's Trading (S) Sdn. Bhd.	9 - 17
3. Theme Paper 3 Workers' Perspective by Mr. William Ghani Bina, A.B.S. Chairman of Malaysian Trades Union Congress, Sarawak Division National Vice President, MTUC	18 - 28
Forum's Deliberations	29 - 30
Findings and Proposals	31 - 35
List of Participants	36 - 41
Notes on Contributors	42 - 46
Members of the Organizing Committee	47

Human resources are not only the instruments for, but also ultimate beneficiaries of development. In Malaysia, human resource development (HRD) is the key towards a future developed and industrialized society. And, its importance in realizing the transformational objectives of Vision 2020 is appropriately reflected in the setting up of a HRD Council in Sarawak, drawing its membership from both the public and private sectors. To be established in the State also is the Skills Development Centre, expectedly to be managed and operated by the private sector; this is in line with the government new emphasis under the Sixth Malaysia Plan to encourage increasing private sector participation both at the policy formulation and at the program implementing levels in building a human resource - led economy.

Proper HRD, however, requires not only methodologically sound research, studies and planning, but also effective program implementations, followed by continuous evaluations and adjustment to meet ever-changing institutional, supply and demand dynamics. And, these functions can only be realistically carried out through the joint cooperation and support of government, employers, and employees.

In Sarawak, the above three parties to development planning have always interacted in mutual understanding, harmony, and constructive partnership. This is partly facilitated through regular communications, especially through the holding of tripartite forums; more importantly, all participating parties contribute towards further growth in partnership by taking follow-up actions.

This publication is an example of such a follow-up action, arising from the Tripartite Forum on "Trade Unions and National Development" held on 13.9.92 at Hilton Hotel in Kuching, Sarawak; this Forum, as in the first Forum in 1991 was sponsored by Friedrich-Ebert-Stiftung, Singapore.

Compiling and publishing the Forum's proceedings are important not only for documentation purposes, but also to facilitate dissemination of information to a wider audience; more importantly, the publication provides a check-list of follow-up actions for all parties.

Besides the three opening addresses, this publication contains three theme papers, one each from the government, employee and union. It also contains the Forum's findings and proposals for actions by each of the three parties.

Finally, I would like to express my thanks to those in the Forum's Publication Committee for assisting me in the initial compilation of the proceedings, and subsequently in preparing the manuscript for publication.

Dr. Ko Tee Hock, Joseph

Editor

November, 1992

THEME OF FORUM

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*"The Role Of Trade Unions In National
Development"*

FORUM'S OBJECTIVES

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1. **TO FURTHER ENHANCE** the existing cordial relationship and good understanding between employers, government and trade unions in Sarawak for a more harmonious and conducive working environment towards achieving higher productivity.

2. **TO FURTHER INCULCATE** among participating organizations/parties, government, employers and employees, the importance of tripartism towards higher levels of socio-economic development in Sarawak.

**MALAYSIAN TRADES UNION CONGRESS/
FRIEDRICH-EBERT-STIFTUNG
1-DAY TRIPARTITE FORUM
13TH SEPTEMBER, 1992
HILTON HOTEL, KUCHING**

*Theme: "The Role Of Trade Unions In National
Development"*

PROGRAM

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8.15 a.m. - Registration of Participants

8.30 a.m. - Introduction to the Forum

9.00 a.m. - Arrival of Yang Berhormat
Datuk Amar Wong Soon Kai,
D.A. P.N.B.S. P.B.S.,
Deputy Chief Minister I, Sarawak.

- Welcoming Speech by
Mr. Mathew Jau, ABS,
Forum's Organizing Chairman
Secretary MTUC, Sarawak Division

- An Address by
Mr. Arnold Wehmhoemer
Resident Representative
Friedrich-Ebert-Stiftung (FES), Singapore

- **Keynote Address and Official Launching of Forum** by Yang Berhormat **Datuk Amar Wong Soon Kai**,
D.A, P.N.B.S., P.B.S.,
Deputy Chief Minister I, Sarawak.
- Presentation of Memento to Guest of Honour by Chairman, MTUC, Sarawak Division.
- 10.00 a.m.** - REFRESHMENT
- 10.30 a.m.** - Forum Commences
Chaired by **Dr. Joseph Ko Tee Hock**,
P.B.B., Ph.D. Vice Chairman of Malaysian Association of Productivity, Sarawak Branch
- Theme Paper 1 - The Government's Perspective by **Tuan Haji Talip Zulpilip**
Permanent Secretary
Ministry of Industrial Development
- Theme Paper 2 - The Employers' Perspective by **Mr. Lee Hua Chiong**
Chairman of Commercial Employers' Association of Sarawak
Finance Manager Harrisons Trading (S) Sdn. Bhd.

- Theme Paper 3 - The Workers' Perspective by **Mr. William Ghani Bina**, A.B.S.
Chairman of MTUC, Sarawak Division
President of Sarawak Teachers' Union
National Vice President, MTUC
- 11.30 a.m.** - Questions and Answers/Workshop
- 12.30 p.m.** - LUNCH
- 2.00 p.m.** - Workshop Continues
- 3.00 p.m.** - REFRESHMENT
- 3.30 p.m.** - Plenary Session
 - Presentation of Group Reports
 - General Discussion
 - Adoption of Reports and Recommendation
- Presentation of Mementoes to Speakers and Chairman of the Forum
- 5.00 p.m.** - Forum Ends

ACKNOWLEDGEMENTS

The Organizing Committee of the Forum and the Malaysian Trades Union Congress, Sarawak Division would like to express our heartfelt gratitude and appreciation for the presence and support of the following in making the Tripartite Forum a success:

1. Yang Berhormat
Datuk Amar Wong Soon Kal, D.A.P.N.B.S.P.B.S.
Deputy Chief Minister I, Sarawak
 2. Tuan Haji Talip Zulpilip
Permanent Secretary
Ministry of Industrial Development
 3. Dr. Joseph Ko Tee Hock, P.P.B.
Vice Chairman of the Malaysian Association
of Productivity, Sarawak Branch
 4. Mr. Lee Hua Chiong
Chairman of Commercial Employers' Association
of Sarawak
Finance Manager, Harrisons (S) Trading Sdn. Bhd.
 5. Mr. Hong Kam Weng
Assistant Director
Department of Industrial Relations
 6. Mr. Senlan Malie
Trade Unions Officer
Department of Trade Unions Affairs
 7. Mr. Ho Chum Fong
Secretary of the Chinese Chamber of Commerce
 8. Mr. Arnold Wehmhoerner
Resident Representative
Friedrich-Ebert-Stiftung (FES), Singapore
Sponsor of the Forum
 9. Management and Staff of Kuching Hilton
 10. Members of the Press
 11. Participants of the Forum
 12. Members of the public present at the Forum
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1. Friedrich-Ebert-Stiftung (FES)
Sponsor for the printing costs
 2. Editor
Dr. Joseph Ko Tee Hock, P.P.B.
Vice Chairman of the Malaysian Association
of Productivity, Sarawak Branch
 3. Forum's Publication Committee

**WELCOMING SPEECH
BY**

MR. MATHEW JAU, A.B.S
Organizing Chairman
Of The Tripartite Forum
(Secretary Of Malaysian Trades
Union Congress, Sarawak Division)

On behalf of the MTUC, Sarawak Division, I would like to welcome and thank YB Datuk Amar Dr. Wong Soon Kai for his very special and kind presence here this morning and for having kindly consented to deliver a keynote address and words of advice to us at this Tripartite Forum. YB Datuk Amar Dr. Wong Soon Kai's presence among us today also further proves that the role of trade unions and MTUC in Sarawak is receiving fair and healthy attention and co-operation from the State Government.

On our part, we will continue to play our supporting and complimentary roles to ensure the continuation of our present cordial and mutually fruitful co-operation.

As the Organizing Chairman of this Forum, I am very impressed and appreciative of the very good support we get judging by the presence of representatives not only from the unions, but also from the government and employer(s),

In appreciation of your participation, we will submit to your departments and organizations the findings of the Forum. So as to ensure the success of the Forum, I appeal to all the participants to participate fully throughout the day, especially throughout the workshop.

The effectiveness of this Forum would be further enhanced if the various participating parties also take into consideration matters raised in this Forum at the management, government, department and union levels.

In conclusion, I wish all participants every success during this 1-Day MTUC/FES Tripartite Forum.

Thank you.

**AN ADDRESS
BY**

MR ARNOLD WEHMHOERNER
Resident Representative
Friedrich-Ebert-Stiftung (FES),
Singapore
Sponsor Of The Forum

WELCOME

I am taking great pleasure in welcoming all of you on behalf of the Friedrich-Ebert-Stiftung. I like to extend a special welcome to the Honourable Deputy Chief Minister, Datuk Amar Dr. Wong Soon Kai, for having kindly agreed to officially open this Forum. I am also grateful to the participants from the employers' side and the government's side for having come here on a Sunday.

CONTINUITY OF DIALOGUE

I am glad that after one and a half year the organiser, the MTUC Sarawak Division, has managed to organize a second Forum. This will make it possible to continue the dialogue between the three parties in Sarawak.

OBJECTIVES OF FRIEDRICH - EBERT - STIFTUNG

At the last Forum, I have outlined why the Friedrich-Ebert-Stiftung is supporting this kind of activities.

This time, I can keep my remark in this respect brief. One of the FES's objectives is to enhance the industrial relations system mainly through the education of trade unions which, we believe, are the weaker part in the industrial relations system. Tantamount to the smooth functioning of the industrial relations system is the continuous dialogue between the three parties and through this activity we are aiming to support this process. This is of particular interest to Sarawak, because the industrial relations system is fairly new here and through these dialogues the system will be on the right footing from the beginning.

IMPORTANCE OF NATIONAL DEVELOPMENT TO TRADE UNIONS

Today, we will be looking into the role of trade unions in national development. Let me start like this: In any basic trade union education course we will tell the new member that "one doesn't slaughter the cow that gives milk". This is a basic understanding among trade unionists, because only if higher profits are made, will the company be able to pay higher wages and to give better benefits to the employees.

If we continue along the line of this picture, then one could say that "a cow can only grow healthy on green meadows". Only if the national economy is in a viable state

and in a balanced path of development, will companies be able to prosper. Consequently, that means trade unions can expect better conditions in a successfully organized national economy. National development, therefore, will and is of tantamount importance to trade unions. Two questions will come up in connection with this: Firstly, what roles can trade unions play in this process? Secondly, are trade unions equipped to play the expected roles?

TRADE UNION'S PART IN NATIONAL CONSENSUS

Before I go into answering these questions, we like to keep the following in mind: there are different models of national development, some are based on a planned economy, some are based more on market systems. Some national development plans give higher consideration to the impact on environment than others. The past NEP (New Economic Policy), for example, was looking into the re-distribution effect of national growth, while the Vision 2020 concept is basically a goal setting exercise in visionary development.

If there are different models, then various actors in the economic process of the national economy can have different views on how national development should be designed and carried out. In order to have a smooth development process, it would be necessary to find a

national consensus among all groups. Trade unions should be part of this consensus process. They should be accepted as a partner in these discussions. I believe this is an important pre-condition; trade unions must be given the chance to play a role in national development. If trade unions are condemned from the outset as trouble-makers, then any kind of participation on their part will be difficult.

CHECK AND BALANCE FUNCTION OF TRADE UNIONS

Coming back to the role of trade unions in national development, let us turn our attention to the first question: "What roles can trade unions play in the process of national development?"

The economist Galbraith has spoken of the "check and balance functions" of trade unions. In the model of economic growth, this means that trade unions could look into the effect of national development on, for example, income distribution. Does the rich get richer or does the poor get poorer? If this is the case, then the task of the trade unions would be to ask for government's greater attention towards better distribution. Another area of attention for trade unions is the social security system. What happens to those who have been left out of development; for example, the unemployed, those who cannot be retrained to meet the needs of a modernising

society, and those who have become victims of occupational accidents. The question is: "Is there a comprehensive system of social security that is in line with growing industrialization and does this system meet the requirements of a human society.

There are other examples for a proper check and balance function of trade unions. The two examples that I have mentioned should be sufficient to explain this role.

HARMONIOUS INDUSTRIAL RELATIONS

Trade unions are vital partners in an industrial relations system. This does not need much explanation today as we have an audience of experienced industrial relations practitioners. If there is a sound dispute settlement machinery, then there will be less labour conflicts which will guarantee higher economic outcome. However, we should keep the following in mind: even where there is a mutual consensus on the working of an industrial relations system the basic conflict between capital and labour will still remain. The owner wants more profits and the worker wants higher wages. This difference cannot be talked away. A harmonious industrial relations system means that this basic conflict be solved in a rational manner with as few disturbances as possible.

CONTRIBUTION TO HUMAN RESOURCES

Education is of central importance to trade unions, because through education members are kept together. Because of education, trade unions are able to function as a mini democracy; participatory processes are only possible if members are educated enough.

The effects of this continuous program of education of trade unions have been to provide the society with better educated and more responsible workers. Such workers are more confident and alert and this creates sometimes difficulties for a management that still relies on a paternalistic master-servant relationship in handling their employees. In the long run, however, better educated and better equipped workers will be an advantage in a modernizing industry which requires independent work attitudes and responsible behaviour.

In this connection, it is interesting to note that there have been a continuous brain-drain from the trade unions. Trade unions officers usually undergo tremendous personal development through education, either provided for or achieved through self-education. Therefore, it comes as no surprise that many of them have been promoted to management level or have changed sides to become personnel managers. Recently, I experienced such a case. The Friedrich-Ebert-Stiftung

supported this year the visit of a tripartite delegation to Germany to study the German industrial relations system. The group consisted of two officers from the Ministry of Labour and Human Resources, two representatives from the Malaysian Employers' Federation and two trade union officers. After their return from Germany, one of the trade union officers became a personnel manager in a company of some size. And, I cannot blame him; now he is earning three to four times what he was earning as a full-time trade union officer, and probably his job has become much easier.

ECONOMIC PROJECTS

I will not go into the contribution of trade unions to national development through economic projects, because this is so far of little importance in Malaysia and especially in Sarawak. There are, however, examples of this in Singapore where trade union's contribution to national development is made through supermarket chains, taxi co-operatives and insurance companies run by the trade union movement.

STATE OF TRADE UNIONS IN MALAYSIA

Now, let me draw your attention to the second question: "Are trade unions equipped to play the expected roles?"

Let us take a look at the situation of trade unions in Malaysia. There is a split into several national centres so that the trade union movement cannot speak with one voice. The movement is atomized into hundreds of small in-house unions which are too small to support trained full-time trade union officers. Furthermore, membership fees are too low; there are roughly at the level of the 1960s. This is insufficient to run a proper trade union organization thirty years later. It is difficult to get an increase, because the law (probably correct though, in order to avoid abuses) requires that in a secret ballot all members agree to membership fee increase. It is difficult to get a trade union majority in the present situation with a prevailing anti-trade union image. This makes it also difficult for unions to get new members in order to widen their power base or to form new unions.

I will not be quiet on the dark side of the Malaysian trade union movement. There is personal rivalry which prevents firm leadership and co-operation among different trade unions. There have been cases of corruption and abuse of leadership. Malaysian trade unions and their leaders still have to work hard if they want to meet the requirements of a modern Malaysia.

During the two years of my work with trade unions in Malaysia, I have experienced a lot of disappointments. But I have also been impressed by some very hardworking trade union leaders who have to handle 40 to 50 collective agreements over a period of three years, who successfully defend cases against professional lawyers in the labour courts and who run their unions in a very efficient and still democratic way.

ROLE OF EMPLOYERS AND GOVERNMENT

What has to be done? In the long-run, world markets will force Malaysia to up-date its economic policy of export orientation based on the advantage of low labour costs. Industrial relations system and the trade unions have to grow in tandem with this development to a more complicated, challenging economy. In the process of national development, trade unions can only fulfill their roles if an appropriate environment is provided. It may sound contradictory to government and management representatives here today. But, in the long-run it will be beneficial to national development, if you support the development of viable and responsible trade unions. Trade unions in Malaysia have contributed in a positive way to national development, and I am convinced that they will be able to increase and improve this contribution if given the chance.

KEYNOTE ADDRESS AND OFFICIAL LAUNCHING OF MTUC/FES TRIPARTITE FORUM BY

**YANG BERTHORMAT
DATUK AMAR DR. WONG SOON KAI
D.A., P.N.B.S., P.B.S.**

**Deputy Chief Minister I And Minister
For Infrastructure Development**

First of all, I wish to commend the efforts of MTUC (Malaysia Trades Union Congress), Sarawak Division, in organizing this "Tripartite Forum". The theme of this Forum, "THE ROLE OF TRADE UNIONS IN NATIONAL DEVELOPMENT" reflects the commitment and sincerity of your organization in making positive contributions to national development.

NEW ERA

Ladies and gentlemen, we are today at the threshold of a new era, an era that has spelt out to us both challenges and opportunities within the country and internationally. On the home front, Vision 2020 is our national commitment and aspiration with the ultimate aim of making Malaysia a truly developed and industrialized nation by the year 2020. Internationally, the collapse of Communism has brought to its end the East-West conflicts

as well as the big-power rivalry. Today, we are also in the midst of establishing a new world order, an order with economic interest becoming the central focus in forging international relationship between nations.

Malaysia, however, is a small nation by comparison with many other nations. But we can and certainly make meaningful contributions towards world peace and human development if our own national development - be it economic, education, culture, social, welfare, or political could attain a comparable level with that of advanced and industrialized nations. Therefore, Vision 2020 gives us the national framework with the common objectives of having a national development that can transform Malaysia into an advanced and industrialized nation within the next 3 decades.

TRIPARTITE PARTNERSHIP

Ladies and gentlemen, the tripartite partnership in our national development requires closely-knitted co-operation and collaboration among the employees/workers, the employers and the Government. There is a common Chinese saying, "The tripod can only be in a stable position by having all its legs firmly in support of each other". The same can be said about the tripartite relationship which is between the employees, employers

and the Government - all the three partners must co-operate and support each other so that there is a stable and conducive environment for meaningful economic growth and a progressive national development. As such no one party could ignore the interest and role of the other two partners; nor could any one lose sight of the overall national interest and aspiration. The role of trade union in our national development is therefore not an exclusive one, i.e. working solely for the interest of employees and workers. In fact, the rights and interest of the employees and workers could only be fairly protected if our economy is healthy, if we have political stability, and if all the three partners - the employees/workers, employers and the Government stand to benefit from the fruits of development and economic growth.

DEMOCRACY BY CONSENSUS

Ladies and gentlemen, Malaysia practises democracy. But our democratic system is not the exact mould or duplication of the West, the one that practises liberal democracy. Our Barisan Nasional Government has developed our own pattern of democracy, which is democracy by consensus. This politics of consensus has assured that the rights, feelings and interest of every community and sector is being taken care of through the process of negotiation, consultation and compromise.

Since Independence, this system of democracy has been working very well, because our democracy by consensus is derived from our long-tested experiences with our complex, social and political background. The same can also be said about our trade union; our trade union should be developed with its own character, having its own priority and values. In short, our trade union shall promote the interest of employees and workers within the overall national context of Malaysia. Therefore, the role of trade union must be in consonance with the national aspiration, and as such Vision 2020 shall form the guiding principle in what we advocate and practise in national development.

We have very few things, indeed, to learn from the trade union counterparts of the West. Sometimes, their non-compromising union actions have forced some of their companies or enterprises to be closed down; and, this could cripple their national economy in the long run. Their union demands for higher pay which is seldom based on increased productivity. With such a self-centred unionism which is only interested in their exclusive rights and benefits for the employees, little heed is paid to the adverse effects on the employers and the national economy as a whole. In the end, companies suffer, employees also suffer and the country ultimately suffers

too. For many years, they have been preaching their version of unionist crusade to their counterparts in the developing world. They lay down a set of standards in unionism of which the trade union movement in the developing countries like Malaysia, shall be judged and appraised. We know all too well that if we were to follow their "standards", many of our factories would lose their competitive edge internationally. When companies get closed down or moved elsewhere, the immediate and direct victims shall be our own people. May be this is their ulterior motive to see that some of these factories are wrapped up and moved back to their home base so as to solve their own high unemployment problem.

NATIONAL DEVELOPMENT

As a developing nation we have very few options; our primary concern is to expand our economic cake so that there are employment opportunities for more people. Malaysia have gained from the relatively lower wages all these years by attracting more foreign capitals to our country. The capital influx has generated more jobs for our new labour entrants and other unemployed people.

Today, we could almost achieve near full employment level, and one of the reasons is that our trade union can co-operate with the employers and the Government to bring about a robust economy. Most of our union members

and employees have had the mutual trust in creating a more conducive environment by attracting more foreign investment and an uninterrupted national development and economic growth.

As the regulatory body, the Government would, however, make certain at all times that the legitimate rights and interest of the employees and workers are being protected. In order to check the exploitation of the employees by some unscrupulous employers, our Government has introduced legislation to protect the employees/workers. We believe in fair play and the Government is thus committed to creating an equitable society based on justice and compromise.

Trade union is not a political party. Therefore, union leaders should not make use of the union as a facade to advocate their political inclination and ambition. For Vision 2020 to become a reality, Malaysia needs more leaders of quality, knowledge and skills in all fields. Our trade union should channel more resources order to enhance the standard and qualities of their members. As union leaders, you have the task of motivating and inspiring your members to be more responsive, responsible and disciplined so that the trade union can become one of the main fore-runners in bringing about national development. Only a responsive and disciplined

trade union could help this country achieve the status of an advanced and industrialized nation in the next 28 years.

TOWARDS VISION 2020

Ladies and gentlemen, we can look to the East and learn the many success stories of Japan and South Korea. Their successes have not come by chance but through sheer hardwork and discipline, right from the government, industrialists to professionals, employees and the workers. We are fortunate to be born at this age as the torch-bearer of Vision 2020. But we need all the hardwork, many more painful sacrifices, and much discipline either in our jobs or in the execution of our duties so as to bring about fruition to Vision 2020. I salute to the role of trade union in national development; let us encourage each other to work hard, to think more, to do more, and to accomplish a lot more so that by the year 2020 we could recall without regrets that we have made tangible contributions to that mission!

THEME PAPER 1: THE GOVERNMENT'S PERSPECTIVE

BY

TUAN HJ TALIP ZULPILIP
Permanent Secretary
Ministry Of Industrial Development
Sarawak

The concept of the union with limited and confined role belongs to a bygone era. No longer is the movement a mere vehicle to unite workers and champion for their rights only. The situation in modern society has changed, and any progressive trade union movement has a wider role to play. Nowhere is this change and enhancement of role better illustrated than in developing countries. In the context of developing nations the trade union movement is not a passive bystander but rather an active participant in the national development process. It can influence the rate, quality and even direction of national development.

ROLE OF TRADE UNION MOVEMENT IN NATIONAL DEVELOPMENT

Traditionally, the role of the trade union is viewed in a very confined manner, mainly to represent the interests of workers. While this limited role is still partly valid in a way, the modern day trade union movement must be accorded a wider scope, for rightly so much more is expected of it.

This may reflect a change of attitude or perception among unionists, but it may also signify a general realization that the movement has a lot more to offer the society at large. Instead of fighting for the rights of workers alone, the trade union movement can contribute to the well-being of the society as a whole. Thus, in its wider perspective the role of the trade union in national development can be viewed as follows:

- (1) Catalyst in Social Change and Justice,
- (2) Mainly responsible for Harmonious Industrial Relations, and
- (3) Contributing to Human Resources Development.

The three additional roles above are by no means comprehensive. However, they sufficiently demonstrate the major departure from the erstwhile confined concept of trade union movement.

CATALYST IN SOCIAL CHANGE AND JUSTICE

A well organized labour movement wields tremendous power. This power when used properly and judiciously can convert the trade union movement into an agent for social change and justice. In the past, the movement has successfully uplifted the economic status of workers. This in turn brought about other changes in the social position

of the masses. It broke down social barriers and brought forth social mobility. The movement has put the concept of equal opportunity to all members of society, regardless of one's origin or station in life. In the process, it has turned many stratified societies into classless societies. The examples are numerous, and all fair minded people can justifiably be proud of the achievement of the trade union movement, regardless of whether one is an ardent unionist or a non-unionist. What is equally important is that the trade union movement has brought about social change without too much upheaval or even bloody revolution. Thus, it is fair to expect that the trade union movement would continue to promote social change and ultimately be the defender of social justice.

HARMONIOUS INDUSTRIAL RELATIONS

With the tremendous influence it wields, it is well within its means for the trade union movement to determine or dictate the nature of industrial relations. In this respect, the influence of the trade union is most prevalent. And thus far and at the risk of being branded as overly proud of the trade union movement in this State, it could be safely claimed that the movement has promoted harmonious industrial relation in Sarawak. It is not the intention to take away any credit from employers or the Government, but without the strong lead by the union movement industrial harmony would be virtually impossible.

The existence of harmonious industrial relations in the State is manifested by the lack of prolonged and protracted industrial disputes, strikes or lockouts, industrial disruptions commonly found elsewhere. The harmonious state of industrial relations in Sarawak owes its origin to the responsible attitude adopted by union leaders and members alike. It could be said with great confidence that harmony is an integral part of life in Sarawak, a tradition which we all could be proud of and hold dearly as a precious heritage.

The harmonious industrial relations determine the attractiveness of Sarawak as a place to do business in whether it is in agriculture, mining, trading or manufacturing. When investors decide on a place, the state of the industrial relations is of paramount importance. Together it ranks highly with political stability, incentives, and generous endowment in natural resources. Thus, a harmonious industrial relation could be deemed an "essential" in promoting an overall a conducive investment climate.

DEVELOPMENT OF HUMAN RESOURCES

Traditionally human development is seen merely as the function of the education system, and its further improvement as the responsibility of employers who ought to provide the additional training. The situation has

changed over the years. The trade union has a direct role to play in the increasingly complex development of human resources. This notion gains greater credence in recent years.

In the development of human resources, the trade union movement can be an active participant if it chooses to. Here its impact could be formidable. In short, the trade union movement could be instrumental in effecting changes and improvement in human resource development. At our stage of development, still very much at a transition between agricultural and industrial economy, the role of the trade union movement in accelerating the change in attitudes of the workforce is crucial. This change is indeed essential, because of its bearing on the improvement of the quality of the workforce. For instance, the trade union movement could facilitate changes that would lead to 'new' attitude or work ethics like:-

- (1) Sense of punctuality.
- (2) Work within structured organizational hierarchy.
- (3) Teamwork.
- (4) Safety awareness.
- (5) Sense of urgency.

These are some of the changes related to modern factory operations which may not be prevalent in the traditional workplace. The trade union, apart from management, could also accelerate the pace of adaptation for workers. The pace of adaptation or change determines the rate of transformation of the labour force from its traditional/agricultural orientation to that of a modern, productive and competitive workforce.

TRADE UNION POWER

The power of the trade union emanates from the collective power of its members. This power by nature transcends the union movement itself, and pervades virtually all aspects of society. How the power is wielded and exercised would determine the influence of the trade union movement in society. A responsible union movement without doubt is a formidable factor in overall development efforts. Conversely, an irresponsible union could be a destructive force, laying to waste numerous noble development efforts.

However, in order for the trade union to become a meaningful factor in national development process, a number of conditioning must be met. The minimum prerequisites are as follows:

- (1) Well organised in terms of its leadership and management.

- (2) Responsiveness towards its environment.
- (3) Emphasis on negotiation rather than confrontation.
- (4) Benefits accrued to members.
- (5) Mutual linkages between trade union movement, employers and Government.

These are some of the basic requirements for a positively responsive and responsible trade union movement. The true value of the trade union movement is enhanced and realized when it becomes a positive force, contributing to the general well-being of society.

In expressing views on the role of trade union movement, it must be fully realised that there is a prevalent negative connotation which the word "union" or "unionism" evokes. While personally you and I do not subscribe to this view, the negative image stems largely from the action or attitude of the irresponsible or unreasonable unionists. Their number might be small, but it is a fact of life. Just like in any other group, there is always a rotten apple occasionally. However, Malaysians are fortunate that irresponsible unions are in the minority and their influence at this stage is still minimal. This augurs well with the aspirations of transforming Malaysia into a developed nation. Keeping irresponsible unionism to a manageable minimum is crucial, if the movement is to continue to be

part and parcel of national development.

By and large, the union movement in this nation is characterized by its sense of responsibility and patriotism. Its leaders are generally enlightened. This is one aspect as Malaysians we all could be proud of, a tradition worth nurturing and to be preserved for the common good.

From my humble perspective as someone involved in a small way in promoting investment and hence industrial development, the healthy state of the trade union movement is a God-send. It provides Sarawak in particular and Malaysia in general the edge in competing for the investment fund either domestic or foreign. It has helped to complement the efforts made by the Government in promoting investment.

CONCLUSION

In tandem with the changing situation in society the role of the trade union movement has also undergone profound transformation. What started as a vehicle for workers welfare and rights has now become a major factor in the national development process. In years to come, the role of the trade union would continue to increase. Ultimately, however, the magnitude and extent of the trade union influence in shaping the destiny of the nation depend heavily on the way the union movement conducts itself.

THEME PAPER 2 : THE EMPLOYERS' PERSPECTIVE

BY

MR. LEE HUA CHIONG
Chairman Of The Commercial
Employers'
Association Sarawak

Ladies and Gentlemen, on behalf of the Commercial Employers' Association of Sarawak (CEAS), I would like to thank MTUC for inviting us to present our views on the role of trade unions in national development from the employers' perspective.

NATIONAL DEVELOPMENT

First of all, I would like to start by asking the question "What is national development?" My parents visited mainland China some years ago. When they came back, my mother told me how lucky we all are to be living here in Malaysia. Life is so much more comfortable in our homeland, Malaysia.

My colleagues also just came back from Vietnam after an incentive trip. One of them said Ho Chi Min City must be some 20 years behind Malaysia.

In Kuching, during my childhood, I remember the tedious long boats trips to Santubong. Today we could take a comfortable car ride to Damai in 40 minutes.

This is what we mean by development, progress and advancement.

We can only know how fortunate we are only after seeing the backwardness of other less developed countries. This then is national development.

We have a developed country with a highly organized economy and advanced infrastructure. We have a development area where new industries are encouraged in order to create jobs. Hence, we are quite clear when we speak about national development to mean building up our country in terms of infrastructure, developing our economy and industry, enhancing the well-being and welfare of our people in terms of per capita income, growing affluence and improving the government of the country.

Thus, we hear so often of social, economic, industrial and political development. Our well-beloved Chief Minister Yang Amat Berhormat, Datuk Patinggi Haji Abdul Taib has been fondly given the title "Father of Development" for his vision and efforts in developing the State of Sarawak.

WHAT THEN IS THE ROLE OF TRADE UNIONS IN NATIONAL DEVELOPMENT?

Trade Unions can play either a positive and constructive role, or a negative and destructive role in national development. We read in the newspapers so often the tirades of government and union leaders and officials. This is particularly so in Peninsular Malaysia, where we hear about human rights issues, the environmental issues, the ISA, the Lord President, the politicking, voices raised in anger and so forth. One wonders whether this is a positive or negative activity; the issues are very militant and confrontational.

In Sarawak, the Trade Unions are more sensible. We are all very lucky and thankful for this. Instead of confrontation, there is a spirit of consultation. In place of anger, there is the voice of reason. Negotiations are conducted in a sensible and friendly manner. We seldom hear of pickets or demonstrations. There prevails a spirit of give and take from all sides.

I am very sure the genuine government leaders, the sincere trade union leaders, and in the case of business entities, the caring management and the concerned employers, are all in agreement when we say "Let us all do away with negative and destructive elements for these will destroy the well-being and welfare of all, employers

and employees alike. Let us promote only what is truly positive and constructive".

THE POSITIVE AND CONSTRUCTIVE ROLE OF TRADE UNIONS IN NATIONAL DEVELOPMENT

What are the things that are positive?

Positive means clear and definite, with no possibility of doubt.

Positive means providing proposals, suggestions and help.

Positive means to be optimistic.

To have positive thinking means a determined mental attitude that helps one achieve success. Positive development means progress. Positive means a happy workforce, happy employees, happy management, happy shareholders. Magnify these, and you get a happy and positive nation and country. People are a company's greatest asset. A positive trade union will help to nurture this greatest asset. How then do trade unions contribute to national development?

HAPPY WORKFORCE

Obviously, by helping to maintain a happy workforce, happy employees and a happy family. To have satisfied employees, the trade unions, as with a caring management, must play its part to ensure that their

members are well and fairly treated in all aspects of their working life, from financial reward, fair remuneration, to decent conditions of work and security of employment.

Datuk Eric Cheah was featured recently in Business Trends over a TV network. He stated one of the main reasons why the company he took over was able to turn around was because he was able to identify with the people at the grassroot level. The people are what make the company tick, he firmly said. Datuk Eric Cheah is no doubt very much a management genius, well respected by all and a union man at heart.

LOW STAFF TURNOVER

Staff turnover is a critical matter to management. The costs of recruiting and training go down the drain when valued and experienced staff leave for all sorts of reasons.

Why do staff leave? For a variety of reasons.

1. greener pastures (more pay and better prospects)
2. work not appreciated
3. poor working conditions
4. stagnation
5. low motivation
6. unfair treatment e.g. nepotism

By representing the employee, maintaining close liaison and friendly discussions with management, trade unions can assist to prevent high staff turnover. Employers surely would want to keep their best workers.

By adopting a balanced attitude, the trade unions can play a crucial role, and assist the employers to get the best out of their workers and the best for the workers.

REWARD FOR EFFORT

Like a family, nobody would want to reward workers who have no drive or initiative, or who are lazy. Recently, one Supreme Court Judge commented that only the lazy workers are afraid of privatization. I take his comment to mean all conscientious people, employers or employees alike are not afraid of hardwork for greater productivity, efficiency, competency and higher rewards.

FAIRNESS

Many Pos Malaysia workers, I am sure, agreed with the Minister of Human Resources, Datuk Lim Ah Lek when he said it was unfair for Pos workers to pay half of the M\$381,000 in compensation for the refund cheques fraud. "It is not fair to penalise the innocent Pos Malaysia workers", Datuk Lim declared.

I was surprised to note that the Pos Malaysia Unions were not happy about a third party interfering in the matter, that

this was an internal Pos Malaysia affair. Perhaps the reason was that it only cost the Pos employees M\$10 of their pocket to contribute to the compensation. I wonder if such a generous gesture would be accepted if the Pos workers were asked to contribute say M\$1,000 each.

Personally, I think Datuk Lim Ah Lek is a brave and caring Minister and I agree with his stand on principles.

DO WE NEED TRADE UNIONS?

I remember once asking a staff "Does our Company need a trade union?" As long as there are people like Datuk Eric Cheah and Datuk Lim Ah Lek and caring people from top management and employees alike, the answer is, of course, a sound "No!"

However, and unfortunately, the truth and reality is not all people are the same. Otherwise, in this world, there will be no wars, no bloodshed, no injustices, no crimes, and we would not need soldiers, policemen, lawyers, judges and certainly we would not need trade unions. To protect against the unfair employer, we need the strength, unity and voice of a balanced trade union. Hence, trade unions serve to act as a check and balance against injustices to the oppressed worker. By helping to arrest the injustices which cause unhappiness to people and the

environment, the trade unions will be playing a strong constructive and positive role in society. Its role in national development is, therefore, very fundamental.

VISION 2020

Vision 2020 is almost a cliché. We hear it almost everyday. We are supposed to build a caring society. By caring for the needs of its members and assisting employers to maintain a satisfied workforce, the trade unions will positively be contributing to this Vision. The employees must be constantly reminded that they too must play their caring role, that is to care for their company.

The country is made up of people like you and me. If we care, the country prospers. If we do not care but are selfish, only segments of the community will benefit. Come full circle, the wheel of disaster will befall all. The basic unit of society and of a country is the family unit. In all families, there are breadwinners. A nation of successful and satisfied breadwinners will breed a happy nation.

A happy nation in turn can focus its attention to advancement in terms of better infrastructure, strengthening its economy by tapping its rich natural resources, providing higher income and spending power for all, creating jobs and offering better conditions of work for all. We will then have a highly organized economy and

contented workforce. Malaysia, then will be in the forefront, and it is heading this way, because it is a happy progressive nation with strong leaders supported by caring Malaysians from all races.

By playing its critical and balanced role, trade unions can effectively, positively and constructively contribute to Malaysia's continuing development and progress in all spheres of life and make it a powerful developed country in time to come.

THEME PAPER 3 : THE TRADE UNIONS' PERSPECTIVE

BY

**MR. WILLIAM GHANI BINA, A.B.S.
Chairman, MTUC, Sarawak Division**

On behalf of the MTUC, I wish to thank you all for being with us at this one day Forum.

The role of trade unions in national development is an important issue, worthy of our attention and serious deliberation. My paper will emphasize on Sarawak. I will touch on the following issues:-

- a) The general scenario we are in
- b) The necessity for change
- c) The development of human resources - through trade union education
- d) Development of financial resources through economic ventures
- e) Other factors that hinder the union's role from being effective
- f) Co-operation for mutual benefit
- g) Effective working relationship between unions, government and management
- h) The dual role of trade unions

To be realistic, we should begin our discussion with the recognition that if our deliberations are to be fruitful, it may be necessary for us to grapple with some of the harsh political, social and economic realities that we have.

The intention is to appeal to the undoubted intelligence and good sense of this distinguished gathering of top leaders and representatives from the unions, employers, organizations and the government. Observations made are calculated to provoke creative thinking about the real political and socio-economic situations we find ourselves in. We should also consider how we might go about the business of transforming the trade unions into significant social institutions, possessing the ability to pursue a better life not only for the workers they claim to represent and serve, but also for all peoples of Sarawak.

A good starting point for discussion is to consider the factors which bring us together on a common platform. A common purpose of effective tripartism, linked with genuine understanding and co-operation may enable us to make positive contribution towards enhancing the social, economic and political influences organized labour can and ought to exercise. Some of such factors of common interest to us (to the unions, employers and government) are:-

- 1) industrial peace

- 2) a developed, disciplined and responsive workforce
- 3) high productivity
- 4) fair sharing of wealth
- 5) politically and socially peaceful Sarawak.

We should also consider the present general socio-economic and political scenario we are in.

THE GENERAL SCENARIO

Today, we are living in the so-called "era of internationalization." The direct or indirect exchange of goods and ideas between countries is increasing at a pace unimaginable in the past. Consequently, no state, society or people can live in isolation, refusing to associate with the world outside. This could and should be accepted as fact of life not only by our workers and their unions, but also by employer's and government. Thus, when we talk about the "Role of Trade Unions in National Development" even in the context of Sarawak, we have to bear in mind all the relevant national and international socio-economic and political influences as they have bearings on our development process. This is even more evident as we have an open economy and rely heavily on the international market for our raw materials such as timber, oil, gas and a variety of agricultural products.

To a certain degree, even the extraction of some of our natural resources has become a topical issue and is affected by international opinion, e.g. our timber.

In this respect, it is very important for the unions to be more aware of their role as legitimate workers' organizations and representatives. This is necessary as Sarawak is moving towards industrialization. As such, leadership of the unions, especially at the state level, should be able to gear itself to meet all the inherent changes and challenges. These will come naturally with the process of modernization, the introduction of new technologies and automation at work places.

What is the union reaction to all these inevitable changes in the modern labour market?

Is the current workforce prepared and competitive enough, particularly with the coming of multi-national corporations into the State?

Even within the present working environment, new gadgets such as electronic type-writers and computers are slowly but surely being introduced. Are we able and prepared to make changes so that we would not be side-lined by these new developments?

Assuming that the local workforce is not willing to accept or make changes, is it ready to accommodate foreign workers or "foreign experts?"

A NECESSITY FOR CHANGE

In my opinion, the labour movement, its members and leaders must initiate changes within itself in the very first instance, if we are to see a more meaningful and wider scope of trade unionism in the context of our developing society.

We cannot talk about changing the "environment" if we are not able to function as agents of change. And if we cannot accommodate change, then we can not meaningfully talk about fruitful contribution towards the development of the country. There is no magic formula to transform the labour movement overnight into a force for change, to enable it to play effective and constructive roles in the development of the State. However, I believe we can discuss a few initiatives that the unions could take to gear themselves towards that end.

DEVELOPMENT OF HUMAN RESOURCES THROUGH TRADES UNION EDUCATION

The Trades Union Education program has often been described as the life line of the labour movement, determining its very existence, growth and effectiveness.

It is also a key factor for the effective development of human resources for the union.

The promotion of a wide range of trades union education programs aims at equipping trade unionists with a high trade union consciousness, management, trade union skills and democratic values. These are all necessary for the efficient functioning of a free labour movement, sensitive to the needs and priorities of an open society. The programs can be an asset to workers, employers, the government and the country as it means an enlightened, responsible and responsive workforce.

So individual unions should have practicable education programs for the recruitment and training of respectable pool of organizers and officers. Their services are then utilized in the spheres of collective bargaining, industrial relations (advocacy), co-operatives development, organization of women and youth groups and variety of welfare, cultural and recreational projects.

Having realized such a wide scope of trade union's interests, the unions would then be in a better position for involvement in the decision-making process (through tripartism) in key areas of socio-economic planning. The unions would also be able to better educate society at large in order that they understand our needs and actions.

DEVELOPMENT OF FINANCIAL RESOURCES THROUGH ECONOMIC VENTURES

While collective bargaining continues to be regarded as the primary responsibility of trade unions, especially in the private sector, we must not forget to exercise our rightful role and influence in society. And if our objectives in an open society are to be realized in full, the unions must develop their financial and human resources. Dynamic projects and programs must be formulated and implemented either on an individual union basis or in collaboration with other unions through the state level labour centre. The trade union philosophy is the enhancement of the social economic well-being of its members. This cannot be achieved without adequate financial resources.

A financially weak organization is a meek organization. It will not be able to diversify its roles. Lack of fund retards its ability to contribute effectively towards the development of the country. Thus, such unions should seriously study the possibility of getting into economic ventures. Such ventures could be:-

- (1) Setting up of co-operatives
- (2) Housing projects
- (3) Insurance and welfare schemes
- (4) Transportation
- (5) Worker's training centres

Such ventures, if managed successfully are themselves a direct contribution towards economic development.

The success of trade union ventures will, to a great extent depend on organized labour and their income levels. On top of that, the unions must strive to get the support of the co-operative departments and the consumer associations to conduct systematic education programs in order to achieve the desired objectives. These ventures will be more meaningful if they are labour intensive. Apart from creating employment, thought should also be given to maintaining if not improving the existing level of employment.

Trade union ventures should orientate themselves towards common benefits and they should display a responsible attitude to their members as well as to society in general in line with economic development activities run by the government. The choice of ventures and the training must be appropriate.

SOME OTHER HINDERING FACTORS

There are other factors that hinder local unions from effectively playing their roles, which we all may attempt to overcome through our deliberation later, such as:-

- (i) the still rather low level of awareness on trade unionism among the local workforce
- (ii) communication problems due to geographical factors

- (iii) the political, social, economic and cultural diversity we have in Sarawak
- (iv) the dissimilar priorities in different unions (e.g the public sector and the private sector).
- (v) the uncompromising and unaccommodating attitude of a small number of employers either due to ignorance of the laws or just simply disregard for the laws of this country which guarantee the rights of workers to form and join trade unions.

Under such circumstances the unions find it rather difficult to function beneficially for both the workers and the management concerned, much less to say for the development of the country.

CO-OPERATION FOR MUTUAL BENEFITS

The unions either directly or through the state level labour centre (MTUC) should continue to enhance the current positions and mutually fruitful working relationship it has with the government. This is with a view to further promote the existing harmonious working environment so as to accommodate and encourage more local and foreign investment in Sarawak.

RECIPROCAL MOVE BY MANAGEMENT AND GOVERNMENT

The employers and the government and its relevant agencies should continue to accommodate and encourage the local unions to play their complementary roles. Unions should be included in some socio-economic key areas especially at the policy forming level.

For instance, the MTUC Sarawak Division has one representative both in the EPF and SOCSO Boards. It would be a constructive move if the State level labour centre were also represented in the various State government agencies or management board as policies formulated by them have direct impact on the workers. Such a move would also show that the workers are accepted as co-partners in the socio-economic planning and development of the State. After all, it has been said that "Genius starts great work, only labour alone finishes it." Of course most benefit would be accrued if all parties concerned felt that they had a complementary role to play.

The much talked about Vision 2020 will remain merely a vision if labour movement is excluded from the mainstream of economic planning and development at company and / or government level.

DUAL ROLE OF TRADES UNION

All-round economic development is absolutely crucial for the stability and progress of a developing state like Sarawak. Social justice and fair shares for all should be the pipe-dream of the labour movement. As such, the unions must justify their existence by discharging the dual role in;

- (i) firstly, helping to develop a climate conducive to a relationship between union and government that is reciprocal and mutually beneficial, and
- (ii) secondly, ensuring that workers are not deprived of or denied their fair share of the fruits of development.

Of course, all this is much more easily said than done. But if the parties concerned are sincere in their desire to see Sarawak continue to develop socially, economically and politically in line with the much acclaimed aspiration of the government of the day, together, we should be able to effectively contribute towards that end; and possibly turn Sarawak into a model State.

FORUM'S DELIBERATIONS

These are organized and carried out in two stages, that is at the workshop and at the Plenary Session Levels

WORKSHOP LEVEL

The Forum's participants were grouped into 3 working groups to deliberate on the Forum's theme. The groupings were as follows:

GROUP 1

1. Abdul Rahman Lim (Chairman)
2. Juliana A D'Rozario (Secretary)
3. Ho Chum Fong
4. Sahmat Yusuf
5. Francis Wong
6. Abdul Jaffar Ramzan
7. Dawas Jandar
8. Christina Yeo
9. David Wong Kung Ming
10. Margaret Chai
11. Stanley Sim
12. Ling Yong Kin

GROUP 2

1. Thomas Huo Kok Sen (Chairman)
2. Diana Tay (Secretary)
3. Hong Kam Weng
4. Chai Mui Chin

5. Abdul Wahab Abdul Majid
6. Dominic Rinyun
7. Alfred Chee
8. Henry Muleng
9. Puteh Bol
10. Georgina Kee Kia Yong
11. Bong Khoon Kuet

GROUP 3

1. Boni Sideu (Chairman)
2. Tho Kay Hua (Secretary)
3. Senian Malie
4. Mathew Jau
5. Gapor Hj Isa
6. Eugene Pang
7. Gedup Jero
8. Danny Chang
9. Langkasty Narang Ringkai
10. Latifah Hj Mohd Salleh
11. Mike Chong

PLENARY SESSION LEVEL

After the Workshop, a plenary session was held to present, discuss and formally endorse and adopt the various findings and proposals. These findings and proposals are contained in the following pages.

FINDINGS AND PROPOSALS

After careful and detailed deliberations, the participants of the Forum jointly:-

1. **REAFFIRMED** that the unions definitely have concrete and positive roles to play in the socio-economic development of the State.
2. **REAFFIRMED FURTHER** that, given the necessary practical and conducive atmosphere, the unions can and shall achieve the Forum's objectives.
3. **CALLED ON** the government and employers to continue recognizing and accepting workers as co-partners in enhancing socio-economic, especially human resource development of the State.
4. **CONCLUDED** that to improve or enhance union contribution towards socio-economic development, the following proposals should be taken for immediate considerations by all relevant parties, particularly the government.

PROPOSALS FOR GOVERNMENT'S ATTENTION AND ACTION

The Forum proposed that the government:

1. **ACCORD DUE RECOGNITION** for Trade Unions and their representatives by inclusion of their representatives in labour-pertaining issues, such as
 - a) consultations on changes in conditions of work,
 - b) Trade Unions representation in labour policy making and/or other high level decision making pertaining to labour.
2. **PROVIDE AVENUES** for workers to express their opinions and grievances through the setting up of
 - a) Department Joint Council (Majlis Bersama Jabatan) as stipulated in Circular 2/92 for the public sector, and
 - b) Joint Consultative Council for the private sector; and, these agencies are to be under the supervision of the Ministry of Human Resources.
3. **SET UP TRIPARTITE INSTITUTION** in the State to promote cordial and productive industrial relations and to chart national development policies by
 - a) setting up state-level National Labour Advisory Council, and

PROPOSALS FOR EMPLOYERS' ATTENTION AND ACTION

The Forum proposed that the employers (government and private sector):

- b) invite tripartite participation in the said institution.
4. **PROMOTE SENSE OF BELONGING** and togetherness among government, employers and workers by
- a) ensuring that workers in the private sector are share-holders in their respective enterprises,
 - b) ensuring that workers, inclusive of those in the public sector, are involved in commercial co-operatives and social and welfare schemes.
5. **DEVELOP TRAINING CURRICULUM** to visibly include behavioural/human relation skills in vocational trainings in the various vocational institutions and to extend such training to workers and trade unions officials.

1. **ACCEPT TRADE UNIONS** and workers as co-partners in promoting productivity through
 - a) consultations,
 - b) their direct involvement in policy and decision-making at all levels.
2. **ENHANCE A FEELING OF BELONGING** among workers to their enterprises/institutions by encouraging them to be share-holders in their enterprises/institutions.
3. **IMPLEMENT TRAINING PROGRAMS** pertaining to behavioural/human relation skills for workers and trade unions officials at all levels.

PROPOSALS FOR UNION'S COMPLEMENTARY ROLES

The Forum proposed that the trade unions:

- 1. DEVELOP THEIR OWN TRAINING PROGRAMS** to enhance union knowledge, attitudes and skills in areas related to productivity and harmonious industrial relations.
- 2. IDENTIFY AND IMPLEMENT PRIORITY** research and development programs not only for improving the life quality of workers but also for contributing towards national development.
- 3. MANAGE WORKERS' ORGANIZATIONS** in line with the changing expectations of all tripartite parties.
- 4. CONTINUE TO APPRECIATE AND ENHANCE** cordial and positive working relationships.

LIST OF PARTICIPANTS

1. Chairman of Forum
Dr. Joseph Ko Tee Hock, P.P.B., Ph.D.
Vice Chairman of Malaysian Association of Productivity
Sarawak Branch
2. Government's Representative
Tuan Haji Talip Zulpilip
Permanent Secretary
Ministry of Industrial Development
3. Employers' Representative
Mr. Lee Hua Chiong
Chairman of Commercial Employers' Association of
Sarawak
Finance Manager, Harrisons Trading (Sarawak) Sdn.
Bhd.
4. Workers' Representative
Mr. William Ghani Bina, A.B.S.
President, Sarawak Teachers' Union,
Chairman, Malaysian Trades Union Congress
Sarawak Division
National Vice President

5. Government Agencies :
 - a) Industrial Relations Department
Mr. Hong Kam Weng
Assistant Director
 - b) Department of Trade Unions Affairs
Mr. Senian Malie
Trade Unions Officer
6. Sarawak Chinese Chamber of Commerce
Mr. Ho Chum Fong
Secretary
7. Friedrich-Ebert-Stiftung
Mr. Arnold Wehmhoerner
FES, (Singapore) Resident Representative
Sponsor of the Forum
8. TRADE UNIONS' REPRESENTATIVES
 1. Kuching Port Authority Employees' Union
Mathew Jau, A.B.S - Secretary
(MTUC S/D Secretary)
 - Christina Yeo** - Member
(MTUC S/D Women's
Treasurer)

2. Sarawak Electricity Supply Corporation
Employees' Union
Francis Wong - Vice President
(MTUC S/D Youth
Chairman)
- Puteh bt Bol** - Vice President
- Sahmat Yusuf**, B.B.S - Branch Chairman
(MTUC S/D Vice
Chairman)
- Latifah Hj Mohd
Salleh** - Asst. Secretary
(MTUC S/D Women's
Vice Chairperson)
- Stanley Sim** - Treasurer-
General
3. Kuching Water Board Employees' Union
**Abdul Wahab Abd
Majid** - Vice President
(MTUC S/D Assistant
Secretary)
4. Sarawak Teachers' Union
**Thomas Huo Kok
Sen** - Secretary General
- Bong Khoon Kuet** - Asst Sec. General
(MTUC S/D Youth
V. Chairman)

- Tho Kay Hua** - Branch Secretary
(MTUC S/D Women's
Chairperson)
- Chai Mui Chin** - Branch Secretary
(MTUC S/D Regional
Rep., Sibu)
- Diana Tay** - Member
(MTUC S/D Women's
Secretary)
- Juliana A
D'Rozario** - Member
5. Airlines Workers' Union Sarawak
Boni Sideu - Asst. Gen. Secretary
- Henry Muleng** - Member
(MTUC S/D Youth
Secretary)
6. Sarawak Shell Oilfields Supervisory and
Specialist Staff Union
**Abdul Rahman
Lim** - President
- Gapor Hj Isa** - Secretary General
(MTUC S/D Regional Rep., Miri)
7. Kesatuan Kakitangan Jabatan Pertanian
Sarawak
Dominic Rinyun - President

- Danny Chang** - Deputy
Sec. Gen.
8. Kesatuan Kakitangan Kumpulan Wang
Simpanan Pekerja (KWSP)
**Abdul Jaffar
Ramzan** - Vice President
9. Rajang Port Authority Employees' Union
**David Wong Kung
Ming** - Treasurer
- Ling Yong Kin** - Member
- Mike Chong** - Member
10. Kesatuan Pekerja-Pekerja Securicor
(M) Ltd. Sarawak
Dawas Jandar - Secretary General
11. Sarawak Medical Services Union
Alfred Chee - President
- Margaret Chai** - General Secretary
- Eugene Pang** - Branch Chairman
12. Brooke Dockyard Engineering & Works
Employees' Union
Georgina Kee - President
Kia Yong

13. Sarawak Drinks Manufacturing Industry
Employees' Union
Gedup Jero - President
14. Sarawak Hotels Employees' Union
Langkasty Narang - President
Ringkai

**MTUC AFFILIATES NOT REPRESENTED AT
THE FORUM**

1. Sarawak Government Dental Employees' Union
2. Postal Services Clerical Officers' Union Sarawak
3. Sarawak Shell Employees' Union
4. Sibul Water Board Employees' Union
5. Petroleum Workers' Union
6. Sarawak Union of Land and Off-Shore Drilling
Workers
7. Malaysian Helicopters Employees' Union.

NOTES ON CONTRIBUTORS

JOSEPH KO TEE HOCK

Dr. Ko Tee Hock, Joseph studied at Victoria University, New Zealand under the Colombo Plan Scholarship Award. He graduated in BA (Bus. Adm., Public Adm.), BA Hons (Econs) and MA (Manpower Econs) before completing his Ph.D. in Economics and Statistics.

He is a Member/Fellow of professional bodies like Chartered Institute of Marketing (London), Institute of Management (UK and New Zealand), Institute of Financial Accountants (England), and Institute of Training & Development (UK).

Dr. Ko has also been a holder of various scholastic awards like the Colombo Plan Scholarship (NZ), British Council Award (UK), and Professional Associate Award (Hawaii). For excellent service and dedication towards the development of Sarawak, he was awarded the PPB (Medal for Dedicated Service) by the State Governor in 1990.

He researches and publishes numerous articles, chapters, papers, and reports on Sarawak in both local and foreign journals, participates actively in many local and foreign

workshops/seminars/symposiums, provides various consultancy and advisory services to government and corporate bodies at both the Federal and State levels, and have trained thousands of senior staff in "Positive Mind Management" for organizations like Education Department, Inland Revenue Department, Labour Department, STIDC and ITM.

In the field of human resource, Dr. Ko is not only academically qualified but is also widely experienced in having been the Technical Chief and Survey Statistician for both the 1973 and 1984 Manpower Survey and Study in Sarawak, plus having been a regular panelist/chairman for various workshops/seminars/forums on human resource development. He has also been a university tutor, lecturer, external examiner/mentor, and distant learning advisor/local supervisor for master/doctorate students from various universities in countries like England, Australia, and Japan.

He is a Technical Member of the Sarawak Social Development Council, Board Member of the Sarawak Tourist Association, Editor in various Editorial Boards, Vice Chairman of MAP (Malaysian Association of Productivity), Sarawak Branch, and is currently Protem Chairman of the Institute of Management, Sarawak.

TUAN HAJI TALIB ZULPILIP

Tuan Haji Talib Zulpilip studied and obtained his Master Degree in Commerce and Administration from New Zealand in 1976.

After having worked in the Sarawak State Planning Unit, Department of Labour, and Sarawak Foundation, he was seconded to Asean Bintulu Fertilizer Sdn Bhd as Human Resource Manager. Currently, he is the Permanent Secretary in the Ministry of Industrial Development Sarawak.

Tuan Haji Talib Zulpilip not only has published and presented various papers pertaining to development, but has also been actively involved in various sports and charitable organisations.

He is also a Board member in organizations like SIRIM, MIDA, STIDC AND BDC.

LEE HUA CHIONG

Mr. Lee Hua Chiong is Fellow of the Chartered Association of Certified Accountants, U.K. Presently, he is the Finance Manager of Harrisons Trading (Sarawak) Sdn. Bhd. He is also the Chairman of the Commercial Employers' Association of Sarawak.

WILLIAM GHANI BINA

Mr. William Ghani Bina is a teacher by profession. He graduated from Batu Lintang Teachers' College in 1975.

He had been involved in the trade union movement since becoming a member of the Sarawak Teachers' Union in 1980. He has held various posts of responsibility in both the Sarawak Teachers' Union and Malaysian Trades Union Congress. Presently, he is the President of Sarawak Teachers' Union, Chairman of MTUC, Sarawak Division and the National Vice President of MTUC. He is also the Project Coordinator for joint MTUC and FES trade union programs for the Sarawak and Sabah region.

He obtained a Diploma in Training of Trainers of Trade Union Instructors from the ILO International Centre for

Advanced Technical and Vocational Training in Turin, Italy in 1988. In the same year he participated in the World Confederation of Organisation of Teaching Profession (WCOTP) Workshop for Project Coordinators and Consultants in the Asian Region held in Bangkok, Thailand. In 1992 he presented a paper in the Japan Teachers' Union Education Forum on "The Rights Of The Child, Environment and Global Peace" in Tokyo, Japan.

Mr. William Ghani had also been a member of the National Safety and Health Council, the Board of Directors of the Employees Provident Fund (EPF) and the Social Security Organisation (SOCISO) Appellate Board.

For his dedicated service towards the development of trade union movement in Sarawak, he was awarded the "Ahli Bintang Sarawak" (A.B.S.) medal by the State Governor in 1991.

MEMBERS OF THE ORGANIZING COMMITTEE

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- Secretary:** Mr. William Ghani Bina, A.B.S.
- Members:** Mr. Bong Khoon Kuet
Mr. Langkasty Narang Ringkai
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