

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	PIIHQ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

SOI: [1.1/TAS](#) DOI: [10.15863/TAS](#)
International Scientific Journal
Theoretical & Applied Science
p-ISSN: 2308-4944 (print) e-ISSN: 2409-0085 (online)
Year: 2024 Issue: 08 Volume: 136
Published: 18.08.2024 <http://T-Science.org>



Ulugbek Kozokov
CCI Uzbekistan
Master of project management

a/l Balakrishnan Devaraj
University Tunku Abdul Rahman
Faculty of Business and Finance students

Kar Chin Liew
University Tunku Abdul Rahman
Faculty of Business and Finance students

Jun Yen Tan
University Tunku Abdul Rahman
Faculty of Business and Finance students

THE FACTORS THAT CAUSE EMPLOYEES TO JOIN TRADE UNION IN ASSOCIATED AIR-PAK IND SDN. BHD.

Abstract: Trade union participation by manufacturing workers is on the rise recently. Poor management of the workforce might be a reason behind this. Trade union participation might not be a good thing for companies as the joined collaboration of workers will make them stronger and they can achieve their motives in no time. This research uses four independent variables which are job security, performance appraisal, job retrenchment, and psychological contract violation to study the factors which cause employees to join a trade union. Associated Airpark Ind Sdn. Bhd. based in Silibin, Ipoh was chosen to participate in this study and a sample of 109 were collected and used in this research. Results were generated using SPSS and discussed thoroughly in the research paper.

This research will provide valuable insights into manufacturing companies' owners to better manage their employees and resolve their issues tactfully without them depending on trade unions. Furthermore, this research will also allow employees to be aware of their rights as an employee.

Key words: Trade union, job security, psychological contract violation, retrenchment, job security.

Language: English

Citation: Kozokov, U., Devaraj, a/l B., Liew, K.Ch., & Tan, J.Y. (2024). The factors that cause employees to join trade union in associated Air-Pak Ind Sdn. Bhd. *ISJ Theoretical & Applied Science*, 08 (136), 33-50.

Soi: <http://s-o-i.org/1.1/TAS-08-136-5> **Doi:** <https://dx.doi.org/10.15863/TAS.2024.08.136.5>

Scopus ASCC: 2000.

Introduction

Salamon (2000) defines a trade union as: "any organization, whose membership consists of employees, which seeks to organize and represent their interests both in the workplace and society and, in particular, seeks to regulate the employment relationship through the direct process of collective bargaining with management".

In Malaysia, the Section 2 of Trade Unions Act 1959, a trade union is described as "any association or

combination of workmen or employers, being workmen whose place of works in West Malaysia, Sabah or Sarawak". There are 3 types of trade unions in Malaysia such as private-sector employees' unions, employers' unions, and public sector employees' unions.

Industrial Relations Act Section 5 says: Employers and employees are the main members of trade unions, both of them will have the right to form and join unions. In the Malaysian context, the Trade

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

Unions Act 1959 defines the conditions to join the trade union: firstly, workers should be above 16 years of age to join a union with some limitations like not getting involved in lock-outs or strikes and alteration of rules of the trade union and obligation of the tariff. Members above 21 years old in the union are only eligible to be officers and Public sector workers have the right to join only unions made by workers in a similar job, sector, or ministry. Police, Prison Service, and Armed Forces workers also not allowed joining any union.

Literature Review and Hypotheses

There are many reasons to form a trade union and the vital goal is to support the social, materialistic, personal welfare of the participants. Ghosh & Geetika (2007) explain that the goal of a trade union is to uphold the setting of minimum wages, proper working hours, supplies for safety and health, and as well as working conditions. So, the union will help to develop employees' quantifiable prosperity, predominantly by increasing their salaries to a reasonable amount. Other than that, trade unions help to better the employees' Occupational Health and Safety (OHS) and working conditions. Therefore, sensible working hours, higher safety of employment, appropriate rates of payment, and a better working environment. Another objective of a trade union is to monitor relationships between employers and employees. Trade union "seeks to regulate the employment relationship through the direct process of collective bargaining with management". The efficiency of workers will be amplified if the encounters between employers and employees are resolved (Salamon, 2000). On the other hand, mutual bargaining is also one of the reasons to start a trade union. The trade union will embody its members to discuss with the employers if the members of a trade union have issues like employer's offensive behavior or prejudicial handling.

Aminuddin (2003) stated that employees usually join trade unions due to economic benefits, social needs, and protection of rights. "Maslow Hierarchy of Needs" theory explains social need- manhood's need or human nature to fit into a group and particularly when a worker getting strong peer pressure to join a union. The next reason to be part of the union is economic reasons. Some trade unions also offer welfares such as insurance and grants to their members in a straight line but it will depend on the size and financial position of the union. Continuing, collective bargaining power is one of the motives for joining trade unions so the members use the collective bargaining power to pursue the protection of their privileges. They believe the union will protect them against discernment or any unfair handling by their managers. (as cited in Daud & Tumin, 2013).

Besides, the employee's intention to join the union will also be determined by how well the companies implement their human resource

management practices. Such as job security, Performance Appraisal, retrenchment of employees. However, the success of the above-mentioned Factors depends on the fulfillment of the psychological contract as there is a relationship between the psychological contract and Factors.

For this research purpose, Associated Air-Pak Ind Sdn. Bhd. has been chosen as our research target. Associated Air-Pak Industries Sdn. Bhd. Was found in 1979 as the first producer of Air Bubble Pak in Malaysia. For many years, the company has been the market leader in the protective packaging sector. The company became the first manufacturer of Expanded Polyethylene Foam and Expanded Polystyrene Foam sheet in Malaysia since 1987 and has diversified into a lot of packaging products. The company is located in Ipoh and has an area of 180,000 sq. ft. and employs more than 300 people. (Associated Air-Pak Industries Sdn. Bhd., 2007)

Trade union membership provides basic protection of rights and welfare for workers. Theoretically, representatives will join unions among all industry as it fortifies the haggling force of specialists against out of line treatment in the working environment. As indicated by the investigation of Kuruvilla, Das, Kwon, && Kwon (2002), they brought up that all nations encountered a consistent decrease in union thickness in the 1990s. Unions in Europe were influenced and besides in other western nations. On account of the UK, it had roughly 58 percent of the job is union individuals however the factual information indicated it had tumbled to around 25 percent from 1979 to 2008. More than a large portion of a million decrease in union enrollment in 2008 is because of the start of the monetary emergency ("John C. Moylan," 2016).

Therefore, this study tends to examine the factors and their role in influencing employees to join a trade union. Therefore, for our research, we have decided to do our survey at Associated Air-Pak Ind Sdn. Bhd. which is a manufacturing company that has many employees and very useful for our research. We also want to support Associated Air-Pak Ind Sdn. Bhd.'s management to better understand the factors influencing employees to join trade unions and improve the HR practices.

This study is about identifying the factors that influence employees to join a trade union such as job security, retrenchment, performance appraisal, and psychological contract violation.

Our research is important to find out the real reasons behind employees' joining of trade unions and the role of the violation of the psychological contract. So, this study is expected to get the attention of current workforces to be aware of the encounters faced by Malaysian trade unions.

Besides, the outcome of this study will guide trade union authorities and government parties by examining the deficiency in policies and practices. It

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	PIIHQ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

is expected certain amendments will be made in system improvements. By identifying relevant organizational factors, this study will outline a better idea of the relationship between factors and trade unions. For non-unionized workers, the result of the information drive is to raise the awareness of trade unions to increase membership as well as union density in Malaysia. And this research will also help Associated Air-Pak Ind Sdn. Bhd.'s management to better understand the factors influencing employees to join trade unions and improve the HR practices.

Salomon (2000) defined trade union (also known as a labor union) as "any organization, whose membership consists of employees, which seeks to organize and represent their interests both in the workplace and society and, in particular, seeks to regulate the employment relationship through the direct process of collective bargaining with management" (as cited in Daud & Tumin, 2013, p. 125).

Furthermore, Webb and Webb (1894) defined trade union as "a continuous association of wage-earners to maintain or improve the conditions of their employment" (as cited in Gumbrell-McCormick & Hyman, 2013, p. 1)

Psychological contract

Farnsworth (1982) defined a contract as "a set of promises committing one to future action" are an important element in the employment relationship (as cited in Robinson & Rousseau, 1994, p. 245). No party will contribute to the other party without the pre-agreement made safeguarding themselves in case of disputes.

The psychological contract is defined by Rousseau (1989) as "an individual's belief regarding the terms and conditions of a reciprocal exchange agreement between that focal person and another party" (as cited in Robinson & Rousseau, 1994, p. 246).

Robinson & Rousseau (1994) defined a psychological contract as "beliefs in paid for-promises or reciprocal obligations, which is comprised of a belief that some form of a promise has been and that the terms and conditions of the contract have been accepted by both parties". The parties involved the belief that both the party has made promises and accepted the terms. Both parties may not necessarily have the same understanding of the terms of the contract.

Rousseau (1995) reproved her statement by stating that "the establishment of psychological contract is a subjective, socially constructed process that leads to the unwritten nature of such contracts"

in her book. She added that "a potential problem associated with this unwritten nature is that the parties might have different understandings about the contract terms" (as cited in Ye, Cardon, & Rivera, 2012, p. 294).

Wanous (1977) stated that "expectations refer simply to what the employees expect to receive from his or her employer" (as cited in Robinson & Rousseau, 1994, p. 246) and the psychological contract is different from expectations.

The psychological contract can also be defined as the beliefs of an individual that is influenced by an organization concerning terms of the agreement between the organization and themselves. An individual's belief of what he or she agreed is what makes a psychological contract and not what the individual intends. What an individual belief depends on the information that is available to them regarding the organization, the workgroup, and their intention. The differences in the perceived agreement are what make each psychological contract unique. (Sia & Bhardwaj, 2009). Bose & Agarwal (2003) stated that the employee's work environment such as system-support, room for creativity, and conformity are vital predictors of psychological contract fulfillment (as cited in Sia & Bhardwaj, 2009).

However, the psychological contract does not have to be mutual regarding the terms and understanding between the individual and organization (Sia & Bhardwaj, 2009). Which is why they can be violated.

Psychological contract violation

"A violation occurs when one party in a relationship perceives another to have failed to fulfill the promised obligation(s)" (Robinson & Rousseau, 1994, p. 247)

Sheppard, Lewicki, and Minton (1992) found that "violation of the psychological contract is related to procedural and distributive injustice" (as cited in Robinson & Rousseau, 1994, p. 247)

Rousseau (1989) found that "Failure to honor a contract creates a sense of wrongdoing, deception and betrayal with pervasive implications for the employment relationship" (as cited in Robinson & Rousseau, 1994, p. 247).

Morrison & Robinson (1997) found two basic causes of psychological contract violation, reengaging and incongruence. When members of an organization, either purposefully or because of unforeseen circumstances, breaks a promise to the employee, reengaging occurs. On the other hand, incongruence happens when different

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

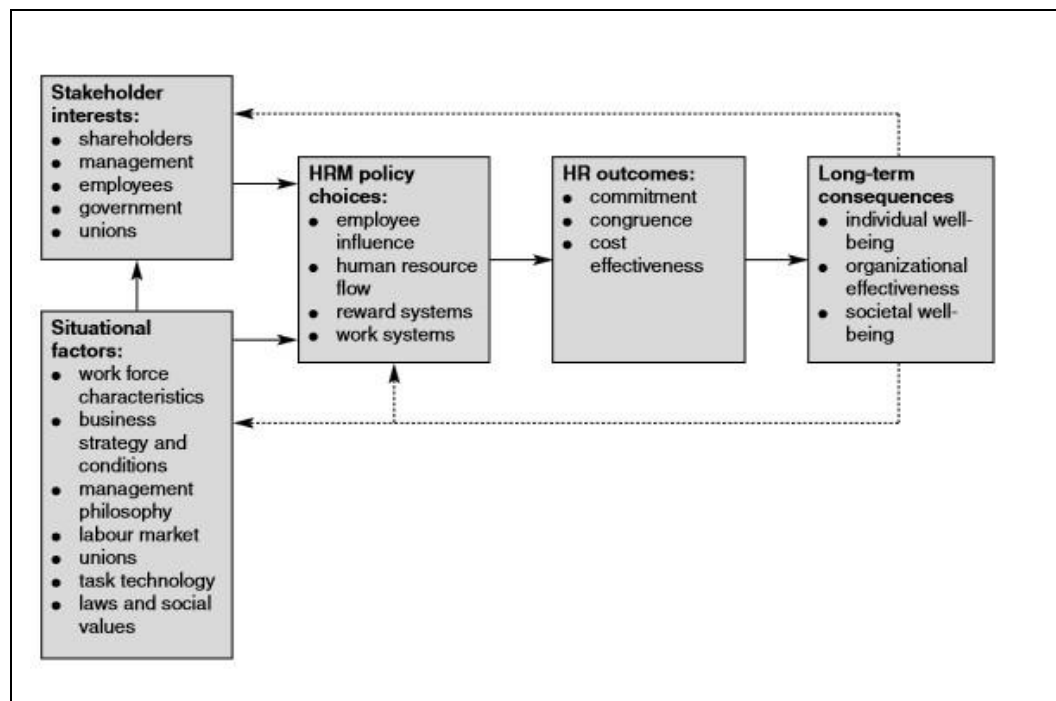
understandings have been perceived by both employee and organization about what the employee has been promised. (As cited in Sia & Bhardwaj, 2009).

Deery, Everson & Walsh (2006) stated that violation of psychological contract can occur when discrepancies are perceived by an employee in the behavioral standard of the organization (as cited in Sia & Bhardwaj, 2009). Conway & Briner (2002), Coyle-Shapiro (2002), Robinson & Morrison

(2000), Turnley & Feldman (2000) stated that the perception of an individual who believes that the organization not fulfilling their obligation can lead to negative consequence such as high turnover, reduced job satisfaction, increased cynicism, diminished organizational citizenship behavior and changes in mood (as cited in Sia & Bhardwaj, 2009).

Review of Relevant Theoretical Models

Figure 1: The Harvard Framework



Source: Human Resource Management, 4th edition

The Harvard Framework is developed in the year 1984 by the Harvard school of Michael Beer, Bert Spector, Quin Mills, and Richard Walton. Figure 2.1 shows a strategic map that guides all the managers in their relations with their employees. At the same time, it guides them on the assessment of the effectiveness of human resources practices and policies.

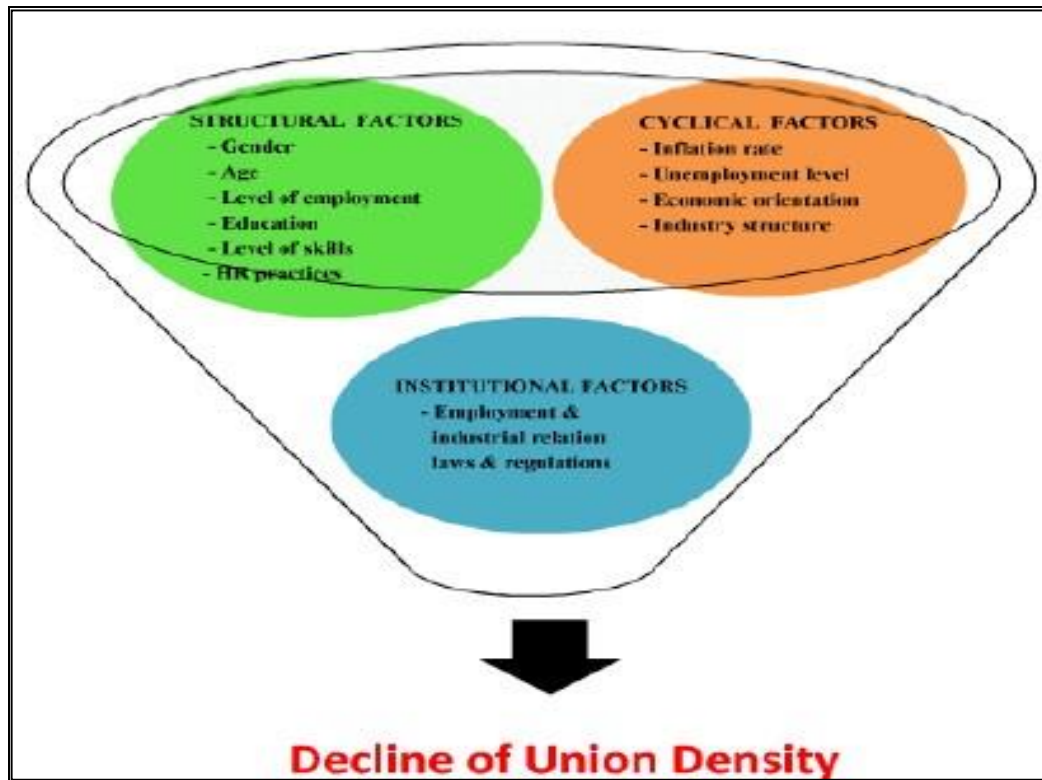
The Harvard Framework identifies stakeholder interest and situational factors as the major key factor that will affect human resources policy decisions. Stakeholder's interests include employees, management, government, trade union, and community. It is necessary to take stakeholder interest into account during designing the policies

and HRM practices. At the same time, Beer et al also mention that situational factors such as unionization may influence organizations HRM policies and organizations function as well.

After considering both major factors, Beer et al highlighted that immediate effect on the organizations through suitable HRM practices and policies. HRM practices would affect workplace competence, employee commitment, and cost-effectiveness, and employee congruence. In the conclusion, this is all related to the circle of human resource management. Through the study, indicated that influencing factors will affect the policy choices and the outcome of the chosen policy as well.

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

Figure 2: factor Model



Source Ebbinghaus and Visser (1999)

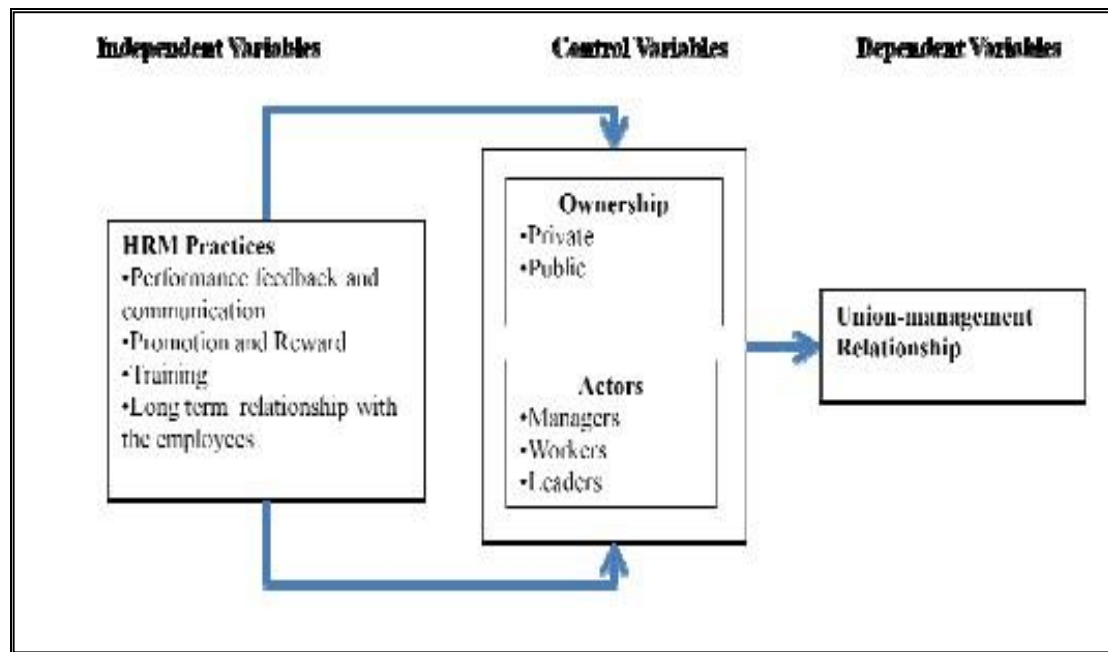
According to Ebbinghaus and Visser (1999), the Tri-factor model includes 3 major factors that would contribute to the decline of union density. The researcher claim that the development in the way of human capital is treated will influence the union

strength. This concept supposed to be approached together with organizations

HR practices to reduce the chances of conflict and dispute in the workplace.

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

Figure 3: The Conceptual Framework



Source Dhal (2014)

According to Monoranjan Dhal, union-management relationships are the primary based on the challenge of the innovative human resources practices to the power based on the union and organization leaders. Nowadays, the competition between unions and employers is escalating to another level. Leaders from unions and organizations management compete to get commitment from the employees. Unions felt uncomfortable when the organization's leaders adopted HRM practices that direct link with the employees and unions considered it as anti-unions. These strategic policies adopted by the organization's management intended to individualized the workplace relationship. Hence, it leads unions to lose alignment with the employees.

Both parties should maintain an amicable relationship to provide the best benefits to the employees. However, employees would rather stay loyal to the organization's management and stay away from the unions when they have a different motive than the union leaders. It brings much more impact to the trade unions in the long term running. When the trade unions start losing their membership, it makes organizations' management more powerful exploit employees.

From the study of several relevant kinds of literature, different types of HRM practices bring different effects or outcomes. Outcomes such as employee commitment, motivation, loyalty, retention, workplace pressure, and many more.

There still some argument among some of the researchers about HRM practices. For example, in a review of literature which conducted by Benish Hussain Janjua simplified that the model of HRM practices that would influence employee retention should be in the six key which is Training and Development, Recruitment and Selection, Performance Evaluation Practice, Promotion Practice, Compensation & Social Benefits, and Grievances Handling System. However, another researcher pointed out that there is only five key that will influence the model of HRM practice which is Training and Development, Recruitment and Selection, Compensation and Reward, Promotion & Transfer, and the last one Welfare Activities (Lamba, 2013). Inadvertently, it creates space and motivates other researchers to do further research on it.

In the conclusion, there was a lot of research that is related to HRM practices. Although some of the research leads to different types of the dependent variable, most of them still having the common independent variable which is job security, retrenchment of the employee, teamwork, performance appraisal, and reward & compensation.

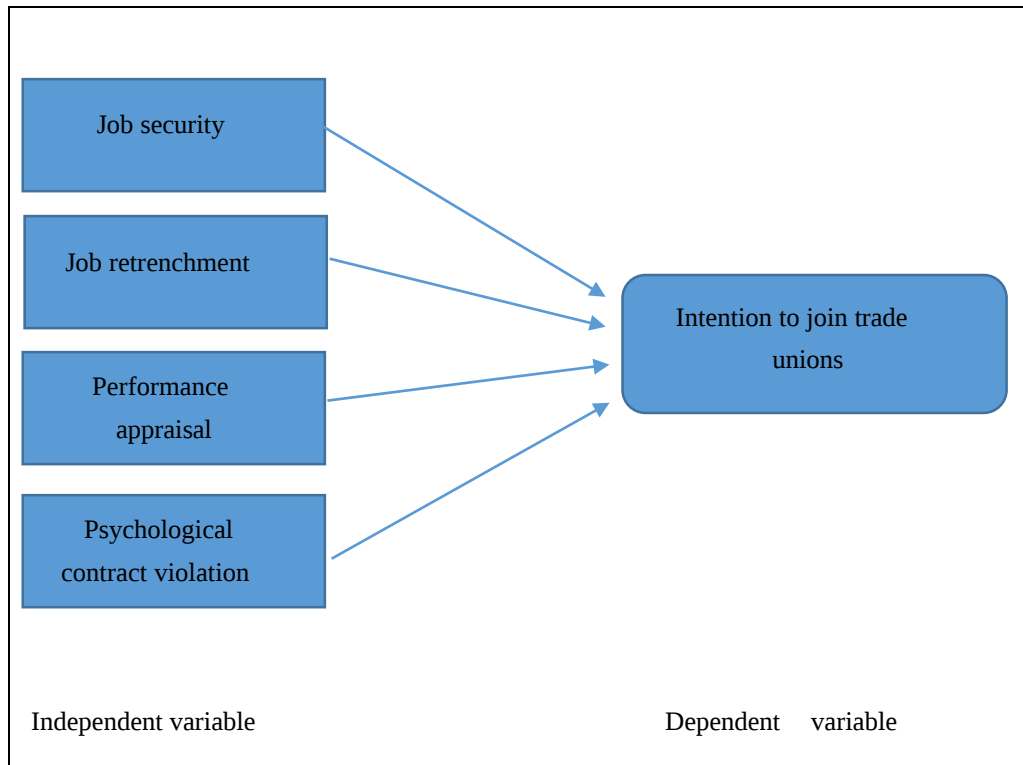
Proposed Framework

Theoretical/Conceptual

With the consideration of the theoretical models above, the proposed framework argues that four variables below may affect trade union density:

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

Figure 4: Conceptual Framework



Source Developed for the research

The four independent variables that we have selected best represent the factors that may cause an employee to join a trade union. We believe that a breach of any of the independent variables will cause the employee to feel disappointed and join the trade union. Hence, the employee will join a trade union to safeguard his or her rights as an employee of a company as trade unions protect their interest.

Like a chain reaction, one factor will cause another to happen. Similarly, when any of the independent variables is breached, this will increase the intention to join the trade union.

Hypotheses development

H1: There is a significant relationship between job security and employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.

From psychological studies, an employee with dissatisfaction about their current working conditions could be improved by unionization. Employee intended to seek for protection and support when job insecurity occurred, which may cause them to lose their job involuntarily. There is a significant relationship between job security and joining the union, employees believe that union provides prevention of impacts to the employees, included job loss (De Cuyper, De Witte, Sverke, Hellgren, & Näswall, 2014).

According to Sverke, Hellgren, & Näswall (2006), being a member of a union has reported a lower level of job insecurity than a non-member. An individual is less secured than a group (union). It is because of union usually contains a power that may able to influence the management decision and policies that could eventually prevent the management to bring jeopardize to the employees.

Jeopardize such as unfairness treatment, work discrimination, and exploitation can be avoided by joining a union. Employees can gain their rights, power, or authority from the union they belong to. In the business world, employers usually practice extreme ways to save costs and maintain their revenue, especially during an economic crisis. Furthermore, employees with fewer job switching options are more likely to seek the union to protect their rights, implying job security (Daud & Tumin, 2013).

H2: There is a significant relationship between retrenchment and employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.

One of the reasons why an organization less likely to dismiss a trade union member is that trade union provides information of their legal entitlements and offer free legal assistance to their members or act on behalf and in place of their

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

members. With such advantages, employees gain the protection of unfair dismissal. Thus, non-members are more likely to lose their jobs compare to trade union members (Goerke & Pannenberg, 2011).

Employees have to right to bring the issues of retrenchment to the industrial court when there is an unfair dismissal involved in the retrenchment (Ramendran, Kumar, Nadarajan, & Rajadurai, 2013). Trade unions or the representatives of employees may act on the behalf of the employees in such cases, to provide arbitration and conciliation services, as a mediator. The trade unions also provide training to the member to further support their knowledge on various benefits programs, to ensure their members are aware of their rights which they are entitled to. Besides that, the trade unions can also promote the benefits or rights by helping employees through protection against wrongful dismissal. Trade unions do not playing as a role to increase the activity of employee benefits and compensation, but to raise the awareness and utilization of employee (Budd, 2007).

H3: There is a significant relationship between performance appraisal and employee intentions to join unions in Associated Air-Pak Ind Sdn. Bhd.

According to Beletskiy (2011), performance appraisal is related to several organizational performances, such as training and development, contingent pay, recruitment, selection, and rewards. The importance of performance appraisal extends to the determinant of other functions such as promotion decisions, facilitation of rewards, and training needs.

Onyango (2013) indicated that the feedback from performance appraisal was not always accurate, the way it used was not motivating the employee, because of the performance appraisal rater may apply nepotism and favoritism in the process of appraisal, setting unrealistic goals, and as a result, good performance was not properly rewarded. The outcomes of performance appraisal can have a very important influence on the employees toward their expectations and satisfaction in the workplace. Hence, the appraisal process can trigger frustration and dissatisfaction if the employees perceive biased appraisal results.

Based on Skarlicki & Folger (1997), when employees perceived injustice from the upper level, the employee may attempt to act in withdrawal and resistance behaviors. Due to the injustice, procedural malpractice, the employee might not get fair treatment in the workplace. Therefore, the employee will tend to join the union for

improvement and protection against injustice experience.

H4: There is a significant relationship between psychological contract violation and employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.

Breach of psychological contract may arise when employees perceive differences between an organization's espoused practices and its actual practices (Sia & Bhardwaj, 2009). According to Umar & Ringim (2015), when organizations failed to deliver the obligations, the psychological contract trust will be affected negatively, and result in a lower down of organizational commitment. On the other hand, when employees perceived of violation of psychological contract breach or the fulfillment has not been met, it will eventually increase their intention to join the union and bring a higher commitment to the union.

Many members considered that by joining a union can bring them protection against breach of the psychological contract. Based on the research in Flanders, 32 percent of union members declared that job security as a reason for becoming a member of the union. Employees believed that remaining or becoming a union member is a prevention of the threat of unfair treatment (Witte et al., 2008). Furthermore, union members usually have a higher perception of job insecurity than non-union members, it is because of the feeling of insecurity can affect employees' intention to join the union (Isaksson et al., 2003). Tsai (2015) found that psychological contract violation may lead to organizational cynicism and eventually increase the employees' union commitment. The expectation of employee which is not fulfilled or met will subsequently increase their commitment to the union. Not only that, but the negative beliefs of the employee will also probably make them share those negative beliefs with others in the organization, and this may influence their colleague's intention to join the union.

According to Acayan, Cua, Te, & Calleja (2015), the reason of employee joining a union is because when they perceived of the psychological breach, they would consider union as a body that can voice out their concerns effectively, dealing the issue with employers and protect the rights and benefits of employees.

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	PIIHQ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

H5: There is a significant relationship between all factors (job security, retrenchment, performance appraisal, psychological contract violation) and employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.

As we have mentioned above the factors like job security, retrenchment, performance appraisal, psychological contract violation may affect the employees' intention to join trade unions.

Methodology

In this research, the quantitative design is applied for data measurement. Quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon. (Babbie, 2010). In this research, a causal research design is applied to have a better understanding of the determinants of joining the union in the Malaysian electronics sector.

In this study, both the primary data and secondary data are gathered. The primary data involved in this research are questionnaires whereas research methods such as online articles, journals as well as other internet sources are applied in gathering the secondary data.

Participants

The target population in this research is the Malaysian employees in Associated Air-Pak Ind Sdn. Bhd. The number of employees in this company is 151. The questionnaires have been distributed in hard copy and have been collected. As the target population, we have decided to choose employees from different departments in the company.

Procedure

The sampling frame a list of all the elements in the population from which the sample is taken. Sampling frame can be very huge if the targeted respondents are from Malaysia or overseas it can support the respondents in the population so that they will have an equivalent chance to be selected as a component in the study. In this study, the sampling frame is the Associated

Air-Pak Ind Sdn. Bhd. Sampling location is defined as the targeted place for researchers to gather data and information. In this research, the sampling location is in Malaysia company called Associated Air-Pak Ind Sdn. Bhd. Sampling element is defined as the unit of analysis or case in a population. In this research, every employee from Associated Air-Pak Ind Sdn. Bhd. will be suitable to participate.

In this research, we have used stratified sampling, we split the population into non-overlapping departments or strata (e.g., Storeroom, packaging, clean room), and then sample within each stratum. The purpose is to ensure a reasonable representation of subjects in each stratum (Boston University School of Public Health, n.d.)

Sampling within each stratum can be by simple random sampling or systematic sampling. For example, if a population covers 70% men and 30% women, and we want to confirm the similar representation in the sample, we can stratify and sample the numbers of men and women to warrant the same illustration. Therefore, out of 151 population, we have chosen 109 people as a sample from 10 departments.

Sampling size is defined as the number of observations in a sample (Evans, Hastings, & Peacock, 2001). The total population size of our research is 151 respondents and the number of sample size is determined from the Table 3.1 by Krejcie and Morgan (1970), the results showed that the sample size for 150 population is 108 respondents with 95% confidence level, 5 % margin of error and 20% of the response distribution. But we have decided to choose 109 respondents. Before we directly distributed our questionnaires to the respondents, we have done the pilot study to check the reliability of our questionnaires. In conclusion, for our research study, the sample size is 109 respondents to represent the whole population of the manufacturing sector in Malaysia after standardization has been done.

Questionnaires are used as the research instrument in assembling the primary data and the collecting of secondary data is done with published journals, past researches, and internet sources.

The questions set in the questionnaire are related to the variables which had been discussed in the previous chapter. The pilot study was conducted in Associated AirPak Ind Sdn. Bhd. by giving questionnaires to 30 randomly selected employees. A pilot study is reasonably significant to the research as it shows the reliability of the research. Changes had been made when some questions are discovered to be misinterpreted by the respondents.

Scale Measurement-Reliability Test

To ensure that the research conducted is reliable, a reliability test had been carried out. In this research, the rules of thumb of Cronbach's Alpha Coefficient had been set as the standard of measurement for reliability. The alpha coefficient ranges from 0 to 1. Besides, their relative strength was provided in the table below.

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

Table 1: Rules of Thumb of Cronbach's Alpha Coefficient

Alpha Coefficient Range	Relative Strength
<0.60	Poor
0.60-0.70	Moderate
0.70-0.80	Good
0.80-0.90	Very Good
>0.90	Excellent

Source: Sekaran & Bougie (2013)

Table 2: Reliability Analysis

Description	Cronbach's Alpha Coefficient
Job security	0.758
Performance Appraisal	0.822
Retrenchment of employees	0.713
Psychological contract violation	0.963
Intention to join Union	0.683

Source: Developed for the research

Pearson Correlation Coefficient

In this study, the Pearson Correlation Coefficient had been used in determining the relationship between a single independent variable

with the dependent variable. For example, the relationship between job security and the intention to join the union. Their relative strength is provided in Table 1.3.

Table 3: Pearson Correlation Coefficient

Coefficient Range	Strength
± 0.91 to ± 1.00	Very Strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	A small but definite relationship
0 to ± 0.20	Slight, almost negligible

Source: Sekaran & Bougie (2013)

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

Multiple Regression Analysis

In this research, Multiple Regression Analysis had been applied in determining the relationship between multiple independent variables towards the dependent variable. For example, the relationship between 2 or 3 independent variables, such as job

security, employee retrenchment, performance appraisal to join the union.

Results

In this study we have analyzed 4 hypotheses and out 4, 3 are accepted and one is rejected. The table 4 below illustrates the results:

Hypothesis	Supported
H1: There is a significant relationship between job security and employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.	P=0.000 B= -0.465 (Reject H0) P=0.021
H2: There is a significant relationship between retrenchment and employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.	B=0.155 (Reject H0)
H3: There is a significant relationship between performance appraisal and employee intentions to join unions in Associated Air-Pak Ind Sdn. Bhd.	P=0.521
H4: There is a significant relationship between psychological contract violation and employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.	B=0.138 (Accept H0)
H5: There is a significant relationship between all factors (job security, retrenchment, performance appraisal, psychological contract violation) employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.	P=0.000 B= -0.307 (Reject H0)
H0: There is no significant relationship between job security and employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.	
H0: There is no significant relationship between retrenchment and employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.	P=0.000 (Reject H0)
H0: There is no significant relationship between performance appraisal and employee intentions to join unions in Associated Air-Pak Ind Sdn. Bhd.	
H0: There is no significant relationship between psychological contract violation and employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.	
H0: There is no significant relationship between all factors (job security, retrenchment, performance appraisal, psychological contract violation) employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.	

Source: Developed for the research

Table 5: Cronbach's Alpha Coefficient

Description	Cronbach's Alpha Coefficient	Number of items
Job security	0.758	5

Impact Factor:	ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
	ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 0.191	PIF (India) = 1.940
	GIF (Australia) = 0.564	ESJI (KZ) = 8.100	IBI (India) = 4.260
	JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

Performance Appraisal	0.822	5
Retrenchment of employees	0.713	5
Psychological contract violation	0.963	19
Intention to join Union	0.683	7

Source: Developed for the research

The result from table 4.11 represents the reliability analysis. Cronbach's Alpha value of 0.80 to 0.90 is considered very good, from 0.70 to 0.80 is good, range from 0.60 to 0.70 will consider as moderate level, and range which has less than 0.60 will be deemed as weak reliability. The coefficient range of 0.60 is considered as an acceptable level, and range that closer to 1.0 is better. The Cronbach's Alpha of each predictor independent variables for reliability test is considered good and moderate consistency due to the reliability test range shown are higher than 0.60. Which performance appraisal is the highest Cronbach's Alpha value of 0.822, and followed by job security 0.758 and retrenchment of

employees 0.713. Moreover, the psychological contract violation as the independent variable is the value of 0.963. The Cronbach's Alpha for the dependent variable which is Intention to join the union is 0.683, which means it has good reliability due to the reliability coefficient shown below 0.60.

Pearson's Correlation Coefficient

In this part, researchers will examine the coefficient level to determine the strength of the association between two variables. The table below shows the list of the strength of the association based on the coefficient range.

Table 6: Pearson Correlation Coefficient

Coefficient Range	Strength
±0.91 to ±1.00	Very Strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	A small but definite relationship
0 to ±0.20	Slight, almost negligible

Source: Sekaran & Bougie (2013)

H1: There is a significant relationship between job security and employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.

Based on the result generated by SPSS, it shows that job security and intention to join trade unions are related negatively because the results show that the correlation coefficient between these

two variables is -0.875. In addition, the results also show that the relationship between these variables is significant since the significance level (0.000) is lower than 0.01. Thus, H1 is accepted in which there is a significant relationship between job security and employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	PIHHI (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

Figure 5: Pearson correlation coefficients results

		Correlations				
		<u>jobsec</u>	<u>perfappr</u>	<u>jobretrench</u>	<u>psvccont</u>	<u>Inten</u>
<u>jobsec</u>	Pearson Correlation	1	.886**	-.532**	.927**	-.876**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	109	109	109	109	109
<u>perfappr</u>	Pearson Correlation	.886**	1	-.367**	.906**	-.777**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	109	109	109	109	109
<u>jobretrench</u>	Pearson Correlation	-.532**	-.367**	1	-.501**	.554**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	109	109	109	109	109
<u>psvccont</u>	Pearson Correlation	.927**	.906**	-.501**	1	-.876**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	109	109	109	109	109
<u>Inten</u>	Pearson Correlation	-.876**	-.777**	.554**	-.876**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	109	109	109	109	109

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

Source: Developed for the research

H2: There is a significant relationship between *retrenchment* and employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.

Based on the result generated by SPSS, it shows that retrenchment and intention to join trade unions are related positively because the results show that the correlation coefficient between two variables is 0.554. Moreover, the result also shows that the relationship between these variables is significant since the significance level (0.000) is lower than 0.01. Therefore, H2 is accepted in which there is a significant relationship between retrenchment and employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.

H3: There is a significant relationship between *performance appraisal* and employee intentions to join unions in Associated Air-Pak Ind Sdn. Bhd.

Based on the result generated by SPSS, it shows that performance appraisal and intention to join trade unions are having a negative relationship since the results show that the correlation coefficient between both variables is 0.777. Furthermore, the results also show that the relationship between both variables is significant because the significance level (0.000) is lower than 0.01. Hence, H3 is accepted in which there is a significant relationship

between performance appraisal and employee intentions to join unions in Associated Air-Pak Ind Sdn. Bhd

H4: There is a significant relationship between *psychological contract violation* and employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.

Based on the result generated by SPSS, it shows that psychological contract violation and intention to join trade unions are having a negative relationship since the results show that the correlation coefficient between both variables is - 0.876. At the same time, the results also show that the relationship between both variables is significant because the significance level (0.000) is lower than 0.01. Hence, H4 is accepted in which there is a significant relationship between psychological contract violation and employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.

H5: There is a significant relationship between all factors (job security, retrenchment, performance appraisal, psychological contract violation) employee intention to join unions in Associated Air-Pak Ind Sdn. Bhd.

Thus, from the above results, we can see that all factors mentioned above have significant relationships and correlation with each other.

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	PIIHQ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

4.3.2 Multiple Regression Analysis

Figure 6: Model summary

Model Summary ^c						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.883 ^a	.779	.773	.23178	.779	123.461
2	.900 ^b	.811	.803	.21558	.032	17.378

Model Summary ^c				
Model	Change Statistics			
	df1	df2	Sig. F Change	
1	3	105	.000	
2	1	104	.000	2.090

a. Predictors: (Constant), jobretrench, perfappr, jobsec
b. Predictors: (Constant), jobretrench, perfappr, jobsec, psyccont
c. Dependent Variable: Inten

Source: Developed for the research

Figure 7: ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.898	3	6.633	123.461	.000 ^b
	Residual	5.641	105	.054		
	Total	25.539	108			
2	Regression	20.706	4	5.176	111.384	.000 ^c
	Residual	4.833	104	.046		
	Total	25.539	108			

a. Dependent Variable: Inten

b. Predictors: (Constant), jobretrench, perfaappr, jobsec

c. Predictors: (Constant), jobretrench, perfaappr, jobsec, psyccont

Source: Developed for the research

Based on the results of ANOVA, p-value (sig. 0.000) is less than alpha value 0.05, the F statistic is significant and it shows there is a relation between the dependent and the independent variables. Thus, independent variables: Job security, job retrenchment, performance appraisal, and psychological contract violation are significant in explaining the intention to join trade unions. Therefore, alternative hypotheses are supported by the data. The R-value is the correlation coefficient

between the independent and dependent variables. The value of the correlation coefficient for this study is positive (0.883) so this is positive and shows a high correlation between the dependent variable (intention to join unions) and independent variables (Job security, retrenchment, performance appraisal) and mediating factor (psychological contract violation). The R square indicates the extent or percentage of the independent variables can explain the variations in the dependent variable

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	PIHHI (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

so in this case, R square is 77.3 percent. This means that independent variables (Job security, retrenchment, performance appraisal) can explain 77.3 % of the variations in the dependent variable (intention to join unions).

And also the independent variable can explain variations more.

As a conclusion, SPSS software was used to collect results from 109 of questionnaires in this research. In this chapter, descriptive and inferential analyses have been conducted to interpret the quantitative data and display them as tables and charts. The data collected from the questionnaire has been measured with central tendencies as well. Furthermore, the reliability test result for all the variables is provided. Besides, the result shown from Pearson's correlation coefficients analysis, it is proven that 3 variables have a significant relationship and 1 variable has no correlation with the dependent variable.

Discussion

To start with, to recommend the management of Associated Air-Pak Ind Sdn. Bhd our study clarified some vital data on the issues on the decrease in exchange unions. It gives a general comprehension of the administration about what the real issues are and what the conceivable reasons making workers join a union. In the study, the relationship of a few HR hones had been inspected with the expectation of joining unions. As a result, job security, job retrenchment, psychological contract violations related, and impacted representative goal to join unions. For example, if the present laborers of the organization are not fulfilled by employer stability and conservation rehearses, high expectation of joining unions suggests that damaged practices are seen from representative viewpoints. Administration of Associated Air-Pak Ind Sdn. Bhd could allude this study, as a rule, to look at the established reasons for representative disappointment towards authoritative practices. Consequently, arrangement creators could detail better HR practices to understand representative welfare and advantages. Thus, the companies in manufacturing industries should improve job security, the process of retrenchment, and the following of the psychological contract. If the companies take these factors seriously, they can reduce employee turnover and the number of workers joining trade unions and making problems for the management.

Implication of Study

From unions' points of view, the point of trade unions is to raise the thickness of union enrollment. Therefore, this study gives suggestions to trade

unions as it laid out 4 variables that may fundamentally impact the aim of joining unions. Albeit a portion of the outcome demonstrated that there is no solid relationship to the aim of going along with, it is trusted those components might be inspected further in up and coming exploration. Arrangement creators of trade unions may allude this exploration extend henceforth concentrate on pertinent HR hones keeping in mind the end goal to give better assurance to union individuals. This study might be served as a rule of approaches to draw in more individuals joining in. Moreover, the research result has shown that job security, psychological contract violation, employee retrenchment are proven to have a relationship with the intention to join the union. Other than that, a second reason is that those independent variables we had tried have been well-performing in the assembling division. From here, we can clarify why the union number in the Malaysia fabricating division ready to keep low for so long because there is no need for the quintessence of unions. The capacities and goals of unions had been accomplished and functioned admirably in the present work circumstance. These days, associations endeavor to seek after the most ideal method for HR hones that can fulfill representative needs. Subsequently, there is no undeniable need for unions as satisfactory and fulfilled HR practices are executed.

Strengths, Limitations, and Future Research Directionsnts, further exact examination inside and out is required.

The primary deficiencies of this examination was absence of openness and suitability of information gathering. This exploration examined on the wonder effect of hierarchical practices to expectation of joining Malaysian trade unions in assembling segment. Legitimate information with respect to Malaysian trade unions is constrained and inadequate. A number of reference information was obsolete even it is an official information. Besides, auxiliary information that specialists gather from the wellsprings of online diaries, sites, magazines, news are not really characterized their unwavering quality. In this manner, constrained information gathering was a testing assignment to specialists amid the exploration procedure.

Also, the populace to this examination task ought to be taken thought of conclusions from all assembling division in Malaysia. Notwithstanding, it wound up with couple of private colleges we had drawn closer to be this exploration populace. The longing test size couldn't be accomplished from all Malaysian assembling organizations because of time limitation. Development of gatherings, configuration of an exploration title and poll, unwavering quality

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	PIIHQ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

test are tedious. There is no slack time given to circulation of survey. So we have picked one organization to speak to the entire populace division.

Another inadequacies analysts may enhance is that Likert-scale arrangement is utilized as a part of exploration survey. A portion of the respondents remarked it was barely to express their conclusions to the inquiries since those inquiries are not open-finished inquiries. Likert-scale design from 1 to 5 communicating their sentiments is undesirable. Consequently, a few information gathered might be wrong because of this issue. Besides, look into did not get a full cooperation from those respondents. Some of them may not will to top off the responses to the inquiry making the essential information accumulation considerably harder all the while. The examination setting foundation is identified with trade unions and authoritative practices. In any case, some respondent did not improve comprehension of both variables. Along these lines, it is troublesome for scientists to assemble valuable experiences and profundity's assessments from the exploration.

In this part, a few constraints had been finished up to give rules to up and coming exploration. It is expecting these constraints would be overcome and guaranteeing the same errors won't be made twice.

With the survey of restrictions, couple of suggestions can be made to help taking after researchers enhance the nature of examination. Firstly, this study supports different specialists may encourage explore the relationship between HR practices and expectation of joining unions albeit constrained optional information accumulation is accessible. The variables being distinguished demonstrate some of immaterial relationship to goal of joining unions, So, the significance of joining trade unions is constantly disregarded by current workforce. It is important to discover the circumstances and end results on the goal of joining unions. Subsequently, few studies examine this theme with regards to Malaysia. It is recommended to examine another exploration with various area association.

Aside from that, the disappointment of social event information from all organizations because of time requirement and examination group size. As constraints specified above, information accumulation is harder on the grounds that most information is obsolete or deficient regardless of the possibility that it is produced from authority sources. With a specific end goal to get a solid and exact information, essential information accumulation is firmly prescribed. Be that as it may, the errand of essential information gathering can't be finished without a solid force base of exploration group. This procedure is required a proficient and expert

examination group with developed exploration time given. By the by, some obsolete information is hard to be finished by just an exploration group even it is an expert firm. Another suggestion is that the up and coming exploration undertaking can consider to work together with Malaysian Trades Union Congress (MTUC). Coordinated effort with solid force base government organizations quicken research process also settled database is given by MTUC.

In spite of the fact that Likert-scale position did not meet the desire of a few respondents on the noting choices, this study has its need of utilizing this organization. Proposal to this point is that analysts may apply a blend of information get-together with both subjective and quantitative strategy. Polls could express both in Likert-scale arrangement and open-finished inquiry. Respondents may comprehend the ideas better and ready to express profitable and significant sentiments and emotions toward their encounters.

Conclusion

Conclusively, this research successfully identified and examined there is a significant relationship between job security, employee retrenchment, and psychological contract violation in influencing the intention of joining unions.

Also, those outcomes are helpful to union and additionally administration. The unions capable clarify the issues on the decrease in the enrollment of unions. The administration will ready to comprehend the real issues that created the worker to join the union in the association. As a result, employer stability, execution evaluation, representative conservation, and mental contract are the significant reasons that will impact the worker from joining the union.

So for the future study, we prescribe that different analysts may encourage exploration around there because that is the absence of data and information here. Aside from that, we additionally prescribe to fabricate a more solid force base of the examination group and work together with MTUC to do further study. For the further concentrate additionally prescribe to apply more arrangements in the poll design.

Declaration of Conflicting Interests

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

Funding

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

The author(s) received no financial support for the research, authorship, and/or publication of this article.

References:

- Acayan, A. M., Cua, M. H., Te, J. C., & Calleja, M. T. (2015). Antecedents and outcome of union commitment. *Philippine Journal of Psychology*, 48(1), 59-86.
- Agyemang, C. B., & Ofei, S. B. (2013). Employee work engagement and organizational commitment: A comparative study of private and public sector organizations in Ghana. *European Journal of Business and Innovation Research*, 1(4), 20-33.
- Aminuddin, M. (2003). *Malaysian industrial relations and employment law*. McGraw-Hill.
- Aminuddin, M. (2003). *Malaysian industrial relations and employment law*. Kuala Lumpur: McGraw Hill.
- Associated Air-Pak Industries Sdn. Bhd.. (2007). Retrieved June 18, 2016, from <http://www.air-pak.net/>
- Ballou, N. S. (2013). *The effects of psychological contract breach on job outcomes* (Master's thesis, San Jose State University). Retrieved from http://scholarworks.sjsu.edu/cgi/viewcontent.cgi?article=7874&context=etd_theses
- Beletskiy, A. (2011). *Factors affecting employees' perceptions of the performance appraisal process* (Master's thesis, Hanken School of Economics, Helsinki, Finland).
- Boston University School of Public Health. (n.d.). Global health. Retrieved March 18, 2016, from <https://www.bu.edu/sph/about/departments/global-health/>
- Budd, J. W. (2007). The effect of unions on employee benefits and non-wage compensation: Monopoly power, collective voice, and facilitation. *What do unions do*, 160-92.
- Daud, Z., & Tumin, S. (2013). The relationship between employees' needs and the formation of trade union: The Malaysian manufacturing company's experience. *International Journal of Business and Social Science*, 4(13), 124-134.
- De Cuyper, N., De Witte, H., Sverke, M., Hellgren, J., & Näswall, K. (2014). Felt job insecurity and union membership: The case of temporary workers. *Društvena istraživanja*, 23(4), 577-591.
- Dhal, M. (2014). *Impact of HR practices on union-management relationship: Evidence from India*. Kozhikode: India Institute of Management Kozhikode.
- Ebbinghaus, B., & Visser, J. (1999). When institutions matter: Union Growth and Decline in Western Europe, 1950-1995. *European Sociological Review*, 15(2), 135-158.
- Emberland, J. S., & Rundmo, T. (2010). Implications of job insecurity perceptions and job insecurity responses for psychological well-being, turnover intentions and reported risk behavior. *Safety Science*, 48(4), 452-459.
- Ghosh, P., & Geetika. (2007). Unionization: A feasibility study for the Indian software industry. *Russian Management Journal*, 2, 45-56.
- Goerke, L., & Pannenberg, M. (2011). Trade union membership and dismissals. *European Association of Labour Economists*, 18(6), 810-821.
- Gumbrell-McCormick, R., & Hyman, R. (2013). Mapping the terrain: Varieties of industrial relations and trade unionism. In *Trade unions in Western Europe. Hard times, hard choices* (p. 1).
- Hall, R. (n.d.). *Psychological contracts: An introduction to the concept*. Retrieved from https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&cad=rja&uact=8&ved=0ahUKEwjRqbKR3qbOAhXGwI8KHd6sC-IQFggwMAI&url=http%3A%2F%2Fflrrpublic.cli.det.nsw.edu.au%2Fflrrsecure%2Fsites%2Fweb%2F13289%2Ffezine%2Fyear_2008%2Fsep%2Fdocuments%2Fpsychological-contractsintroduction.doc&usq=AFQjCNGc3gbg7wl3axdzhiY0QjISBL4j5g&sig2=aUYHYUMdTKMxk5tBeXGXgw&bvm=bv.128987424,d.c2I
- Isaksson, K., Bernhard, C., Claes, R., Witte, H. D., Guest, D., Krausz, M., ... Schalk, R. (2003). *Employment contracts and psychological contracts in Europe* (SALSA report 2003:1). National Institute for Working Life & SALSA 2003.
- John C. Moylan. (2016). Retrieved March 11, 2016, from

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

- <https://www.wyche.com/what/attorneys/lawyer/john-c-moylan-iii/>
21. Katou, A. A. (2013). The link between HR practices, psychological contract fulfillment, and organizational performance in Greece: An economic crisis perspective. *Journal of Industrial Engineering and Management*, 6(2), 568594.
 22. Kickul, J., & Lester, S. W. (2001). Psychological contract in the 21st century: What employees value most and how well organizations are responding to these expectations. *Human Resource Planning*, 24(1), 10-21.
 23. Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610.
 24. Kuruvilla, S., Das, S., Kwon, H., & Kwon, S. (2002). *Trade union growth and decline in Asia*. Retrieved from Cornell University ILR School website:
<http://digitalcommons.ilr.cornell.edu/articles/215/>
 25. Ministry of Human Resources. (2016). Retrieved March 11, 2016, from <http://www.mohr.gov.my/index.php/en/11-trade-union>
 26. Nurul Absar, M. M. (2012). Recruitment & selection practices in manufacturing firms in Bangladesh. *Indian Journal of Industrial Relations*, 47(3), 436-449.
 27. Onyango, B. A. (2013). *Factors affecting employee perception of the performance appraisal process at National Housing Corporation* (Master's thesis, University of Nairobi, Nairobi, Kenya).
 28. Ramendran, C., Kumar, R., Nadarajan, P., & Rajadurai, M. M. (2013). Excessive job protection by labor law impedes organizational changes: To what extent job retrenchment is a management prerogative. *International Journal of Education and Research*, 1(2), 1-18.
 29. Robinson, S. L., & Rousseau, D. M. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior*, 15, 245-259.
 30. Salamon, M. (2000). *Industrial relations: Theory and practice*. Pearson Education.
 31. Sekaran, U., & Bougie, R. (2013). *Research method for business: A skill-building approach* (6th ed.). Chichester, West Sussex: John Wiley & Sons, Inc.
 32. Shamsudin, F. M., Subramaniam, C., & Alshuaibi, A. S. (2012). The effects of HR practices, leadership style on cyber deviance: The mediating role of organizational commitment. *Journal of Marketing and Management*, 3(1), 22-48.
 33. Shrestha, B. R. (2012). *The effects of trade unionism on workers*. Business Economics and Tourism.
 34. Sia, S. K., & Bhardwaj, G. (2009). Employees' perception of diverse climate: Role of the psychological contract. *Journal of the Indian Academy of Applied Psychology*, 35(2), 305-312.
 35. Singh, K. (2004). Impact of HR practices on perceived firm performance in India. *Asia Pacific Journal of Human Resources*, 42(3), 301-317.
 36. Skarlicki, D. P., & Folger, R. (1997). Retaliation in the workplace: The roles of distributive, procedural, and interactional justice. *Journal of Applied Psychology*, 82(3), 434-443.
 37. Sverke, M., Hellgren, J., & Näswall, K. (2006). *Job insecurity: A literature review*. Arbetslivsinstitutet.
 38. Tsai, K. L. (2015). *The roles of organizational justice and cynicism in employee affective commitment to change* (3689612) (Doctoral dissertation). Retrieved from ProQuest Dissertations and Theses database. (3689612)
 39. Umar, S., & Ringim, K. J. (2015, May). *Psychological contract and employee turnover intention among Nigerian employees in private organizations*. Paper presented at Mic 2015: Management International Conference, Portorož, Slovenia.
 40. Witte, H. D., Sverke, M., Ruysseveldt, J. V., Goslinga, S., Chirumbolo, A., Hellgren, J., & Näswall, K. (2008). Job Insecurity, Union Support, and Intentions to Resign Membership: A Psychological Contract Perspective. *European Journal of Industrial Relations*, 14(1), 85-103.
 41. Ye, J., Cardon, M. S., & Rivera, E. (2012). A mutuality perspective of psychological contract regarding career development and job security. *Journal of Business Research*, 65, 294-301.