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SEMINAR ON POST COVID-19 AND THE LABOUR MARKET (2020)

“EMERGING ISSUES AND CHALLENGES IN SABAH”

Editorial:

Roslinah Mahmud, Khairul Hanim Pazim, Beatrice Lim Fui Yee,
Kasim Mansur & Borhan Abdullah

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SEMINAR ON POST COVID-19 AND THE LABOUR MARKET (2020)

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COVID-19 Risk Perception Impacts on Behavioural Intention Towards Malaysia's Domestic Tourism During the Pandemic

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Abstract

Purpose - This study aims to explain domestic tourism's behavioural intention affected by individuals' COVID-19 risk perception during COVID-19 in Malaysia.

Methods - Based on the discussion and analysis of the relevant literature, this study proposed a conceptual model that incorporates the theory of planned behaviour with the TRIRISK model to understand the relationship of behavioural intention to Malaysia's domestic tourism and risk perception of COVID-19.

Results - Firstly, this paper pointed out that behavioural intention has been impacted by the multidimensional risk perception, including deliberative, affective, and experiential risk perception. Secondly, it stated that attitude, subjective norms, and perceived control behaviour significantly affect behavioural intention during the COVID-19 pandemic. Lastly, this paper also suggested that attitude, subjective norms, and perceived control behaviour mediate the perception of risk and behavioural intention.

Research implications/ limitations - The paper presented a critical discussion that behavioural intention has been affected by risk perception. The conceptual model will be tested the validation by presenting the empirical data in the future study.

Practical implications - From understanding tourists' behaviour change regarding the risk perception in COVID-19, this paper provides a vital reference for the Malaysia's tourism industry and market. Moreover, this study also helps tourism practitioners develop practical and efficient strategies to recovery consumers' confidence in the domestic tourism market and meet their needs and expectations for tourism products and services.

Originality/value – This paper employed the TPB by incorporating the TRIRISK model to propose a conceptual model for explaining the individuals' behaviours change towards Malaysian domestic tourism in the context of the COVID-19 pandemic.

Keywords: COVID-19, Risk perception, TRIRISK model, the theory of planned behaviour, domestic tourism, Malaysia, Intention

Introduction

Tourism, which is the phenomenon of social, cultural, and economic, entails people's movement to countries or places outside their usual environment for multipurpose (i.e., personal, business/professional) with their activities, including tourism expenditure. These people are called tourists (residents or non-residents) (UNWTO, n.d.). The tourism industry, which has experienced rapid growth, involves hundreds of millions of people towards international and domestic travel each year (OCDE, 2020). The long-term forecast report announced by World Tourism Organization stated that the number of international visitors worldwide would annually increase with an average rate of 3.3% from 2010 and reach 1.8 billion in 2030 (UNWTO, 2017). As a result, the tourism industry has gradually become one of the leading service industries and contributed a pivotal economic growth source to the world economy (Puah, Jong, Ayob, & Ismail, 2018).

In 2019, the below figures were witnessed. There was a total number of 1.5 billion international tourist travellers (UNWTO, 2020). According to the annual research of the WTTC (World Travel & Tourism Council), tourism contributed US\$8.9 trillion to the global economy, which was equivalent to 10.3% of global GDP directly and indirectly (WTTC, 2020). Also, the tourism sector helped create 330 million employment opportunities and contribute to US\$1.7 trillion visitor exports and US\$948 billion in capital investment (WTTC, 2020).

In Malaysia's context, since the 1980s, the tourism industry has played an essential role in Malaysia's economy (Puah et al., 2018). It has gradually become the third-largest contribution after the manufacturing and commodities to the national economy (Puah et al., 2018). As provided in the statistic below (Figure 1), Malaysia's tourism revenues increased to 86143.50 MYR Million in 2019 from 56492.50 MYR Million in 2010 (Trading Economics , 2019). Malaysia 2020 Annual research reported that travel and tourism contributed 11.5% (MYR173.3BN) of the total economy to GDP in 2019 (WTTC, 2020). Moreover, the Ministry of Finance of Malaysia launched a 5 Million tourism matching fund that targeted and promoted Malaysia as a top tourist destination within the global market in 2019 (Tourism Malaysia, 2019). It expects tourism revenues in Malaysia to reach 45050.00 MYR Million by the end of 2020 (Trading Economics, 2020). Thus, the tourism industry has become one of the main priorities of Malaysia's economic strategy during the last several years (Mosbah, 2014). In terms of the domestic tourism of Malaysia, it as a vital contributor to economic expenditure accounted RM103.2 billion with an increasing of 11.5% in 2019 (Department of Statistics Malaysia , 2020).



Figure 1 Tourism Revenues in Malaysia (2010-2019)(Trading Economics, 2020)

However, a new virus was first detected in Wuhan, China, in December 2019. One month later, on 30 January 2020, the World Health Organization (WHO) stated the new virus named COVID-19, caused by the virus "SARS-Cov-2" to be a global health emergency of international concern (Bae & Chang, 2020; Foo, Chin, Tan, & Phuah, 2020; Neuburger & Egger, 2020). As governments worldwide have implemented unprecedented measures (e.g., travel ban and physical distance) have brought the tourism economy to a standstill (OCDE, 2020). Because of the widespread spread of COVID-19, 100% of all worldwide destinations, and more than 200 countries had been affected (UNWTO, 2020). 96% of the overall world population was influence by some international travel bans (Neuburger & Egger, 2020). The UNWTO forecasted a vast loss that amounts to a minimum of 22 billion dollars (Zhu & Deng, 2020). The tourist industry's impact has been profound and faced an unprecedented challenge in modern times with the outbreak of COVID-19 in 2020 (Williams, 2020).

Three tourists from China who had entered Malaysia via Singapore on 23 January 2020, and then they were confirmed as the first COVID-19 case in Malaysia on 25 January 2020 (Foo et al., 2020). To curb the virus's spread, Malaysia's government had practiced the Movement Control Order (MCO) since 18 March 2020 and extended the order three times until 3 May 2020 (PMO Malaysia, 2020). On 4 May, the Primer of Ministry announced the Conditional Movement Control Order (CMCO), and then Recovery Movement Control Order (RMCO) was implemented from 8 June until 31 August (PMO Malaysia, 2020). On 28 August, Malaysia's government announced the extent of the RMCO to 31 December 2020 (PMO Malaysia, 2020). Malaysia recorded 12,813 confirmed cases of COVID-19 (including 137 deaths), with a total population of 32 million by 5 October 2020 (Outbreak.MY, 2020). The confirmed cases infected by COVID-19 in Kuala Lumpur, Sabah, and Selangor ranked the top three, whereas Putrajaya, Labuan, and Perlis accounted the lowest (Outbreak.MY, 2020). Regarding travel restrictions and bans, tourist arrivals have decreased, and Malaysia's tourism has been hugely and adversely impacted (Foo et al., 2020). Compared with the first quarter in 2019, Malaysia's tourist arrivals suffered a decline of 26.8 percent, which accounted for approximately four million to the same period in 2020 (Tourism Malaysia, 2020). Moreover, Malaysia's tourist expenditure registered RM 12.5 billion, with a decline of 41.5 percent compared to the same period in 2019 (Tourism Malaysia, 2020). From the unpredictable health crisis of COVID-19, it can be seen that the tourism industry needs to take into account the kind of risk as an essential part of economic activity (Knight, 1921) that could directly or indirectly affect its performance (U & So, 2020; Wen, Kozak, Yang, & Liu, 2020) and consumers' buying behaviour (Bauer, 1960).

Since the industrial revolution, humans have suffered from several health crises such as Spanish influenza, SARS, MERS, Ebola, swine flu, Zika, and yellow fever (Aydm & Ari, 2020). Moreover, it is worth noting that the COVID-19 pandemic has fundamentally changed the world by affecting people's lives and lifestyles (Accenture, 2020). Consumers' confidence and behaviour have been affected by the COVID-19 pandemic and travel restrictions (OCDE, 2020). COVID-19 is a far more significant threat to global tourism market and travel behaviour, compared to the previous pandemic outbreaks (e.g., SARS, H1N1, or Ebola) (Wen, Kozak, Yang, & Liu, 2020; Zhu & Deng, 2020). For example, over 50% of consumers are unwilling to travel or choose a hotel to stay during the COVID-19 pandemic (Gursoy & Chi, 2020). Thus, the tourism industry and practitioners need to reconsider the tourism market and understand the changes in people's attitudes and behaviour towards tourism during the pandemic.

After COVID-19 outbreaks, many tourism researchers worldwide are currently studying on "Covid-19 research gap spotting" (Zenker & Kock, 2020). For instance, Bae and Chang (2020) examined that risk perception in COVID-19 impacts tourists' intention to 'untact' tourism in South Korea by using an extended theory of planned behaviour incorporated with risk perception of COVID-19. Neuburger and Egger (2020) figured out that travel risk perception has significantly affected travel behaviour in Germany, Austria, and Switzerland during the COVID-19 pandemic. Moreover, in the study of Zhu and Deng (2020), risk knowledge has an impact on rural intention and tested the mediating role of risk perception and attitude. Their studies have mainly used the theory of planned behaviour (TPB) (Ajzen, Icek, 1985) combined with risk perception (Bauer, 1960) to examine the impact of COVID-19 on the behaviour of tourists. The reason is that TPB is widely used to predict individuals' behaviours based on the three independent variables.

Risk perception is generally applied to determent individuals' decision-making regarding their intuitive evaluation of risk. In tourism, the risk perception refers to a kind of subjective assessment towards tourism security that can directly impact tourists' purchase intention (Cui, Liu, Chang, Duan, & Li, 2016). Thus, risk perception theory is critical to be applied in the tourism filed in the context of COVID-19. However, these studies lacked the inclusion of more comprehensive risk perception and its effects on tourist behaviours. According to a previous study, the multidimensional risk perception model (i.e., liberative, affective and experiential), called the tripartite model of risk perception (TRIRISK), provides a comprehensive theoretical framework related to risk perceptions and develops the novel measures to advance predictive validity (Ferrer, Klein, Persoskie, Avishai-Yitshak, & Sheeran, 2016). Their findings have been tested on the effects of risk perception on behaviour changes and decision-making (Ferrer et al., 2016).

Due to the containment measures related to COVID-19, the domestic market provides a critical chance to recover and support the tourism industry according to the intentional market (OCDE, 2020). Domestic tourism refers to a resident visitor's activities inside the country (IRTS, 2010). Many countries are implementing the initial stage for recovering the tourism market by promoting domestic tourism, including Malaysia (OCDE, 2020; Strategic Planning Division, 2020). That is, this study combines TPB and TRIRISK as the reference to justify the relationship of behavioural intention to Malaysia's domestic tourism and risk perception of COVID-19. According to the discussion above, the following research questions have been generated:

RQ1: Does risk perception (i.e., liberative, affective and experiential) affect behavioural intention?

RQ2: Does risk perception (i.e., liberative, affective and experiential) affect attitude, subjective norms and perceived control behaviour?

RQ3: Do attitude, subjective norms and perceived control behaviour affect the behavioural intention?

RQ4: Do attitude, subjective norms and perceived control behaviour mediate the relationship between risk perception (i.e., liberative, affective and experiential) and behavioural intention?

This study gives the tourism industry and practitioners a better way to understand individuals' travel intention towards domestic tourism in Malaysia in the context of COVID-19 pandemic. Moreover, the conceptual model fills the academic gap by investigating the relationships among individuals' risk perception and behavioural intention towards Malaysia's domestic tourism

during COVID-19. Last but not least, this study attempts to contribute to the health crisis in tourism literature, which incorporates the current ongoing issue of COVID-19.

This study is organised into the following four steps. Firstly, regarding the relevant literature, the independent variables (i.e., deliberative, affective, and experiential risk perception) and dependent variable (i.e., behavioural intention) were defined, and the relationships among them were also pointed out in this study. Secondly, this study highlights the determinants (i.e., attitude, subjective norms, and perceived control behaviour) that impact behavioural intention and their mediating role in the relationship between risk perception and behavioural intention. Thirdly, this study presents a conceptual model according to the literature review. Lastly, the research implications followed by limitations and prospects of this study are presented.

Methodology

This study adopted the conceptual analysis as the principal research design to analyse the relevant literature for answering the research questions. The relevant articles were strictly searched from “Web of Science Core Collection” by using a combination of keywords including “risk perception and behavioural intention”, “multiple dimensions of risk perception”, “factors impact on behavioural intention”, “risk perception in tourism and COVID-19”, and “the effects of COVID-19 on tourism”, “ the tripartite model of risk perception (TRIRISK)”, and “theory of planned behaviour”.

Literature review and hypothesis development

Tourism risk perception

The theory of risk perception proposed originally by Bauer in 1960, which is an essential theoretical basis, explains consumers’ decision-making behaviour (Wang, Xue, Wang, & Wu, 2020). Risk perception is regarded as individual’s subjective evaluation based on the likelihood of negative consequences of an event (Bae & Chang, 2020; Bauer, 1960; Paek, Hove, Paek, & Hove, 2017). Some scholars describe the risk perception as the concept of an individual’s attitude and intuitive judgment towards risk (Cui et al., 2016; Hasan, Ismail, & Islam, 2017) to predict their health-related or risk-related decisions (Paek et al., 2017). In other words, individuals will reduce their risk actions when taking a risk-related problem (Waters, Ackermann, & Wheeler, 2019).

As a service-oriented industry, tourism includes the characteristics of intangibility, heterogeneity, perishability, inseparability and variability which is different with perceived risk compared to goods (Hasan et al., 2017). That is, tourism risk also refers to the collection of factors that beyond the control during the process of consuming the tourism service (Cui et al., 2016). Based on the previous studies (Bae & Chang, 2020; Dillard, Ferrer, Ubel, & Fagerlin, 2012), individuals generally rate the likelihood of future events using the available heuristics. Therefore, the researchers usually have tested the risk perception instead of real risk due to individuals’ risk perception as the primary determinant of human behaviour (Bae & Chang, 2020; Dillard et al., 2012).

Tourism risk perception is the tourists’ judgment of the uncertain activities or process in tourism, impacting tourists’ decision-making behaviours if the tourists believe the perceived risk is beyond

acceptance (Chew & Jahari, 2014; Wang et al., 2020). An individual's tourism risk perception is influenced by two dimensions which are subjective and objective factors (Cui et al., 2016).

- Subjective factors can be divided by two categories, including demographic variables (e.g., age, gender, educational experience, academic background, social status, geography, education level, income) and social experience variables such as individual cognitive abilities includes temperament, personality, emotions, outlook, values, cognitive and meta-cognitive (Cui et al., 2016).
- The objective factors mean that negative consequences or negative impact that may occur during travel (Cui et al., 2016), including financial risk, functional risk, physical risk, psychological risk, and social risk, time risk and health risks (Bae & Chang, 2020).

Based on the previous researches, tourism scholars have widely discussed the relationship between perceived risk and tourist behaviours since the 1990s (Huang et al., 2020). In this study, COVID-19 is categorised under the health risk that impacts the individuals' decision behaviours in tourism. Moreover, the health risk (e.g., SARS, H1N1, and Ebola) has been proven to impact the tourism economy and tourist behavioural intention (Neuburger & Egger, 2020). In terms of the unprecedented COVID-19 pandemic, it is necessary to explain the relationship between risk perception of COVID-19 and travel behaviour. Moreover, perceive risk play an important role in individuals' travel decision-making (Quintal, Lee, & Soutar, 2010).

Tripartite model of risk

From relevant studies, risk perception can be characterized into three dimensions (i.e., deliberative, affective and experiential), which is also called TRIRISK (Ferrer et al., 2016).

- Deliberative risk perception as an individual's a reasoned judgement that reflects one's susceptibility to a risk that is most frequently related with the models of decision-making or health behaviour theories (Ferrer et al., 2018; Ouyang, Gong, & Yan, 2020) (e.g., "How likely is it that you will get COVID-19 at some point in the future?") (Ferrer et al., 2016).
- Affective risk perception is defined as one's affective response according to the possibility of developing a risk (e.g., disease or illness), and often involve anxiety, worries and fear (Bae & Chang, 2020; Ouyang et al., 2020). In other words, affective risk perception means how the person feels towards a risk (Peters & Slovic, 1996) (e.g., "I am worried about the possible consequences of COVID-19") (Ouyang et al., 2020).
- Experiential risk perception as the assessment of vulnerability to a risk which is the outputs of holistic processing according to learned associations (Ferrer et al., 2018, 2016; Ouyang et al., 2020). For instance, "I feel very vulnerable to COVID-19" (Ouyang et al., 2020).

Ouyang et al. (2020) also stated that the risk perception (i.e., affective, deliberative and experiential) have impacted on the behaviours of individuals. Therefore, this study employs three dimensions of risk perception (i.e., deliberative, affective and experiential) to explain the relationship of behavioural intention to Malaysia's domestic tourism and risk perception of COVID-19. Tripartite model of risk perception is used as one of the theoretical frameworks to understand tourists' health-related behaviours during the COVID-19 pandemic. Thus, it was hypothesised as follow:

H1: There is a significant relationship between risk perception (i.e., liberative, affective and experiential) and behavioural intention.

Theory of planned behaviour

In social psychology, Ajzen (1985) proposed the theory of planned behaviour (TPB) that presents the relationship between the beliefs, attitudes, norms, intention, and behaviour of an individual. It was initially based on the theory of reasoned action (TRA) by Ajzen and Fishbein (1977) that examines attitudes and subjective norms as the determinants to predict behaviour (Hill, Fishbein, & Ajzen, 1977). However, Ajzen (1985) added one more determinant of behavioural intention: control behaviour and named the new model as the “theory of planned behaviour”. Thus, in TPB, the three determinants (i.e., attitude, subjective norms and perceived control behaviour) of behavioural intention, which, in turn, affects behaviour (Bae & Chang, 2020).

- Attitude is defined as the degree to which an individual is positively or negatively assessing the behaviour (Ajzen, 1991). For example, “for me to travel domestically is useful.”
- Subjective norm means that the perceived social pressure to perform or not perform the behaviour (Ajzen, 1991). For example, “most people who are important to me think that I should travel domestically.”
- Perceived control behaviour is considered to the perceived capabilities or incapability of performing the behaviour (Ajzen, 1991). For example, “I am capable of traveling domestically.”

In a word, TPB examines that behaviour intention is significant when the individuals' attitude to the behaviour is positive; when individuals are encouraged that behaviour by the people who are essential to them and believes they have the capabilities to practice the behaviour (Callow, Callow, & Smith, 2020). Numerous studies have tested and verified the TPB model's use to predict behavioural intentions (Maichum, Parichatnon, & Peng, 2017), such as in the tourism industry (Chaulagain, Pizam, & Wang, 2020). Thus, consistent with past studies, this study applied the TPB as one of the theoretical frameworks. That is, based on the previous studies, this paper proposed the following hypothesis:

H2: There is a significant relationship between attitude and behavioural intention.

H3: There is a significant relationship between subjective norms and behavioural intention.

H4: There is a significant relationship between perceived control behaviour and behavioural intention.

According to existing studies, risk perception was added into the TPB as a successful model to be tested in tourism (Quintal et al., 2010; Sparks & Pan, 2009). For instance, TPB was used to predict tourists' health-related behaviour and travelling satisfaction towards Tibet (Huang, Dai, & Xu, 2020). In addition, Quintal et al., (2010) pointed out risk perception has directly impact on travel intention. Some researchers stated that the travel intention of potential tourists have changed in terms of the outbreak of COVID-19 pandemic (Wang et al., 2020). In Malaysian tourism context, based on the survey on domestic travel in Malaysia (Strategic Planning Division, 2020), the findings also present that most of respondents choose the domestic tourism than international tourism due to the effects of COVID-19 on their attitude towards traveling. This

study applied TPB model combined with TRIRISK as the theoretical framework to explain the COVID-19 risk perception affect the behavioural intention towards domestic tourism. Therefore, hypotheses are proposed as below:

H4: There is a significant relationship between risk perception (i.e., liberative, affective and experiential) and attitude.

H5: There is a significant relationship between risk perception (i.e., liberative, affective and experiential) and subjective norms.

H6: There is a significant relationship between risk perception (i.e., liberative, affective and experiential) and perceived control behaviour.

According to the study of Soliman (2019), attitude, subjective norms and perceived control behaviour have mediating impact on the relationship between variables. In another study, a mediating role of attitude has existed in the relationship the between consumer ethnocentrism and intention towards purchasing domestic wine (Tomić Maksan, Kovačić, & Cerjak, 2019). Bae and Chang (2020) also stated that attitude and subjective norms were the mediators risk perception and behavioural intention. In addition, another study proved that attitude played the mediating role between risk perception and behavioural intention (Choi, Lee, & Ok, 2013). Therefore, this study proposes that attitude, subjective norms and perceived control behaviour mediate the relationship between risk perception and behavioural intention towards domestic tourism.

H7: Attitude plays a mediating role between risk perception (i.e., liberative, affective and experiential) and behavioural intention.

H8: Subjective norms play a mediating role between risk perception (i.e., liberative, affective and experiential) and behavioural intention.

H9: Perceived control behaviour plays a mediating role between risk perception (i.e., liberative, affective and experiential) and behavioural intention.

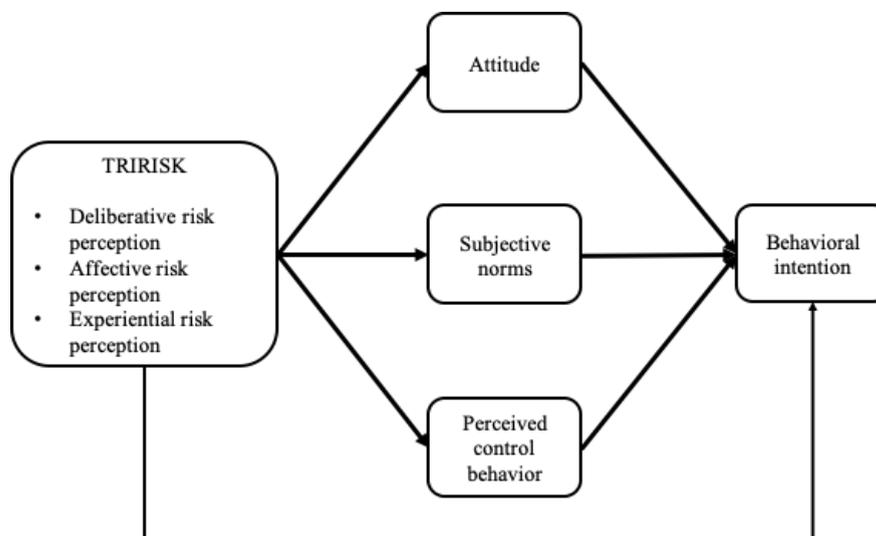


Figure 2 The conceptual model

Discussion

According to the above discussion, with the multidimensions (i.e., deliberative, affective, and experiential) of risk perception, this paper proposed the conceptual model (Figure 2) to predict the domestic tourism behavioural intention during the time of COVID-19 pandemic. This study incorporates the TRIRISK into the TPB to understand the relationship between risk perception and behavioural intention. The preceding works of literature provide evidence to support the conceptual model of this study. Therefore, this paper suggested that behavioural intention as the dependent variable has been significantly affected by the multidimensions of risk perception as independent variables in the conceptual model context. It states that individuals' travel intention towards domestic tourism had affected their perceived risk perception from COVID-19.

What is more, individuals' attitudes towards domestic tourism, subjective norms, and perceived control behaviour respectively had been influenced by the deliberative, affective, and experiential risk they perceived. The probability that they will develop COVID-19 in the future, their worries according to the possible consequences of COVID-19, and their assessment of vulnerability to risk are assumed to affect the attitude, subjective norms, and perceived control behaviour. Moreover, from the findings above that have been examined in previous research, this study suggested that attitude, subjective norms, and perceived control behaviour had impacted the behavioural intention. It means that individuals' subjective assessment from their attitude towards domestic tourism, the recognition from their society or the people who are important to them, and the perceived capability to participate in domestic tourism have significantly impacted their travel intention during the COVID-19 pandemic. More importantly, this study assumed that attitude, subjective norms, and perceived control behaviour as the mediators have influenced the relationship between risk perception and behavioural intention. Taking an example, the individuals, who have perceived more risk, show more behavioural intention when they have an increased positive attitude towards domestic tourism; also, the individuals, who have perceived more risk, show more behavioural intention when they have increased capabilities to engage in domestic tourism; in addition, the individuals, who have perceived more risk, show more behavioural intention when the society or their relatives and friends encourage them to engage in domestic tourism.

Implication, limitations and future studies

From the above discussion, the findings provide the theoretical and practical implications in this study. As for the theoretical implications, this study proposed a novel conceptual model with a more comprehensive risk perception to predict tourists' behavioural intentions. This paper also highlights the importance of multidimensional risk perception for the individuals' behavioural intention according to the TRIRISK, and suggests the mediating role of attitude, subjective norms, and perceived control behaviour between the independent and dependent variables. It is a new insight to fill the gap in tourism risk perception research.

Moreover, as a cross-study of health crisis and tourism, this paper provides a new conception to understand the current ongoing global issue of COVID-19. In terms of the practical implications, this paper proposes a new measurement to help the tourism industry and practitioners observe tourists' behavioural intentions related to risk perception of COVID-19 in Malaysia and the global tourism market. As we discussed above, COVID-19 has profoundly impacted on tourism market and tourists. For the tourism industry, it is necessary to rethink tourists' behaviour and the new

norm in tourism. Thus, this study provides a theoretical basis for tourism practitioners to make better strategies and implications that could encourage tourists to engage in domestic tourism and support the tourism industry.

Conclusion

This paper proposes a conceptual model that combines the TRIRISK and TPB to explain the effects of risk perception of COVID-19 on domestic tourism intention in Malaysia during the pandemic. From reviewing the literature, the findings highlighted the influence of multidimensions of risk perception on behavioural intention. Therefore, the findings fill the gap in prior academic research related to risk and tourism. Moreover, this paper suggested that attitude, subjective norms, and perceived control behaviour have played the mediating role between risk perception and intention. This paper provides a new reference to predict tourists' behavioural intentions for the tourism industry during the pandemic regarding the findings. Additionally, in the future study, the conceptual model will be justified using Malaysia's empirical data to confirm its strength.

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CEO Compensation, Corporate Social Responsibility (CSR) and Firm Performance: Evidence From China

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Abstract

This paper investigated the moderating effect of Corporate Social Responsibility (CSR) on the relationship between CEO compensation and firm performance on the Chinese capital market. This paper applied a panel data regression technique using data composition represented by SSE180 index for a period spanning from 2010 until 2019. A total of 86 representative large listed firms was employed in this paper for the period of 10 years with a total of 860 firm-year observation. The empirical results showed that both CEO compensation and CSR have a significant positive relationship with firm performance. More importantly, this paper found that the level of CSR moderates (reduces) the relationship between CEO compensation and firm performance. Therefore, the results implied that although CSR is a useful business strategy, it still has a lot of room for improvement.

Keywords: CEO compensation, CSR, Firm performance, China, Panel data regression.

Introduction

In 21st century, complex and changeable market environment has forced firms to face challenges and even cruel market competition. Hence, continuous stable performance is a key driver of a firm especially in dealing with the increasing challenges posed by the unforeseen event in dynamic business landscape. Only through performance can a firm have opportunity to achieve sustainable development and make rapid progress, so most firms are trying to find any possible ways to improve their performance (Taouab, 2019). Under this situation, the controversial topic of CEO compensation has attracted ever-increasing attention (Jiang and Zhang, 2018). The theoretical agency study conducted by (Jensen and Meckling, 1976) also demonstrated the importance of aligning CEO compensation with firm performance.

The agency theory literature regards CEO compensation as a market mechanism, which prevents executives from over-extracting rent by aligning management decisions with the interests of shareholders. The conflict of interest between managers and shareholders can be effectively

alleviated through the payment of executive compensation in performance-sensitive ways such as equity, stock options and bonuses (Jiang and Zhang, 2018). Therefore, in order to obtain high incentives, the actions of executives are supposed to be in the best interests of shareholders and thus improve firm performance.

However, unlike some developed countries, where more mature external capital markets and strict implicit compensation contracts could effectively motivate and restrain the actions of managers, CEO compensation structure in China is single and cash compensation is still dominant. That indicates the CEO compensation incentive mechanism in China is not perfect and lacks effective executive restraint mechanism. Therefore, it is meaningful to investigate their relationship based on Chinese unique environment.

More importantly, combined the in-depth development of economic globalization with the Chinese rapid economic development, people's awareness of social responsibility is gradually enhanced. Corporate Social Responsibility (CSR) that originated from the West, has attracted great attention in China. An important reason why CSR has attracted much attention is that the commercial value it brings is increasingly reflected.

Many studies showed that CSR, as a useful business strategy, could increase the satisfaction of all stakeholders, strengthen firm brand image, improve firm reputation and promote firm innovation. However, the role of CSR as moderator in the relationship between CEO compensation and firm performance has rarely been studied. In order to fill this research gap, this paper will examine their relationship under the moderating role of CSR based on Chinese listed firms.

Literature Review

The CEO Compensation refers to the financial payment and other non-monetary rewards given to the Chief Executive Officer in exchange for their services to the organization. Empirical studies in terms of the relationship between CEO compensation and firm performance have generally shown mixed results (Elsayed and Elbardan, 2018). A majority of the studies found CEO compensation is positively correlated with firm performance (Elsayed and Elbardan, 2018 in China; Jiang and Zhang, 2018 in China; Kato and Kubo, 2006 in Japan; Ozkan, 2011 in UK; Sigler, 2011 in US).

Particularly, the empirical results by Ozkan (2011) implied that CEO cash compensation is significantly and positively correlated with firm performance while the correlation of CEO total compensation is not significant. However, others (Conyon and Peck, 1998; Elsilä, Kallunki, Nilsson, and Sahlström, 2013) found their relationship was weak or not related at all when other interrelated indicators such as firm size, ownership as well as other governance mechanisms were taken into account. The previous literature on CEO compensation using Chinese data usually show their positive relationship (Jiang and Zhang, 2018).

In this paper, CSR is a board concept, which refers to the responsibility that firms need undertake for its impact on society (Cheng, Lin, and Wong, 2016). Empirically, the association between CSR and firm performance has been studied by many scholars. In generally, the literatures on the effect of CSR disclosure on the firm performance showed that there is a positive relationship (Malik, 2015). Many studies revealed that companies actively engaged CSR activities certainly can improve firm performance (Chen and Wang, 2011; Cheng et al., 2016; Famiyeh, 2017; Feng,

Wang, and Kreuze, 2017). Studies by El Ghoul, Guedhami, Kwok, and Mishra (2011) and Yeh, Lin, Wang, and Wu (2019) showed that CSR activities may increase the satisfaction of all stakeholders, enhance the company brand image, and even increase firm performance and lower the cost of capital. While Nelling and Webb (2009) found that the association of CSR with firm performance is not significant. Brammer, Brooks, and Pavelin (2006) found out that CSR would have negative effect on firm performance.

From what has been studied above, both CEO compensation and CSR are correlated with firm performance. It would be reasonable to assume that the CSR could moderate (reduce or increase) the relationship between CEO compensation and firm performance. Therefore, this paper proposes the following hypothesis:

H1: CSR can moderate the relationship between CEO compensation and firm performance in Chinese listed firms.

Research Methodology

In this paper, all financial data are collected and gathered from China Stock Market & Accounting Research Database (CSMAR) and annual reports (for missing data). CSR disclosure is collected from hexun.com, which provide a professional evaluation system of CSR disclosure of listed firms. In order to examine their relationship, this paper employed stock data represented by the aggregate composition of the Shanghai Stock Exchange 180 Index (SSE 180 index) based on the Chinese capital market spanning from 2010 to 2019.

However, since we required our sample firms to have data available for all identified provisions, the sample excluded companies in the finance industry and companies with unavailable information, indeterminable data or incomplete financial data. In addition, this study retrieved the firm-year data from 2010-2019 and the final total number of observations are 86 firms, therefore the firm-year observations are 860.

Given that our data set is balanced panel data of different numbers of firms (86 firms) over a 10-year period from 2010-2019, this study applied panel data regression techniques to test the relationship among CEO compensation, CSR and firm performance. In order to test our hypotheses, the random effect model is employed. The econometric model is specified as follows:

$$FP_{it} = \alpha_0 + \beta_1 CC_{it} + \beta_2 CSR_{it} + \beta_3 CC_{it} * CSR_{it} + \beta_4 BS_{it} + \beta_5 BI_{it} + \beta_6 CD_{it} + \beta_7 SO_{it} + \beta_8 DEBT_{it} + \beta_9 FS_{it} + Year\ dummy_{it} + Industry\ dummy_{it} + \mu_i + \varepsilon_{it} \quad (i = 1, \dots, N; t = 1, \dots, T)$$

Where, FP_{it} represents ROA to measure firm performance for firm i at time t . In this paper, ROA is defined as the ratio of consolidated net earnings to average assets.

In this paper, the key independent variables include CEO compensation (CC), CSR and their interactive term $CC*CSR$. If the coefficient of the interaction term is significant, indicating that CSR could moderate their relationship. CC_{it} represents the natural log of the total compensation of TOP3 executives, excluding allowance received by executives. CSR is a moderator variable, measured by the rating scores of A-shares listed firms' CSR reports provided by <http://www.hexun.com/>. The higher CSR score, the higher quality of CSR disclosure. The maximum score is 100.

Moreover, this study used several control variables that might have an impact on firm performance, which are Board Size (BS), Board Independence (BI), CEO duality (CD), State Ownership (SO), Debt (DEBT). Board Size (BS) is measured as the total number of directors on the board. Board Independence (BI) is calculated as the ratio of the number of independent directors divided by the total number of directors on the board.

CEO duality (CD) is a dummy variable, which equals 1 if the CEO is also the chairman of the board of directors, and 0 otherwise (Kao, Hodgkinson, and Jaafar, 2019). State ownership (SO) is calculated as the ratio number of state-owned shares divided by the total number of shares (Hu, Tam, and Tan, 2010). Debt (DEBT) is the ratio of debt and equity financing, which is obtained by dividing total debt by total asset. In addition to that, this paper added industry dummy variables to control for industrial effects as well as year dummy variables in the model to capture the regulation effect, which may affect the outcome variable.

Empirical Analysis

Descriptive statistics and correlation

Table 1 shows the main descriptive statistics of the research variables used in this study for the full sample. Firm performance (ROA) ranges from the minimum of -11.96350 to the maximum of 47.7017 with an average value of 6.988960, indicating that there are big differences among these sample firms and some firms have poor performance. The average value of CEO compensation (CC) is 14.8625, the minimum value is 11.8241, and the maximum value is 17.7457. In terms of CSR, as shown in the table, the quality of CSR disclosure varies widely (the score of CSR disclosure ranges from -13.88 to 85.77).

With respect to the control variables, the average number of members serving on the board (Board Size) is 9.55, ranging from 9 to 17. The percentage of independent directors (Board Independence) has a mean of 38.85% and a median of 36.36%, which meets China's rules on board composition of listed firms (as of 2003 one-third of the members of the board must be independent). While still a few sample firms do not have enough independent directors on their boards (the minimum is 12.5%). About 12.44% of the sample firm CEOs and chairman are the same person.

The mean value of the proportion of state-owned shares (SO) is 0.0545, the minimum value is 0.000, and the maximum value is 0.7682, which indicates the proportion of state-owned shares in most enterprises is not high. In addition, the mean of debt is 0.5127, indicating that the average DEBT ratio is 51.27%. The mean value of enterprise size (FS) is 24.3930, the minimum value is 19.7325 and the maximum value is 28.6364, indicating that there is a certain gap in the size of different firms.

Table 2 provides the correlation matrix with t-statistics among all key variables in the regression analysis. The correlation coefficients between all independent variables are small (with a maximum of 0.609021), implying that there is no multicollinearity problem. According to the study of (Shao, 2019), a correlation of absolute value 0.7 or higher may indicate a multicollinearity problem, which serves as a preliminary test for multicollinearity. Therefore, the regression models used to test the hypotheses are relatively free from multicollinearity problem.

Table 1

The main descriptive statistics of variables

Variables	Mean	Median	Maximum	Minimum	Std. Dev.
ROA (%)	6.988960	5.676250	47.70170	-11.96350	6.126738
lnCC	14.86254	14.79305	17.74573	11.82408	0.766422
CSR	37.46731	28.94000	85.77000	-13.88000	20.84605
BS	9.548837	9.000000	17.000000	5.000000	1.907936
BI	0.388503	0.363636	0.800000	0.125000	0.078162
CD	0.126744	0.000000	1.000000	0.000000	0.330251
SO	0.054486	0.000000	0.768198	0.000000	0.140589
DEBT	0.512741	0.516892	0.885872	6.17E-05	0.184164
lnFS	24.39303	24.33377	28.63642	19.73252	1.689056
Observations	860				

Table 2
 The correlation matrix with Probability

Correlation (Probability)	1 ROA	2 BS	3 BI	4 CD	5 SO	6 CC	7 DEBT	8 FS
1 ROA	1.000000							
2 BS	0.010728 (0.7534)	1.000000						
3 BI	-0.147808 *** (0.0000)	-0.369941 *** (0.0000)	1.000000					
4 CD	0.098180 *** (0.0040)	-0.115890 *** (0.0007)	0.007211 (0.8328)	1.000000				
5 SO	-0.023147 (0.4978)	0.094908 *** (0.0053)	0.057043 * (0.0946)	-0.081987 ** (0.0162)	1.000000			
6 CC	0.185812 *** (0.0000)	0.056916 * (0.0953)	-0.026309 (0.4410)	0.100659 *** (0.0031)	-0.161615 *** (0.0000)	1.000000		
7 DEBT	-0.609021 *** (-17.41767)	0.033704 (0.3235)	0.211614 *** (0.0000)	-0.051474 (0.1315)	0.040022 (0.2410)	0.003137 (0.9268)	1.000000	
8 FS	-0.248335 *** (0.0000)	0.119966 *** (0.0004)	0.235390 *** (0.0000)	-0.142176 *** (0.0000)	0.047086 (0.1677)	0.243358 *** (0.0000)	0.442456 *** (0.0000)	1.000000
***, **, * Statistically significant at 1, 5, 10 percent significance level								

Regression Results

After the Hausman-test, the results ($p=1.0000$) show that the Random-effect model is more suitable for our data set. More importantly, in order to avoid endogeneity problems in the model, we conducted the Hausman test to examine whether there are endogenous variables in the model. The result of Hausman test statistic value strongly accepted the null hypothesis that all instrumental variables are exogenous. In addition, in order to further confirm the model in our study was valid, the return on equity (ROE) is used to replace the ROA mentioned above as the dependent variable to measure firm performance for the robustness test. It is consistent with the regression results and the conclusion that the model is robust. The specific results are shown in the Table 3.

According to Table 3, the results showed that the regression coefficient of CEO compensation (CC) is significantly and positively related to firm performance. CSR is positively correlated to firm performance. The regression coefficient of the interaction term (CC \times CSR) is negatively related to firm performance at the significance level of 10 percent, indicating that CSR could significantly weakened the positive relationship between CEO compensation and firm performance. In addition, board size (BS), CEO duality (CD) as well as firm size (FS) are related to firm performance. Debt (DEBT) has a negative relationship with firm performance.

Table 3
 Regression Results

Variables	Random Effect Model DV: ROA	Random Effect Model DV: ROE
CC	1.9888 *** (0.0000)	5.5123 *** (0.0000)
CSR	0.3007 ** (0.0401)	1.2684 *** (0.0001)
CC*CSR	-0.0177 * (0.0740)	-0.0784 *** (0.0002)
BS	0.2508 ** (0.0247)	0.4772 ** (0.0412)
BI	-1.7897 (0.5165)	-5.2645 (0.3622)
CD	0.9630 * (0.0641)	2.5196 ** (0.0217)
SO	-0.0951 (0.9321)	1.7104 (0.4722)
DEBT	-20.1087 *** (0.0000)	-14.1522 *** (0.0000)
FS	0.6771 *** (0.0041)	1.0514 ** (0.0248)
Constant term	-28.2303 *** (0.0001)	-85.1138 *** (0.0000)
Industry	YES	
Year	YES	
N	860	
Hausman-test for model selection	P=1.0000	
Hausman-test for endogeneity	P=0.2031	

R-squared	0.3233	0.2177
F-statistics	15.3095	8.9135
Prob (F-statistics)	0.0000	0.0000
***, **, * Statistically significant at 1, 5, 10 percent significance level		

Discussion and Conclusion

This paper investigated the moderating role of CSR in the relationship between CEO compensation and firm performance using stock data to represent the aggregate composition of SSE 180 index based on Chinese capital market. The findings of this paper can be concluded as follows.

The results showed that CEO compensation can indeed improve firm performance. In order to obtain high incentives, CEOs are supposed to make their best efforts in the best interests of shareholders, which is beneficial to the improvement of firm performance. However, the system of CEO compensation in China still can be improved. In China, the CEO compensation structure is single and cash compensation is still dominant, which indicates that the CEO compensation incentive mechanism in China is not perfect and lacks effective executive restraint mechanism. Therefore, China should establish a perfect professional manager market and implement effective incentive and restraint mechanism of executive compensation for the long-term development of enterprises. If the executives can maximize the interests of enterprises while pursuing their own interests, so as to give full play to the positive role of CEO compensation on firm performance.

More importantly, the results showed that there is a significant and positive relationship between CSR and firm performance, implying that CSR can be used a useful strategy. However, CSR, as a role of moderator, reduced the positive relationship between CEO compensation and firm performance instead of strengthening their relationship. An important reason for the results might be that the current Chinese firms is at a stage of eager for quick success and quick profits with the rapid development of China's economy. China's relevant laws, regulations and policies are not sound enough to encourage and constrain CSR. Although the number of CSR disclosure is increasing, the quality of CSR is low and many firms publish information that lacks third-party certification. Therefore, the results implied that although CSR is a useful business strategy, it still has a lot of room for improvement.

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The Effect of Working from Home (WFH) during MCO on Work Productivity

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Abstract

COVID-19 has led to dramatic changes like work and how work can be performed. Among various options, a flexible work arrangement allows workers to work from home (WFH) as a form of work continuity in times of crisis. To curb Covid-19 in Malaysia, the Government imposed Movement Control Order from 18 March 2020. The Movement Control Order has halted all non-essential economic activities in the country. The restrictions also forced the temporary closure of schools, higher education institutions (HEIs) and all government and private premises. Overnight, workers were forced to work from home. The main objective of this study is to investigate the effects and factors of WFH on employees' productivity during the crisis. Based on the literature review, there is a positive effect WFH towards employees' productivity and the factors that influence the relationship are demographics, the nature of the work, and technology. The findings will add to the limited literature on the impact of WFH on work productivity and work-life balance.

Keywords: Employee, WFH, Productivity

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Pandemic Covid-19

The COVID-19 has been declared as a pandemic by the WHO (Bedford et al., 2020). Globally, the pandemic affected more than 2.2 million people and resulted in over 152,000 deaths (WHO, 19 April 2020). In Malaysia, a total of 5,425 cases were reported on 19 April 2020 (Ministry of Health 2020). Several emergency actions have been activated by the Malaysian government to curb the spread of the virus. The Movement Control Order (MCO) is enforced under the Prevention and Control of Infectious Diseases Act 1988 and the Police Act 1967. The MCO was implemented starting from 18 March 2020 to flatten the infection curve so that the healthcare system will not be overwhelmed.

As the general prohibition of mass movement and gatherings were undertaken, business operating hours have been reduced, dine-in in restaurants and F&B outlets were not allowed, public transportation services become limited and other social, religious, cultural and sports events were canceled. The movement control has halted all non-essential economic activities in the country. The restrictions also forced the temporary closure of schools, higher education institutions (HEIs) and all government and private premises. The MCO was extended twice to 28 April 2020. By then, the majority of Malaysians would have stayed home for 6 consecutive weeks.

The spreading of the virus is not only risky to those in healthcare settings, but also among co-workers and between members of the general public and workers in other types of workplaces. Therefore, as people were urged to stay at home and practice social distancing, workers were forced to work from home. This becomes the new normal worldwide, facilitated by robust internet infrastructure. Therefore, COVID-19 has led to dramatic changes like work and how work can be performed. Among various options, a flexible work arrangement allows workers to work from home (WFH) as a form of work continuity in times of crisis. Flexible working arrangements take several other forms including flexi-time, teleworking, reduced work hours, job sharing, permanent part-time and career break. In Malaysia, a flexible working arrangement is not new.

In 2015, the Ministry of Women and Family Development in Malaysia took the initiative to introduce three flexible working modes in 2015 including: (1) working from home; (2) flexible-working hours; and (3) modified compressed workweek (Lim 2017). In the private sectors, such arrangements are limited and are usually practiced by foreign-owned multinational corporations, educational institutions and a few small firms (Subramaniam & Selvaratnam 2010). These initiatives are partly to encourage and facilitate the entry of women into the labour market (Lim 2017).

A study by Randstad (2018) indicates that 90% of employees in Malaysia prefer flexibility in their jobs as they believe it can increase work productivity and improve job satisfaction. However, 76% indicates that they prefer to work in the office during business hours, as working beyond the office environment may result in the difficulty to disconnect from work, for example, due to the need to reply an email urgently even on weekend. This is in contrast to developed countries, for example, Australia or the United Kingdom. In Australia, over 70% of business organisations have flexible working strategies and policies giving employees the ability to have some control over when, where and how work is accomplished (Australia Workplace Gender Equality Agency, 2019).

From the employers' perspective, remote working increases productivity improves morale, reduces employee turnover, reduces absenteeism and provides operational cost savings. On the other hand, employees strongly believed that remote working increases work-life balance (Indeed, 2019). In general, working from home is hypothesised to increase work productivity (Bloom 2015). Thus, the current situation does not only bring challenges but also offers opportunities in learning new ways of doing work for the long term.

Work From Home (WFH)

The novel coronavirus or COVID-19 has changed the world of work. The transition from normal 8 to 5 or 9 to 5 work in an office has now changed to emphasizing on outcome-based rather than process. Adapting to new normal has required most employers to strategize their workforce into an alternative working arrangement to avoid debilitating their productivity and operations. This includes working from home (WFH) which has been implemented as one of the initiatives of minimizing the spread of the virus. Pre-pandemic, like any other sector, the setting in private and government offices required employees to work constantly in close contact with colleagues and customers, sharing the same space, supplies, and equipment for long periods. As a result, there is an increased risk that both employees and customers will spread flu and other illnesses to each other. Flu spreads mostly by droplets containing flu viruses traveling through the air (up to 6 feet) when a sick person coughs or sneezes.

In the current report, people might get flu by touching surfaces or objects with flu viruses on them and then touching their eyes, nose, or mouth.

Incoherence with MCO, both essentials and non-essential sectors in Malaysia has complied with the law by closing their offices and premises but with some leniency to essentials, sectors to operate within permitted operation time. The schools and high institutions for instance obliged to close as required by the order. Academic calendar, for instance, has been adjusted with accordance to current situation of the pandemic in the country. Since the commencement of the order, school and higher institutions have played their role to continuously providing knowledge to the students by utilizing the alternative platform that technology has to offer. The transition of normal working hours to WFH might be a new normal that needs some attention regarding the outcome-based education.

A flexible working arrangement such as WFH generates benefits to both employer and employee and is often hypothesised to increase work productivity. However, the global work-from-home movement in time of the COVID-19 pandemic may result in a productivity slump and affect the economic growth shortly (Bloom 2020). Employees are forced to work at home alongside their children, in unsuitable spaces, with no choice, and no in-office days (Bloom 2020). In the context of Sabah, inadequate computer facilities and internet infrastructure can pose a challenge especially for workers in more rural areas, as well as low-income families. Furthermore, the MCO in Malaysia was implemented with minimal notice leaving many employers unprepared for a smooth transition of work for their employees - from the office to the home without causing disruptions in work.

This study aims to compare work productivity between the pre-pandemic and during the pandemic is the highlight of this study since there are a lot of factors contributing to the WFH applicability. This study dwelt into the effectiveness of WFH during a crisis. The process should be participated by all parties, and in this sense; employees, employers and the customers are the quintessential elements. WFH might be a smart practice to avoid worsening the disruptions in the economy especially employment. However, the outcome (in terms of employee productivity) of the new working practice might be different from the normal working hours in place before the pandemic. In addition to that, the anticipation of moderating factors such as communication of expectations from the employers, employee's willingness to participate (attitude) and the platform used may also contribute to the success or failure of the practice. Therefore, the objective of this research is to investigate the effects of WFH employees' productivity. The findings of this study will provide valuable insights to policymakers, considering that the Government continues to encourage flexible working arrangements in both the public and private sectors.

Literature Review

Driven by demographic changes and uncertainties in the labour economic scenario, many countries have practised the work from home concept (WFH) which is a form of flexible working arrangement. The concept of WFH (Petrova, 2011) emerged in studies with other similar terms such as telecommuting (Tamrat & Smith, 2017), remote working (Felstead & Henseke, 2017; Schall, 2019; Singh, Kumar, & Varghese, 2017), and teleworking (Baruch, 2000; Nakrošienė, Bučiūnienė, & Goštautaitė, 2019) which all referring to working from a distance as opposed to working performed directly at traditional central offices (Lin, Zhou, & Winters, 2006).

Previous research on WFH found the presence of a relationship between WFH and productivity (Bloom, Liang, Roberts, & Ying, 2015) on the firm level. Bloom et al. (2015) found that telecommuting enhances the total factor productivity of an organisation in China. Similarly, the relief from distractions and office politics during WFH seems to lead to an increased perception of productivity and satisfaction (Tamrat & Smith, 2017). WFH generates positive impacts on the individual level. WFH can provide a means to better combine work and family obligations (Hofäcker & König, 2013) to attain work-life balance (Lakshmi, Nigam, & Mishra, 2017). On the society level, WFH has been associated with lesser traffic congestion and reduced air pollution (Giovanis, 2019).

While there is an increasing amount of literature on WFH concerning its impact in the eye of rising technology resulting in changes with various options on the way people are working today, however, there is a lack of studies on the impact of WFH on workers during a crisis. There is evidence that various types of flexible work arrangements have been adopted as a form of work continuity in events of a financial crisis (Dietz et al., 2011), pandemic (Blake, Blendon, & Viswanath, 2010), or a natural disaster (Donnelly & Proctor-Thomson, 2015).

In this regard, few studies have found that firms have adopted various flexible work arrangements during a crisis such as reviewing business hours and work schedules to determine if they can be modified in a manner that best promotes social distancing, business continuity or other crisis response goals during an emergency. For instance, in Germany, the government pursued the implementation of working time flexibility through the reduction of working times and changes in the overtime policy as a measure to counteract the 2009 financial crisis (Dietz, Stops, & Walwei, 2011). Many countries have implemented emergency remote working arrangements forcing people to work from home as a form of work continuity in times of crisis, where its impact on productivity is less documented in the literature.

Conclusion

COVID-19 has led to dramatic changes in the nature of work and how work can be performed. Among various options, a flexible work arrangement allows workers to work from home (WFH) as a form of work continuity in times of crisis. In an effort to curb COVID-19 in Malaysia, the Government imposed Movement Control Order from 18 March 2020. The Movement Control Order was extended twice so that by 28 April 2020, the nation would have stayed at home for 6 consecutive weeks.

The Movement Control Order has halted all non-essential economic activities in the country. The restrictions also forced the temporary closure of schools, higher education institutions (HEIs) and all government and private premises. Overnight, workers were forced to work from home. While WFH is hypothesised to increase productivity, the impact of working from home during a crisis is less documented. Previous research on WFH found the presence of a relationship between WFH and productivity (Bloom, Liang, Roberts, & Ying, 2015) on the firm level. WFH generates positive impacts on the individual level. WFH can provide a means to better combine work and family obligations (Hofäcker & König, 2013) to attain work-life balance (Lakshmi, Nigam, & Mishra, 2017). On the society level, WFH has been associated with lesser traffic congestion and reduced air pollution (Giovanis, 2019). This study will provide insights into the implementation of WFH and the possibilities of adopting such a strategy by public/private organisations post Covid-19. The findings will add to the limited literature on the impact of WFH on work productivity and work-life balance.

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The Repercussions of Covid-19 Pandemic on the Labour Force Participation of Older People: A Narrative Literature Review

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Abstract

In 2002, the World Health Organisation (WHO) designed a framework for active ageing society which was implemented by most of the countries in the world to date. Many studies cited that the labour force participation of older people is one of the key factors in promoting the concept of active ageing (Punyakaew *et al.*, 2019; Halaweh *et al.*, 2018). Due to an unexpected disastrous COVID-19 pandemic emerged, there is a need to revisit the possible effects of this pandemic on the labour force participation of the older population. As of 9 October 2020, WHO reported that there are more than 36 million infected people and 1,056,186 deaths in 216 countries worldwide and the numbers are still rising at a rapid rate. Older people were identified as one of the most vulnerable groups to COVID-19 virus. It is expected that the current situation is less favourable to older people in Malaysia not only to their participation in the labour market, but in many aspects as well. This paper aims to provide a narrative literature review on how COVID-19 pandemic might have changed the decision of older people in participating in the labour force in Malaysia.

Keywords: Labour force participation, older people, COVID-19

Introduction

On 11th March 2020, the world changed forever when the World Health Organisation (WHO) declared COVID-19 as pandemic. COVID-19 was originally known as ‘Wuhan pneumonia’ due to its connection to the area where the first pneumonia-like case emerged (Chang et al. 2020). The severity and the widespread of COVID-19 in countries such as China and Singapore, has led to a quick decision by the Malaysian government to implement the Movement Order Control (MCO) on 18th March 2020, as a precautionary measure in controlling the spread of this disease (Chang et al. 2020; Shah et al. 2020). The implementation of MCO has created a phenomenal change called ‘new normal’ to all Malaysians (Ibrahim & Shimmi, 2020). In other words, every individual has to embrace new practices in their routines such as social distancing and wearing masks in the public in order to avoid getting the COVID-19. This ‘new normal’ has affected the older people in many ways including their participation in the labour force. To date, over 36 million COVID-19 cases with 1,056,186 deaths have been reported by the WHO (2020) and 15,096 cases with 155 deaths were reported in Malaysia by the Ministry of Health (MOHM, 2020).

Significance of the Study

Older people are prone to COVID-19 (Daoust, 2020). Most of the deaths related to COVID-19 in Malaysia are coming from the older population. With the presence of COVID-19, older people find it more difficult to participate in the labour force than before. This study provides a narrative literature review on the labour force participation of older people in Malaysia during the COVID-19 pandemic which is useful for the policymakers in designing effective policy in protecting the wellbeing of the older people while promoting active ageing.

Methodology

This study adopted a narrative literature review approach as proposed in a study by Green et al. (2006). This approach is purported to assess secondary studies found in conference proceedings, journals and other academic papers.

Active Ageing Framework

The Active Ageing Framework (AAF) is a framework that focuses on promoting active engagement of older people in any beneficial activities (Mohd & Sharif, 2020). This framework was originally published by the World Health Organisation in 2002 and is used widely in the field of gerontology (WHO, 2002). This includes optimizing the opportunity for the older people in maintaining good physical, social and mental wellbeing throughout their older life. With active participation of older people in beneficial activities, prolongation in healthy life expectancy, productivity and good quality of life as age increase is expected (Ambigga et al., 2011). Active ageing lifestyle can be promoted via active participation of older people in the labour market which allows them to stay physically fit as they age.

History of The Covid-19 Outbreak in Malaysia

The first official case of COVID-19 in Malaysia was detected back in 25 January 2020 (Elengoe, 2020). However, the first Malaysian that was actually infected by the COVID-19 was announced on 4 February 2020 (Elengoe, 2020). The number of COVID-19 cases rising steadily at a rapid rate ever since the first case caused the government to take a drastic measure by executing the Movement Control Order (MCO) on 18 March 2020 (Ho & Tang, 2020; Shah et al. 2020). The MCO originally contained three phases which was planned to be lifted after 28 April 2020, however, due to the severity of the spread of COVID-19 in Malaysia, the MCO was extended from 29 April 2020 to 12 May 2020 (Tang, 2020). On 1 May 2020, the government decided to modify the fourth phase of MCO by allowing some businesses to resume its operations in order to ease the economic losses faced by the government and this phase is renamed to Conditional Movement Control Order (CMCO) (Tang, 2020). On 6 October 2020, the COVID-19 daily cases hit another peak by recording 691 new cases (Ministry of Health Malaysia, 2020) which forced the government again to impose another strict control on the movement in order to break the chain of COVID-19 (Borneo Post Online, 2020). A strict CMCO was imposed on Sabah exclusively as the recent outbreak of COVID-19 in Malaysia was claimed by many parties due to the state election that took place on 26 September 2020 (Povera et al. 2020).

Impacts of Covid-19 Pandemic on The Labour Force Participation of Older People in Malaysia

Prior studies have found that older people have a low survival rate if they are infected by the COVID-19 (Clark et al., 2020; Pelicioni & Lord, 2020). Most of the deaths associated with the COVID-19 were the older people (Daoust, 2020). The Ministry of Health (MOH) in Malaysia reported that the highest incidence of COVID-19 is among those aged 55 to 69. Furthermore, recent studies on COVID-19 patients in older people suggested that the older males are at higher risk than the older females (Clark et al. 2020; Sun et al. 2020).

The labour force participation rate of older people shows a declining trend as businesses contracted its workforce in order to reduce the labour costs to remain sustainable during this ongoing pandemic. Earlier findings of Chaney (2020) confirms that labour force participation rate for females show a steeper decline than the males as most of the women are the 'caregiver' in the household. This might explain why the older females have a lower participation rate in the labour force than the older males.

Imposition of lockdown has forced women to withdraw themselves from the labour market in order to provide care in the household, especially women that are married with children (Bidisha & Faruk, 2020). As Malaysian government imposed the MCO on 18 March 2020 and further extensions, the labour force participation rate of women is expected to take a dive. More broadly, older people were reported to have a higher sensitivity to the COVID-19 disease and the ongoing pandemic may compelled them to withdraw themselves from the labour force or decided to stop looking for new employment and retire after losing their job during the COVID-19 pandemic (Coibion et al., 2020). This indicates an increase in the number of older people in Malaysia stop working in order to avoid the risk of getting the COVID-19 and more likely it is expected that the working children will persuade their older parents to quit their job for safety reasons.

Conclusions

The COVID-19 pandemic has significantly changed the labour market landscape for the older people to participate. Not only that, the older people are now compelled to adapt to the 'new normal' during and after the COVID-19 pandemic (Abdullah et al. 2020). It is expected that the older people in Malaysia will have different preferences over their labour force participation decision during the COVID-19 pandemic.

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Empirical Analysis of the “Shimer Puzzle”

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Abstract

This paper aims to examine the “Shimer Puzzle” by using a dynamic stochastic general equilibrium (DSGE) approach. The appropriate calibrate strategy could assist in solving two aspects of the Shimer puzzle by generating more accurate standard errors for unemployment and elasticity of the $v-u$ ratio with respect to productivity. However, there remains the unsolvable problem of generating an accurate standard deviation for vacancy.

Keywords: Search model, Mortensen-Pissarides model, Dynamic stochastic general equilibrium

Introduction

In the human resource (HR) economics, a presence of unemployment in the HR market could be seen as an unsolved mystery. Under a perfect HR market assumption, there should not be extra HR which would not be employed by the firms. If the supply of HR is greater than the demand of the HR, the price of the HR or wage would fall. The decline in the wage would automatically adjust a HR market in a way that excessive HR would be absorbed into the firms with lower wages.

In other words, the most crucial question in the HR economics: Why does unemployment exist? There is no consensus among the HR economists to answer this mystery. However, there are two prominent answers to this question. Firstly, unemployment does exist because there is a structural problem in the HR market. This kind of unemployment is known as a structural unemployment that are caused by a mismatch between the HR supply and the HR demand. Secondly, unemployment does exist because there is a friction in the HR market. This kind of unemployment is known as a frictional unemployment that are caused by a friction that job seekers could not find instantly job in a firm. In other words, unemployed workers need to spend some times for a job search.

Among the job search model, the Mortensen-Pissarides (MP) search model could be considered as a standard model to offer a basic insights on the job search behaviour of job seekers and firms (Mortensen and Pissarides, 1994). In this model, the equilibrium level of unemployment would be determined by an interaction between unemployment rate (u), the interaction between job vacancy (v), the vacancy-unemployment ratio or the $v-u$ ratio (θ) and productivity (p).

In 2005, Robert Shimer boldly criticised to an empirical validity of the MP search model. His empirical criticism is known as the “Shimer Puzzle” which consists of two criticisms (see Table 1). Firstly, the MP search model tends to estimate lower volatility of unemployment and vacancy. For example, the actual volatility of unemployment and vacancy in the United States are 0.190 and 0.202, respectively. However, the calibrated volatility in the MP model are 0.009 and 0.027, respectively. Secondly, the MP search model tends to estimate a lower volatility for the $v-u$ ratio in comparison with productivity. For instance, the actual volatility for the $v-u$ ratio are 20 times as high as the

volatility of productivity. However, the calibrated volatility for the v-u ratio in the MP are 2 times as high as productivity (Shimer, 2005).

In 2008, Marcus Hagedorn and Iourii Manovskii defended the empirical validity of the MP search model by criticising the Shimer’s calibration strategy. This Hagedorn-Manovskii counterargument consists of two points (See Table 1). Firstly, Hagedorn and Manovskii pointed that Shimer’s parameters for the value of nonmarket activity (z) are too low [$z = 0.4$]. Instead, they argued that parameter for values of nonmarket activity should be set to a higher value [$z = 0.955$]. Hagedorn and Manovskii claimed that Shimer’s parameters for worker’s bargaining power (β) are too high [$\beta = 0.72$]. Instead, they argued that parameter for worker’s bargaining power should be set to lower value [$\beta = 0.052$] (Hagedorn and Manovskii, 2008).

Since then, there are an ongoing debate on this topic”. Many researchers have conducted numerous empirical research to answer the “Shimer Puzzle” (Krusell, *et al.*, 2010; Atolia *et al.*, 2019). This paper aims to contribute to existing literature by offering new empirical findings which are based on the dynamic stochastic general equilibrium (DSGE) analysis. There are little empirical research which employed the DSGE analysis for the analysis of the Shimer Puzzle, except Petrosky-Nadeau and Zhang (2017) and Droste (2020). For example, Petrosky-Nadeau and Zhang (2017) used the DSGE model to calibrate employment, productivity and consumption, without directly estimating unemployment, vacancy and v-u ration. Droste (2020) also used the DSGE model to replicate the findings of Shimer (2005), without paying attention to findings from Hagedorn and Manovskii (2008).

Shimer’s theoretical model

The basic building blocks of the Shimer’s theoretical model are four Bellman equations (Shimer, 2005):

$$rJ_p = p - w - s(J_p - V_p) + \lambda(J_{p'} - J_p) \quad (1)$$

$$rV_p = -c + q(\theta)(J_p - V_p) + \lambda(V_{p'} - V_p) \quad (2)$$

$$rU_p = z + f(\theta)(W_p - U_p) + \lambda(U_{p'} - U_p) \quad (3)$$

$$rW_p = w - s(W_p - U_p) + \lambda(W_{p'} - W_p) \quad (4)$$

where U_p , W_p , J_p , V_p are current values of unemployed worker, employed workers, filled vacancy and unfilled vacancy, p is current productivity, p' is expected productivity after the shock, w is wage, c is the cost of vacancy, z is value of nonmarket activity, s is separation rate, λ is shock arrival rate, f is job-finding rate, q is vacancy-filling rate, θ is the v-u ratio, r is discount rate.

The Shimer model consists of three conditions, namely the job-creating condition, wage condition and unemployment motion condition. First of all, the current and expected values of filled vacancy is zero. Thus, the Equation 2 can be simplified as:

$$J_p = c/q(\theta) \quad (5)$$

The equation (5) can be put into Equation (1):

$$(r + s + \lambda)c = \frac{f(\theta)}{\theta} (P_t - w_t + \frac{\lambda c \theta'}{f(\theta')}) \quad (6)$$

where θ' is the expected v-u ratio after the shock. The Equation (6) could be called as the job creation condition.

Secondly, the wage is set to maximize the Nash product $(W_p - U_p)^\beta (J_p - V_p)^{1-\beta}$. This implied:

$$(W_p - U_p) = \frac{\beta}{1-\beta} (J_p - V_p) \quad (7)$$

where β is worker's bargaining power. The Equation (4) subtract Equation (3):

$$(r + s + \lambda)(W_p - V_p) + f(\vartheta)(W_p - V_p) = w - z + \lambda[W_{p'} - U_{p'}] \quad (8)$$

The Equation (7) can be put into Equation (8), then arranged into

$$w = \beta p + (1 - \beta)z + c\beta\theta \quad (9)$$

The Equation (6) could be called as the wage determination creation condition.

Thirdly, the change in the unemployment rate is the difference between the job creations which is the flow from unemployment to employment (i.e. $s(1 - u)$) and the job destructions which is the flow from employment to unemployment (i.e. $f(\theta)u$). The unemployment can be expressed as:

$$u_t = u_{t-1} + s(1 - u_t) - f(\theta_t)u_t \quad (10)$$

Besides of these three condition, the Shimer model consists of three more equations, namely the labour productivity equation, the v-u ratio equation and the job-finding rate equation. Firstly, productivity equation could be approximated by the first-order autoregressive process:

$$\ln P_t = \rho \ln P_{t-1} + \varepsilon_t \quad (11)$$

where ρ is the first-order autoregressive parameter and $\varepsilon_t \sim N(0, \sigma^2)$. Secondly, the v-u ratio equation can be expressed as:

$$\theta_t = v_t/u_t \quad (12)$$

Thirdly, the Shimer model used the standard Cobb-Douglas matching function (den Haan and Kaltenbrunner, 2009):

$$m(u_t, v_t) = \mu u_t^\alpha v_t^{1-\alpha} \quad (13)$$

where m is matching function, μ and α are matching parameters (MP). The job-finding rate equation can be expressed as:

$$f(\theta_t) = \mu \theta_t^{1-\alpha} \quad (14)$$

Hagedorn and Manovskii's theoretical model

The building block of the Hagedorn and Manovskii's theoretical model are the following four Bellman equations (Hagedorn and Manovskii, 2008):

$$J_p = p - w + r(1 - s)J_p \quad (15)$$

$$V_p = -c + rq(\theta)J_p \quad (16)$$

$$U_p = z + rf(\theta)W_p + r(1 - f(\vartheta))U_p \quad (17)$$

$$W_p = w + r(1 - s)W_p + rsU_p \quad (18)$$

The Hagedorn-Manovskii model also consists of three conditions, namely the job-creating condition, wage condition and unemployment motion condition. First of all, the current values of filled vacancy is zero. Thus, the Equation 2 can be simplified as:

$$J_p = c/q(\theta) \quad (19)$$

From these four equations, the first condition for Hagedorn and Manovskii's DSGE model could be formulated as:

$$\frac{c}{r} = \frac{f(\theta_t)}{\theta_t} (p_t - w_t + (1 - s) \frac{c\theta}{f(\theta)}) \quad (20)$$

Secondly, the wage determination condition could be determined from the Nash bargaining rule

$$(1 - \beta)(W_p - U_p) = \beta(J_p - V_p) \quad (21)$$

where β is the worker's bargaining power. From the four Bellman equations and the bargaining solution, the second condition for the Hagedorn-Manovskii model could be formulated as:

$$w_t = \beta p_t + (1 - \beta)z + c\beta\theta_t \quad (22)$$

Thirdly, the change in the unemployment rate is the difference between the job creations which is the flow from unemployment to employment (i.e. $s(1 - u)$) and the job destructions which is the flow from employment to unemployment (i.e. $f(\theta)u$). The unemployment can be expressed as:

$$u_t = u_{t-1} + s(1 - u_t) - f(\theta_t)u_t \quad (23)$$

Also, the Hagedorn-Manovskii model consists of three more equations, namely the labour productivity equation, the v-u ratio equation and the job-finding rate equation. Firstly, productivity equation could be expressed:

$$\ln P_t = \rho \ln P_{t-1} + \varepsilon_t \quad (24)$$

where ρ is the first-order autoregressive parameter and $\varepsilon_t \sim N(0, \sigma^2)$. Secondly, the v-u ratio equation can be formulated as:

$$\theta_t = v_t/u_t \quad (25)$$

Thirdly, Hagedorn and Manovskii (2008) suggested to using the matching function:

$$m(u_t, v_t) = u_t^l v_t^l / (u_t^l + v_t^l)^{1/l} \quad (26)$$

where l is a matching parameter. In their study, the job-finding rate equation can be formulated as (Hagedorn and Manovskii, 2008):

$$f(\theta_t) = 1 / (1 + \theta_t^{-l})^{1/l} \quad (27)$$

Hagedorn and Manovskii (2008) also suggested to replace the unemployment motion condition with the employment motion condition. Petrosky–Nadeau and Zhang (2017) used this DSGE model for the analysis of the “Shimer Puzzle”. However, a methodological issue of this DSEG model is that it would be unable to generate directly unemployment motion from this model. In other words, there is a need to generate indirectly unemployment motion using the following equation ($u_t = 1 - n_t$). Thus, the current study uses the unemployment motion condition, rather than employment motion condition, for its empirical analysis.

Calibration results

The first calibration strategy employed Shimer’s DSGE model. It incorporated the following six equations: Equation (6), Equation (9), Equation (10), Equation (11), Equation (12) and Equation (14). Also, it used Shimer’s choice of the parameters [$s = 0.1, r = 0.012, z = 0.4, \mu = 1.355, \alpha = 0.72, \beta = 0.72, c = 0.213, \lambda = 0.034$]. Some parameters in set Shimer’s original study were changed. This includes Shimer’s choice for standard deviation of stochastic process [$\sigma = 0.0165$], which would generate volatile movements for productivity. Therefore, in the current study this parameter was [$\sigma = 0.0083$] which generate the standard deviation of 0.020 for productivity. In addition, Shimer’s choice for autoregressive parameter of stochastic process [$\rho = 0.996$] generated disproportionately high autocorrelation for productivity. Therefore, in the current study this parameter was set to [$\rho = 0.935$] which generated autoregression of 0.878 for productivity.

As Table 2 and Figure 1 indicated, the generated movements of these four main labour market variables in the first calibration strategy were found to be exactly in line with Shimer’s findings. The differences in the four generated volatility movements between the current and Shimer’s study are approximately 0.001. In other words, the first calibration strategy unambiguously confirmed the existence of the Shimer puzzle. This means that Shimer DSGE model with his choice of parameters indeed tended to underestimate the volatility of unemployment, vacancy and the v–u ratio.

The second calibration strategy employed the Hagedorn-Manovskii model. It incorporated the following six equations: Equation (20), Equation (22), Equation (23), Equation (24), Equation (25) and Equation (27). Also, it used Hagedorn and Manovskii’s choice of the parameters [$s = 0.0081, r = 0.999, z = 0.955, l = 0.407, \beta = 0.052, c = 0.584$]. It should be noted that Hagedorn and Manovskii’s choice for standard deviation parameter of stochastic process [$\sigma = 0.058$] and autoregressive parameter of stochastic process [$\rho = 0.9895$] would generate volatile movement with a disproportionately high autocorrelation of productivity. Therefore, the current study set the standard deviation parameter to 0.0083 [$\sigma = 0.0083$] and the autoregressive parameter was set to 0.935 [$\rho = 0.935$].

As Table 2 and Figure 2 showed, the generated movements in this strategy were only moderately in line with Hagedorn and Manovskii’s study and the differences between the two calibrations were less

than 0.363. The calibrated volatility for unemployment largely coincided with the actual movement and the differences between the two were less than is 0.008. Furthermore, the generated volatility for the $v-u$ ratio was more than twenty times as large as the generated volatility for productivity, which is largely in line with the actual movement. However, the difference in volatility between the actual and calibrated is relatively high and it is 0.264. This means that Hagedorn and Manovskii's choice of job-finding rate condition and job creation equation would contribute to generating more volatile cyclical behaviour of the $v-u$ ratio.

Conclusion

The current study's comparative analysis of Shimer and Hagedorn–Manovskii approaches has yielded some notable findings. To begin with, the first calibration strategies confirmed the existence of the Shimer puzzle. The second calibration strategy indicated that Hagedorn and Manovskii's choice of parameters would generate more appropriate movements of unemployment similar to the actual movement.

As a conclusion, the findings of the current analysis suggest that an appropriate calibration strategy could offer valuable insights concerning both solvable and unsolvable aspects of the Shimer puzzle. More precisely, such a strategy could assist in solving two aspects of the Shimer puzzle by generating more accurate standard errors for unemployment and elasticity of the $v-u$ ratio with respect to productivity. However, there remains the unsolvable problem of generating an accurate standard deviation for vacancy.

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Appendix Figure and Tables

Figure 1: Calibrate moments (Shimer model)

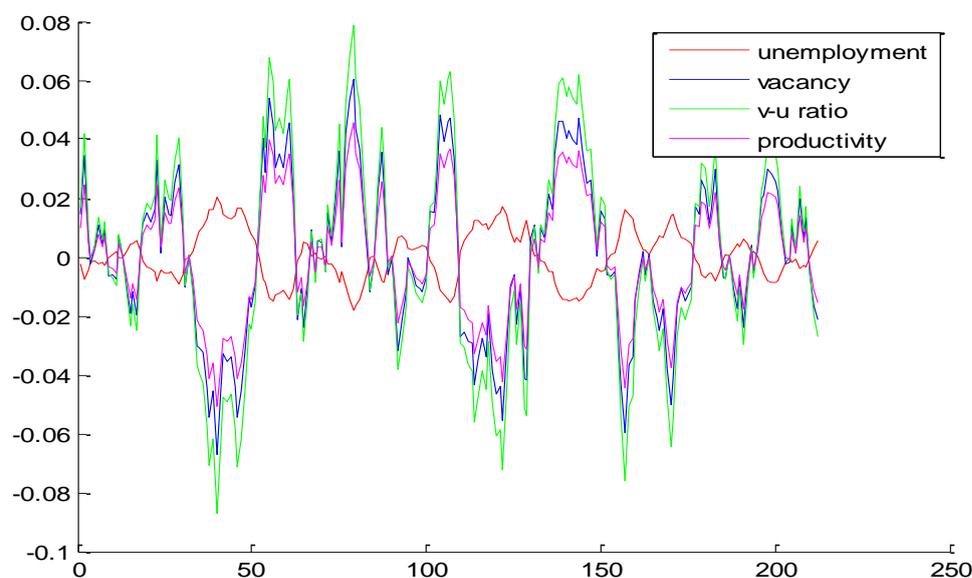


Figure 2: Calibrate moments (Hagedorn-Manovskii model)

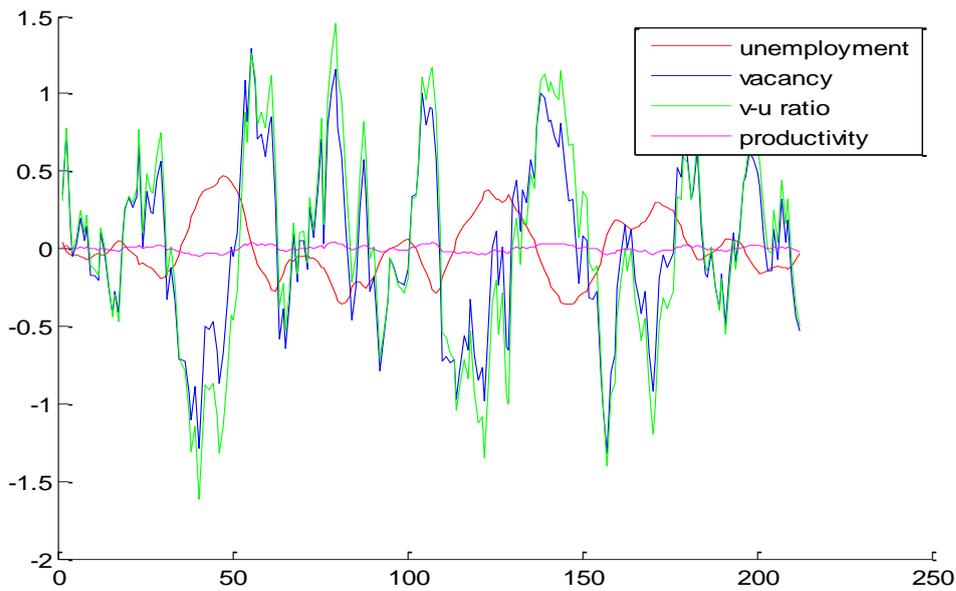


Table 1: Actual and predicted labour market moments

	<u>Panel A</u> Quarterly US Data (1951-2003) Table 1 in Shimer (2005)					<u>Panel B</u> “Shimer puzzle” Table 3 in Shimer (2005)				
		u	v	θ	p		u	v	θ	p
Standard deviation		0.190	0.202	0.382	0.020		0.009	0.027	0.035	0.020
Autocorrelation		0.936	0.940	0.941	0.878		0.939	0.835	0.878	0.878
Correlation matrix		u	v	θ	p		u	v	θ	p
	u	1	-0.894	-0.971	-0.408	u	1	-0.927	-0.958	-0.958
	v		1	0.975	0.364	v		1	0.996	0.995
	θ			1	0.396	θ			1	0.999
				1		p				1
	<u>Panel C</u> “Hagedorn-Manovskii counterargument” Table 4 in Hagedorn and Manovskii (2008)									
		u	v	θ	p					
Standard deviation		0.145	0.169	0.292	0.013					
Autocorrelation		0.830	0.575	0.751	0.765					
Correlation matrix		U	v	θ	p					
	u	1	-0.724	-0.916	-0.892					
	v		1	0.940	0.904					
	θ			1	0.967					
				1						

Table 2: Results from calibration analysis

	Calibration I Shimer model.				Calibration II Hagedorn-Manovskii model				
	u	v	θ	p	u	v	θ	p	
Standard deviation	0.008	0.026	0.034	0.020	0.197	0.531	0.646	0.020	
Autocorrelation	0.937	0.851	0.878	0.878	0.997	0.892	0.878	0.878	
Correlation matrix	u	v	θ	p	u	v	θ	p	
	u	1	-0.958	-0.975	-0.975	u	1	-0.429	-0.663
	v		1	0.997	0.997	v		1	0.960
	θ			1	1.000	θ			1
	p				1	p			1

Exploring the Economic Impact of a Pandemic on Gig employment: A Case of E-Hailing Taxi Drivers in Sabah

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Abstract

Recently, the world has been experiencing some of the common contagious diseases, the COVID-19. The WHO has declared a pandemic following the spread of the disease involving 210 countries reaching 2 million cases. As a result, all non-essential economic activities are halted. Similar to other countries, Malaysia had implemented movement control and border control in the effort to curb the virus from spreading. The outbreak has indeed disrupted most economic sector, including the tourism industry. The viral outbreak had forced countries to implement travel bans and restrictions, resulting in a 6% tourist arrival decrease in Malaysia by March 2020, as reported by Statistica Research Department (2020). Local people, too, are asked to obey the social distancing and isolation urging them to stay at home. As travel is restricted, the impact is most felt among those providing mobility services, such as ride-hailing and taxi services. Their work has been disrupted during the crisis due to a loss of demand from clients and passengers, as well as the health risk associated with the spread of the virus. The sluggish market caused by the pandemic is expected to last for several months. Thus, lower-income, budget constraint, reduced spending power and inadequate preparedness for an emergency make it impossible for e-hailing taxi drivers to survive.

Keywords: Ehailing, Gig Employment & Economic Impact

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Gig Economy

Currently, many cities in the world are experiencing rapid economic and demographic growth through modernization. In Malaysia, the level of urbanization was 34.2% in 1980 and is expecting to reach 77.2 % in 2020 (Siwar, Ahmed, Bashawir, & Mia, 2016). This process of rapid urbanization has brought about profound social, economic and technological changes posing new challenges in the large urban systems of cities; that is an urban setting. Given this background, transportation is one of the urban systems that has been revolutionized by the entry of new information and communications technologies (Kah, Goh, & Sook, 2018). In the particular case of individual public transportation besides a traditional taxi, the e-hailing services using apps on mobile devices have allowed for and have provided a new peer-to-peer transaction model, challenging the existing way of doing business.

The pandemic is likely to affect the marginalized segment of the workforce, including self-employed, casual and gig workers. Workers in this type of employment commonly have no exposure to paid or

sick leave systems and are not less well covered by traditional social welfare and other types of income smoothing (ILO, 2020). Gig workers' income is negatively affected by the indirect effect not only of travel bans, but also factory closures, cancelation of public events and other social distancing initiatives.

Literature Review

Providing further support for the behavioral theory of labor supply, Crawford and Meng (2011) and Farber (2015) suggest that workers' behaviour may also be influenced by their duration goal or time targeting behaviour. Our paper aims to reconcile this on-going debate in labour economics by proposing an operational framework to predict labour supply using both behavioral and economic incentives. When facing risks, people go through a complex process of collecting information, deciding what to do, and communicating with others about the effectiveness of their actions. The vulnerability approach suggests that disasters such as epidemics have different effects according not only to physical vulnerability but also to economic class (status). This paper examines the effect of the COVID pandemic on the gig employment to investigate whether vulnerable groups such as e hailing taxi drivers become more vulnerable due to an interaction between the socio-economic structure and physical risk.

Ride-Hailing and Taxi Market Segment

Taxi services play a vital role in an integrated urban transportation environment. Although there is intense competition between traditional taxi companies and ride-hailing services since there is a wave of new companies entering the market worldwide (Chang, 2017) however, both, the ride-Hailing & taxi is predicted to become more attractive in the future. In particular, while traditional taxis typically depend on much older technology or simple sight-based street hailing, which can mean significantly higher search times, services like Uber effectively connect passengers and drivers in little time using mobile applications. The concept of E-hailing services is a process of ordering a car, taxi, limousine, or any other form of transportation pick up via virtual devices: computer or mobile device. Companies providing ride-hailing services are moving from providing traditional taxi services to services that can be booked via apps (e.g. ride pooling), which makes the process more transparent for customers than ever before. Massive investments of automotive manufacturers in ride-hailing services further fuel the growth of the segment.

In Malaysia, the ride-hailing and taxi have brought a significant contribution to the marketplace. It has been reported that the revenue in the ride-hailing and taxi segment in Malaysia amounts to US\$870million in 2019. Total users in 2019 were 7.4 million and are expected to increase to 7.6 mil users by 2024. In Malaysia, the ride-hailing started with Uber in late 2013 although Uber exited the Malaysian market in March 2018 (Teo, Mustafa, & Mohd Rozi, 2018). To date, besides Grab Malaysia, the biggest e-hailing player in the country which started in 2014, there are other 43 companies in Malaysia providing e-hailing services such as MyCar and EzCab. E-hailing industry has dramatically changed the personal transportation industry and the concept of commuting in Malaysia.

The Federal Reserve reported that people working in gig sector like e-hailing are the group most likely to report financial distress, and the least likely to have health insurance, paid time off, unemployment benefits, and basic labour protections (Federal Reserve Board, 2019).

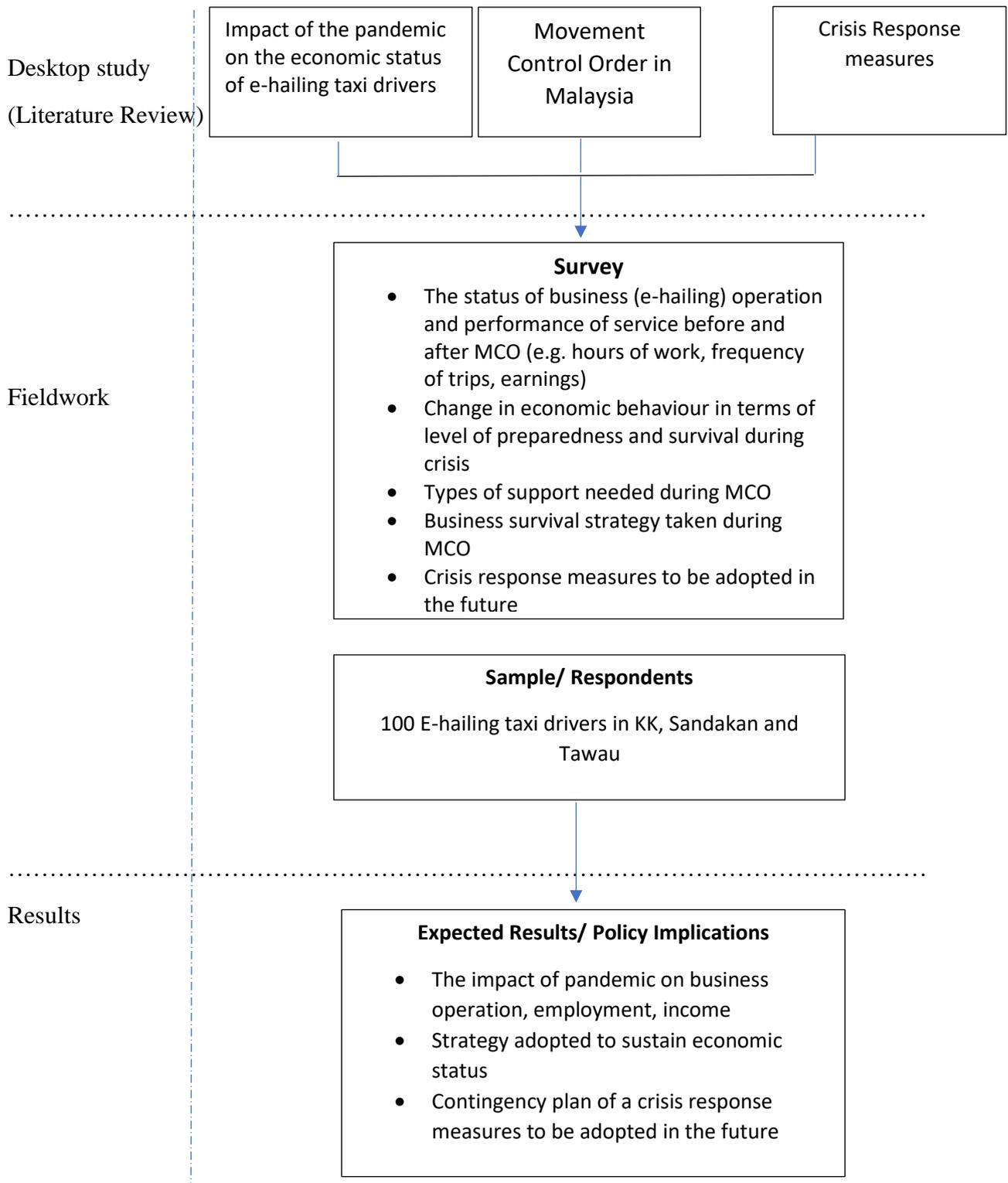
Ride-hailing and taxi during a crisis

Markets place pressure on firms to respond to changing circumstances or face decline and exit, while firms vary in their understanding of market signals and their responses to them.

Data from several sources have identified the decline in ride-hailing and taxi segment associated with loss of demand in the event of a crisis. A survey conducted by Statista Research Department reported that in response to the COVID-19, more than half (54%) of respondents in the US were less likely to use ride-hailing service during this pandemic (Statista Research Department, 2020). A research conducted in Greece investigating the impact of the financial recession on the taxi market found that four-fifths of the taxi users made a reduced use of taxi services. Similarly, there was also reduced in the number of trips by taxi drivers during the crisis (Milioti, Karlaftis, & Spyropoulou, 2015).

Studies on ride-hailing and taxi segments have shown that changes in habits were found to impact both consumers and service providers during a crisis. Milioti et al. (2015) found that economics restrictions (lower-income and unemployment) have been the major cause of changes in travel habits among consumers, opting the use of other low-cost public transport during the recession. The Americans were found to change their travel habits during the pandemic in fear of the spread of the virus (Statista Research Department, 2020). Likewise, taxi drivers may confront the risk who might be ferrying asymptomatic COVID-19 passengers leading to reduced frequency of trips among taxi drivers. The movement order by the government in restricting the travelling and movement have changed travel habits awareness among the society, increasing the awareness about minimising any forms of direct human interaction such as social distancing strategy. This has led to the reduction of people using any forms of mobility services in times of crisis to contain the virus from spreading. In Malaysia, those who do not abide by the directives under the movement control order (MCO) except for those performing official duties and providing essential services, can be fined not more than RM1,000 or jailed for not more than six months or both (Zolkepli, Carvalho, Tan, Koya, & Nik Anis, 2020). Therefore, such enforcement has affected the income of those involved in the ride-hailing and taxi segments due to loss of demand from consumers (Bavani, Rajendra, & Ahmad, 2020) and left temporarily out of job.

Evidence from the previous research found that some countries have adopted policy response in the event of a crisis. For instance, the US has initiated unemployment benefits during the Great Recession due to the financial crises to provide income support for vulnerable groups after they have lost their jobs through no fault of their own as well as needed support for the fragile economy. With regards to cash-assistance, the government has thus far announced a one-off cash assistance of RM500 to full-time e-hailing drivers, while payment of RM600 for taxi drivers has also been announced.



Conclusion

Despite mobility services having caught quite some attention in many countries, not many studies have provided an economic impact of ride-hailing and taxi during a pandemic. This study addresses a timely and interesting issue regarding the effect of pandemic towards the socioeconomics of ride-hailing and taxi drivers. Given the emphasis on sharing economy platform as a new business model and with e-hailing as one of the latest disruptive technological advances in this economy, it is worthy of investigating and studying this sector. Addressing this issue is important not only for academic research but also for crisis response measure to be adopted during any crisis for their survival of ride-hailing and taxi drivers in the future.

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The Use of Environmental Management Accounting in China's Manufacturing Industry

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Abstract

With the increase of environmental problems in the global scope, the application of environmental management accounting (EMA) in enterprises has attracted more and more attention all over the world. Even though EMA has become in the world is new and hot research direction, China's application of EMA research is relatively small, with the strengthening of environmental protection work in China, the Chinese government and enterprises have tried to accept the use of EMA and gradually catch up with the pace of international environment requirements. Previous studies showed the level of adoption and implementation of EMA is still weak, especially in developing countries. Current paper showed a result of a pilot research put into practice on manufacturing companies conducted in China. Although some studies questioned the extent of the use of EMA, the findings of the research suggest that the use of EMA has potential for further development in China. However, this study is a pilot study, thus the sample size is considered insufficient. Future study is suggested to produce more accurate results and findings.

Keywords: EMA, use, China, Manufacturing industry

Introduction

With the increasing of environmental problems in the global scope, the application of EMA in companies has attracted more and more attention all over the world. Many companies in developed countries collect, use and distribute information related to the natural environment, this reflects a fundamental change compared to a decade ago (Gray et al., 1996, Schaltegger, & Burritt, 2000). However, some companies hold that environmental issue brings no problems or negative effects to their business, therefore, environmental problems are neglected and dismissed EMA as impractical for the companies (Roziana & Ariffin, 2016). The company's daily activities will have a negative impact on the environment, and the increase in environmental impact costs has also aroused great concern among the stakeholders of the company. (Burritt, R. L., Hahn, T., & Schaltegger, St. (2002). The calculation method and the environmental cost-benefit list are used as a new management accounting tool for the purpose of evaluating environmental investment. (Bouma & Van Der Veen, 2002). In most cases, government agencies and NGOs integrate, edit and adopt these technologies (White et al 1991), to a certain extent, these technologies have been applied because of the high degree of attention on the business level (Bartolomeo et al., 2000). These practices and technologies which are called 'EMA' (Bennett and James, 1998; Van der Veen, 2000). However, few empirical studies

can prove EMA's efficiency in transforming a company into a sustainable business (Boons et al., 2013).

Since the United Nations Sustainable Development Program (UN DSD) defined EMA and designed the basic corporate financial model including environmental cost, many countries in the world have conducted extensive research on the application of EMA model in practice. Faced with the pressure of market competition and self-survival brought by environmental management, Chinese enterprises are far from meeting the needs of ecological market and sustainable development by relying only on traditional competitive means. Therefore, the introduction of the environmental management specific conception and the implementation of EMA are the only way for Chinese companies to actively face the negative impact of the environment, strengthen their position on the international stage, expand the company's scale and survive in a competitive market. Despite the fact that EMA has come in the world as a new and hot research direction, China's research in EMA is relatively diminutive. With the strengthening of environmental protection work in China, the Chinese government and enterprises have tried to accept the use of EMA, and gradually catch up with the pace of international environment (Xiaomei, 2004).

This paper focuses on the application of the concepts and methods of EMA in manufacturing industry companies conducted China. Following are the structure of the paper. Based on the previous literature, this paper will introduce the definition of EMA, the demand for use of EMA in, EMA in different countries, especially in China. This is followed by the result of a pilot study portraying a general scenario on EMA tool in China's manufacturing industry. Finally, this paper concludes with the discussion and conclusions of EMA application, expounds the theoretical and practical enlightenment, and some suggestions for future research.

Literature Review

EMA

The definition of EMA in past literature is roughly similar but slightly different. According to Schaltegger and Burritt (2000), EMA is a system which enable a business to trace, collect, collate, and analyze physical and monetary environmental information in order to support decision making and performance management. The UNDSO suggested that EMA is simply doing better management accounting, while wearing an "environmental" hat that opens the eyes for hidden costs (Albertini, 2013). Besides that, according to Deegan, EMA is the collection, analysis and the use of environmental cost information for the purpose of supporting environmental management systems and environmental reporting to interested parties (Deegan, 2003). According to Burritt et al. (2002), which asserted that the construct of EMA are monetary EMA and physical EMA. Monetary EMA, as part of environmentally differentiated conventional accounting, deals with the environmental aspects of corporate activities expressed in monetary units and generates information for internal management use (e.g. costs of fines for breaking environmental laws, investment in capital projects that improve environment) while physical EMA is an internal management tool that reduces organizational environmental impacts in physical units (e.g. the flow of energy, water, materials, and wastes) (Burritt et al., 2002).

The demand for EMA

Rikhardsson (2005) argues that traditional management accounting does not promote sustainable development and is a difficult problem for business management to solve. More companies are now

adopting an approach that integrates EMA with traditional management accounting, which promotes the goal of integrating the environment. However, it is worth considering whether the implementation of EMA can affect their own profitability because of the significant infrastructure costs that they incur ((Muhammad & Isa, 2009; Boons et al 2003). In 2000, the European Environmental and Social Accounting Review analyzed the actual and marginal impact of EMA. They found that companies that promote and implement EMA have a positive impact on environmental performance. (Klassen & McLaughlin, 1996; Giménez Leal et al., 2003; Maliah et al., 2006).

Although it is currently said that some companies are extremely focused on improving their own green awareness, Gadenne, Kennedy and McKeiver (2008) holds that for companies that currently adopt EMA, the implementation is less effective and does not result in much benefits to the company. Bartolomeo et al. (2000) on the Economic Project's Interviews with stakeholders revealed that the cost of EMA is much higher than the actual benefits it brings to the company. In addition, although some enterprises have implemented EMA and given full recognition to EMA, they have failed to incorporate EMA into their corporate management activities.

Gadenne et al. (2008) validated the existence of a relationship between the awareness of the environment and the stakeholders of a firm, there is increasing evidence that EMA can be a better stimulus to profitability than traditional management accounting. Therefore, it can assume that adopting a legislative approach can quickly help people to heighten environmental awareness. Therefore, companies need to seek assistance outside of themselves when they want to translate the concept of environmental awareness into action. In addition, despite the fact that EMA is a universal framework, but the company has its own special requirements, which means EMA need to optimize and improve to these requirments. (Sendroiu et al., 2006) Rikhardsson et al. (2005) claim that whether it is the use of EMA, the effective selection of decision making, the result of pressure from other factors or innovative behaviors, the influence of EMA will be enhanced when companies use EMA as an auxiliary decision-making tool. Schaltegger and Burritt (2000) elaborated on the monetary aspects of EMA more detail, but the United Nations (2002) paid more attention to environmental costs and economic income flows and proposed to include monetary and non-monetary information in this category (Burritt et al., 2002).

In summary, the fundamental purpose of implementing EMA in a business is to incorporate a number of costs (both monetary and non-monetary aspects) related to the environment into the management of all levels of the business (Mohd Khalid et al., 2012). Bennett and James (1998) offer another definition of EMA, and this definition is that EMA encompasses the financial and non-financial information about the environment and economic benefits of a company is the ultimate goal of implementing sustainable development. In order to control and reduce costs more effectively, Ferreira, Moulang and Hendro (2010) put forward that by incorporating the determined environmental costs into decision-making, such a cost measurement method seems more accurate. Companies should use the advice about environmental costs generated, know the production and process management and bring new changes to the corporate processes and production methods to bring a better approach to achieve profitability.

EMA in China and abroad

In recent years, environmental pollution has attracted wide attention from all walks of life, the intensity of environmental law enforcement has been constantly strengthened, and people's awareness of sustainable development has also been constantly improved. Discussions about EMA have been used in environmental considerations and information integration with a significant increase in the

proportion of business decision making activities (Burritt, 2004; Schaltegger et al., 2012; Christ & Burritu, 2013). With the increasing use of EMA tools, companies have access to more detailed information on environmental investment and risk choices. (Gale, 2006; Deegan, 2003). In addition, the development of EMA in European countries has increasingly sophisticated (Burritt & Saka, 2006; Burritt et al., 2009). According to Baxter International's corporate environmental financial report, through the company's related data on measures released, it proves that environmental costs can be effectively controlled by adopting appropriate management measures and quantifying costs. Meanwhile, many European projects have made similar findings, especially in the Netherlands (Dieleman et al., 1991; Wolters & Bouma, 2000) and the UK (Schwanen et al., 2001). From the perspective of Europe as a whole, it is found that the Netherlands has advanced environmental policies and perfect regulatory measures. At the same time, it is also found that the situation of the United States from the perspective of Europe, the US is based on a large number of companies and respondents and covers a variety of topics including "non-environmental costs", product costs, waste minimization, environmental costs in product development, and scrap disposal costs (Bartolomeo, M., Bennett, M., Bouma, J. J., Heydkamp, P., James, P., & Wolters, T., 2000). This is supported by academic and applied research such as a survey of practice by (Epstein & Roy, 1998), supported by the US Institute of Management Accountants; the work of Bailey and Soyka (1996); The above behavior serves as an important reference for the study of EMA programs in the United Kingdom and other European countries. Moreover, the environmental cost concept of the company was strongly influenced by the National Bureau of Statistics, external accountants, Banks, insurance companies and research institutions. In particular, these parties largely formed the concept of the company management, thus creating an idea of capturing environmental costs, and concluded that the role of EMA in the development and adoption of the organization cannot be ignored (Bouma & Van der Veen, 2002).

Burritt et al. (2009) argued that EMA have been shown to be profitable in developed nations, hence more research attempt to explore whether the use of EMA in developing countries have a real impact on gaining profit, and examined the applicability of EMA in developing countries. In order to comply with the global aspirations for environmental protection, as a developing country, both Chinese government and companies are actively responding and contributing to achieving sustainable development. (Xiaomei, 2004). However, from the research of Chinese companies on EMA, the research companies in the case did not find evidence of using EMA. The study of 40 companies recorded in two provinces in China shows that EMA is still in the basic development stage in China (Liu et al., 2016). Ma et al. (2016) pointed out that through the field investigation related to EMA, Chinese companies have certain research on the theoretical framework of EMA, but lack of behavioral consideration. Therefore, the use of EMA in China needs to be developed. Lin et al. (2015) proposed that Chinese companies need to establish new codes of conduct and legislation if they want to implement EMA. Because EMA has just received attention in China, the main obstacle of its implementation is the lack of environmental cost measurement methods and systems. In addition, the speed of China's economy is very rapid, which has led to more environmental problems, so China's manufacturing industry has received tremendous development. For example, China has become a world leader in wind power technology and solar power technology, becoming the largest clean energy country in the world (Ivanova, 2010). In some studies, Burritt and Saka (2006); Qin et al. (2011) found that the Chinese government has been increasing its efforts in environmental protection and has been launching new environmental protection policies, these methods and policies also provide great help to companies in implementing EMA and also create a lot of pressure. In terms of policies and systems, the Ministry of Finance of China has established a working group to discuss some new accounting standards related to EMA. Therefore, Chinese companies may be more likely to accept the use of environmental management accounting (Hubacek et al., 2009).

Research methodology

Sample

A research has been conducted within the manufacturing companies that are listed in Certification and Accreditation Administration of China (CAAC) as the sample. Data was collected using online questionnaire sent to manufacturing companies. 43 is the total number of questionnaires which are randomly distributed to manufacturing companies. and 35 of these questionnaires were returned. 5 of the companies which didn't certificated ISO 14001. Therefore, 30 samples are considered valid and applied to data analysis. From the results, local companies account for the vast majority (83.3%) and most of the participants had been in operation for five to fifteen years. In the past three years of annual sales, companies with RMB5-50 million accounted for 63.3%, accounting for the largest proportion, while companies with less than RMB 5 million accounted for 26.7% and companies with more than RMB 50 million accounted for the least, only accounting for 10%. Table 1 showed the specific sample profile. All respondents were environmentally relevant personnel in Chinese manufacturing companies. These people work in the related environment, hence they are assumed to know the most about the company's monitoring of the environment and the surrounding environment.

Table 1 Sample Profile

Demographic Profile	Categories	Frequency	%
Type of company	local-based company	25	83.3
	multi-national corporation	5	16.7
average annual sales	Less than RMB 5 mil	8	26.7
	RMB 5 mil – RMB50 mil	19	63.3
	RMB 50 mil and above	3	10.0
be in operation	Less than five years	2	6.7
	5 to 15 years	20	66.7
	More than 15 years	8	26.7
certified ISO 14001 Environmental Management System	yes	30	85.7
	no	5	14.3

Variable Measurements

EMA construct is adapted from the measurement constructs proposed by Ferreria et al (2010) to reflect the EMA activities in both monetary and physical aspects. Also, the constructs were operationalized using s on a five-point Likert scales ranging from '1 (strongly disagree) to 5 (strongly agree)' (Hair, 2017). As it mentioned, the application of EMA in the current research has 12 items with two dimensions – physical EMA (6 Items) and monetary EMA (6 Items). Table 1 showed the reliability statistics for each measurement. According to the instrument measurement concept and the stability and consistency of the evaluation measurement, the coefficient of Cronbach alpha should be greater than 0.6, and both two dimensions of the measurement meet the requirements (Uma Sekaran & Bougie, 2016).

Table 2 Reliability Statistics (n=30)

EMA use	Cronbach's Alpha	N of Items
PEMA	.845	6
MEMA	.888	6

Results and findings

The findings of this article reflect a number of different answers that can provide different insights into the use of EMA information by organizations, especially in developing countries. Previous studies have examined that most firms have their specific budgets for environmental activities and for the most part practice only PEMA (Jamil et al., 2015). In addition, the adoption of both MEMA and PEMA in manufacturing companies is considered moderate and low (Jalaludin et al., 2010). However, according to the result in the current research, it has the quite interesting progress which is different from the use of EMA in monetary and physical aspects.

Table 3 Descriptive statistics (n = 30)

	Minimum	Maximum	Mean	Std. Deviation
EMA1	2	5	3.83	.747
EMA2	2	5	3.77	.774
EMA3	2	5	3.87	.776
EMA4	2	5	3.80	.805
EMA5	2	5	4.03	.765
EMA6	2	5	3.83	.913
EMA7	2	5	3.83	.834
EMA8	2	5	3.87	.860
EMA9	3	5	3.93	.691
EMA10	2	5	3.90	.885
EMA11	3	5	3.77	.679
EMA12	2	5	3.83	.834

Table 2 provide the descriptive statistic of EMA items used in the current research. A mean score of less than 2 is rated as low and more than 4 is considered high. According to the descriptive statistics, the level of the use of EMA is almost high, ranging from 3.80 to 4.03. All the companies have certificated ISO 14001 most likely answer the reason of the high score. The companies which have the certification of ISO14001 are willing to use EMA (Mohd Khalid et al., 2012). The result of the research is quite different of the precious research which firms are not able to access full use of EMA due to the lack awareness (Frost & Wilmshurst, 2000). As a result, the use of EMA is useful and meaningful for the organizations.

Discussion and Conclusion

In China, neither the current environmental management accounting system nor the environmental management system implemented by enterprises voluntarily cannot leave the information support of environmental management accounting. On the one hand, for construction projects, an environmental impact assessment system must be implemented. When preparing an economic feasibility report, it is

necessary to reflect both qualitatively and quantitatively the environmental gains and losses, so as to incorporate environmental factors into the investment decision analysis, which requires the use of environmental management accounting information. On the other hand, during the implementation of the ISO14001 environmental management system, the company must formulate environmental goals and carry out initial environmental reviews to identify environmental factors. In this process, life cycle analysis of the company's activities and processes must be carried out, considering the past and present and possible environmental impacts in the future. Next, the environmental factors must be evaluated to ensure important environmental factors. However, many companies in China have not consciously used EMA. So far, the vast majority of companies are oriented towards compliance with laws and regulations in order to avoid administrative penalties or not being included in the list of major polluters. In terms of environmental costs and benefits, investment decisions, and performance evaluation, environmental impacts are not considered. Therefore, the extensive application of environmental management accounting information is meaningful and especially necessary in China.

Since the research is still in its infancy, the result of the study may be impacted. The first is due to the small sample size ($n = 30$). Future research should expand the sample size. Larger sample size will result in relatively more accurate changes, reveal smart analysis and unique insights. In addition, the current research is an exploratory research, and its main purpose is to find the degree of use of EMA among organizations. Future research should consider designing a research framework from a theoretical standpoint that may be able to understand the premise and results of the use of EMA information in the organization. This can provide a better understanding of EMA-related issues.

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The Bumiputera-Owned Small and Medium Enterprises' Mitigation on the Deadly Covid-19

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Abstract

In the dawn of the coming year 2020, the world stepping gracefully into the utmost disaster and crisis that meticulously change human behaviour 360 degree on a global scale. The emerging of the deadly mysterious disease stirs peacefulness and creates the domino effect around the nations. Known as Coronavirus disease 2019 or COVID-19, this infectious disease caused by a novel coronavirus that hazardous to human respiratory system, sending the borderless possibility of death wreath warrant to them. COVID-19 is not only placing health systems under unprecedented pressure in saving human life, the pandemic also caused local and international economics as well as their businesses suffered to their death. The impacts of COVID-19 are unbearable as businesses seize their operation temporarily or completely dissolve, causing people to lost their job without steady income. In addition, the developments of physical effects of infection and the mental trauma creating stress, fear, confusion, lonely and anger among people because of self-isolation or social lockdown in their own homeland. In a nutshell, the disease also squeezed small and medium enterprises (SMEs) around the world, particularly in Malaysia into a dramatic consequence of losing their business sustainability and capability of competing in the red ocean market. Bumiputera-owned SMEs for instance, facing difficulties in maintaining their business livelihood during the pandemic lockdown and movement control order (MCO). This paper will accentuate the way of mitigation among Bumiputera-owned SMEs in Malaysia in facing COVID-19 as recommendation to elevate their economic life. On the other hand, the COVID-19 should serve as a wake-up call for everyone in heightening multilateral collaboration across communal conversion of shared dilemmas without looking the pandemic as rigorously belongs to the public health domain.

Keywords: Bumiputera-owned SMEs, Mitigation, Sustainability, Capability, Digital Business, Social Media, Co-creation, COVID-19

Introduction

The surrounding glitches of the world of macroenvironment today portrayed like a novel – mystery, science fiction, fantasy, horror, thriller, romance, historical and realist! The complete novel coloured the macroenvironment over the past 70 decades after the World War 2 and brought tremendous transformation into human civilisation without any doubt particularly in Asia. The continent witnessed the Korean and Vietnam War beginning in 1950s, the Cambodian Civil War in 1960s, the Iranian Revolution 1978, the Tiananmen Square Incident 1989, the Gulf War 1990, the Asian Financial Crisis 1997, the Handover of Hong Kong to China in 1997 and the admission of China to the World Trade Organisation (WTO) in 2001 had dramatically changed the macroenvironment of Asia particularly in terms of political, legal, social, economic and technology. Asia has been home to

various influenza including the Avian or Bird Flu, H5N1 influenza, Swine Flu and Middle East respiratory syndrome (MERS-CoV) or Camel Flu. Recently, the newly Coronavirus disease 2019 or COVID-19 has shattered the macroeconomy of several nations around the globe especially in Asian region.

COVID-19 is the infectious disease that strikes human respiratory systems especially among senior citizen and those with common medical problems such as high blood pressure, diabetes, cardiovascular and chronic respiratory disease as well as cancer. The disease has officially been designated a pandemic by the World Health Organization (WHO) as it was spread into more than 200 countries (Menickella, 2020; WHO, 2020). Indeed, COVID-19 arose and fiercely spreading the infections disease across the nation, disrupting health and businesses, particularly the topmost economies namely the US, China, UK, Germany, France, Italy, Japan and other nations (Jones et al., 2020; Mahar, 2020). In Asia, COVID-19 rocked its population and turned out to be worse in Southeast Asia especially in Indonesia, Philippines and Myanmar (Shira & Associates, 2020). Malaysian Government implemented the Movement Control Order (MCO) on 18 March 2020, Enhanced Movement Control Order (EMCO), Conditional Movement Control Order (CMCO) and Recovery Movement Control Order (RMCO) until 31 August 2020 in order to curb the pandemic from spreading across the nation.

Problem Statement

The lockdown in Malaysia for more than three months has freeze the economy as many business activities were temporarily closed. Majority of Malaysian stayed at their home except going out for groceries, food and medicine during daytime. However, some selected business entities were allowed to resume their activity beginning 4 May 2020 under CMCO followed by reopening of almost all social, educational, business, economic and religious activities on June 10, 2020. Indeed, the pandemic has changed the “game plan” entirely namely to Malaysian SMEs. Their business activities were affected during the lockdown as many of them have less resilience in managing with the shocks in costs and limited supplies from their suppliers, especially from the regions with more COVID-19 cases (Voon, 2020).

The pandemic caused Malaysian SMEs reduced their number of employees up to 42 percent with 63 percent of them reporting lower in sales specifically in the month of April 2020 (SME Magazine, 2020). Due to stern social and physical distancing in public as well as business premises, retailers, namely SMEs unable to operate at full capacity thus affect their revenues and incomes (MRA, 2020). The pandemic not only affect manufacturing sector but also hit the services industry such as hospitality, travel and tourism, food and beverage as well as agriculture industry, property, building and construction. According to Annuar (2020), majority of Malaysian SMEs (91.1%) reported that they faced several problems in their business due to COVID-19. The problems include fewer requests for their service, cancellation of order as situation become worse, reduction in customer spending and avoiding face-to-face meetings (Annuar, 2020).

The situation led into 75 percent of Malaysian SMEs to voiced out their concern on the sustainability of cash flow as a result of company low sales volume (Annuar, 2020; Shankar, 2020). A study by Omar et al. (2020) confirmed that Malaysian SMEs faced problems in term of operation and supply chain disruption, to determine future business direction, cash flow, access to stimulus packages as well as facing the risk of bankruptcy due to MCO implementation and lockdowns. In a similar vein,

Bumiputera-owned SMEs also affected by COVID-19 as they struggling into this business turbulence hoping to remain sustain in the market.

Normally, Bumiputera-owned SMEs encounter their problems in term of financial resources, technical and marketing knowledge of their business (Ishak et al., 2012). In addition, they also facing difficulties in managing their inventory and without proper financial records of their company (Ahmad et al., 2017). This further worsen their financial and cash flows during the pandemic and eventually affect their capability and sustainability to survive during the turbulence time. This paper will accentuate the way of mitigation among Bumiputera-owned SMEs in Malaysia in facing COVID-19 as recommendation to elevate their economic life, enhance capability and sustaining their business in the market alongside curbing the pandemic.

SMEs in Malaysia

Small and medium enterprises (SMEs) considered as a melting pot for entrepreneurs to gain experience and venture their business as a starter pack before progressing into higher level of business. Dubbed as economic juggernaut, SMEs contributes towards employment, gross domestic products (GDP) and entrepreneurial spirits. In Malaysia, SMEs is an economic booster that changed the local business environment into a higher level, providing sources of national income (38.3%), contributes to export (17.3%) and workforce among local (66.2%) since the Independent Day. SMEs in Malaysia was defined based on sales turnover and number of employees under manufacturing or services sectors. While Bumiputera-owned SMEs regarded as more than 50 percent of the equity belongs to Bumiputera shareholders (Marimuthu, 2010). There are 907,065 number of establishments by Sector and Size of SMEs in Malaysia. Services become the main sector with 89.2 percent in terms of share followed by manufacturing sector (5.3%) and construction (4.3%).

Table 1 New Definition of Malaysian SMEs (Effective 1 January 2014)

Sector / Size	Micro		Small		Medium	
	Sales Turnover	Employees	Sales Turnover	Employees	Sales Turnover	Employees
Manufacturing	< RM300,000	< 5 Employees	RM300,000 to < RM15 million	5 to < 75 Employees	RM15 million to ≤ 50 million	75 to ≤ 200 Employees
Services & Other Sectors			RM300,000 to < RM3 million	5 to < 30 Employees	RM3 million to ≤ 20 million	30 to ≤ 75 Employees

Note: < is less than
 ≤ is not exceeding

Source: National SME Development Council (NSDC)

Table 2 Number of Establishments by Sector and Size

Sector	No. of SME Establishments				Share of SMEs (%)
	Micro	Small	Medium	Total SMEs	
Services	649,186	148,078	11,862	809,126	89.2
Manufacturing	22,083	23,096	2,519	47,698	5.3
Construction	17,321	17,008	4,829	39,158	4.3
Agriculture	4,863	4,143	1,212	10,218	1.1
Mining & Quarrying	217	458	190	865	0.1
Total	693,670	192,783	20,612	907,065	100.0

Source: Economic Census 2016: Profile of Small and Medium Enterprises (reference year 2015), Department of Statistics, Malaysia in National SME Development Council (NSDC)

The Bumiputera Community and Bumiputera-owned SMEs

Certainly, SMEs uphold and shift the way of life of Malaysian from poverty into betterment, particularly with Bumiputera community. Bumiputera community comprised of 68.8 percent of the total population in Malaysia. Although, Bumiputera become the majority in their homeland, their participation in entrepreneurial activity is still insignificant with only 10 percent of the equity in Malaysia (Zainol et al, 2018). In addition, Institute Masa Depan Malaysia (Masa) stated that 71.3 percent Bumiputera households belong to Bottom 40 or B40 (The Star, 2019). Bumiputera agenda continuously become the main feature in Government commitment to uphold the community into further development in conjunction with Shared Prosperity Vision 2030 (SPV 2030) or Wawasan Kemakmuran Bersama 2030 (WKB 2030) (The Borneo Post, 2019). SPV 2030 is inclusive to Malaysian, however Bumiputera community will be given priority to increase their socio-economic status because their livelihood does not expand in line with national development.

According to Hanifah et al. (2019), Malaysian Government focus on Bumiputera-owned SMEs because of their ownership and market sharing are still relatively lower and still left behind compare to other races in Malaysia. In addition, they continue to have low contribution to Malaysia's economic growth, particularly GDP (2015) with only below 9 percent (The Borneo Post, 2019). Regardless of the government incentives and programs, the rate of failure among Malaysian SMEs is still high, particularly among Bumiputera-owned SMEs (Bernama, 2017; Yusoff et. al, 2018). Bernama (2017) stated that, only 18 Bumiputera-owned SMEs managed to sustain their business and survived in the last five years from 100 companies registered with the Companies Commission of Malaysia. The problems arise from their poor planning and lack in terms of management skills (Kaur, 2017).

Furthermore, the allocation of resources to Bumiputera-owned SMEs were overshadowed with political interest that eventually affect the performance of manufacturing and export sector (Chin & Lim, 2018). Bumiputera agenda was affected by corrupt practices, abuse of power and distribution leakages in the supply chain management that hinder economic development among them in competing with other community in Malaysia. This situation signifies that, Bumiputera were prone and susceptible to economic shocks such as infectious disease due to their livelihood traits. Similarly, Bumiputera-owned SMEs are vulnerable because majority of them also venture into micro and small enterprises. The company were badly hurt during lockdown as they are not fully prepared to face such situation.

Discussion: Mitigation Towards Endless Sustainability

Enough Reserve During the Rainy Days

Bumiputera-owned SMEs need to have at least 6 months of solid financial reserved and contingency funds as backup to their overhead and other fixed costs. This is because they need to settle the payment for full salary, rental, other statutory and miscellaneous payments. The deadly pandemic actually become the greatest lesson learning for them to prepare for the unforeseen future incident. This is crucial in order to sustain their presence in the market and to prevent their business from going insolvency or shut down. As reported by Shankar (2020) and Annuar (2020), SMEs in Malaysia faced zero cash flow for about three months due to MCO whereby 33.3 percent of SMEs has the reserves until March 2020, while only 37.8 percent can withstand until April 2020. Bumiputera-owned SMEs need to learn this ordeal as a wake-up call for them to be more proper in managing their financial, inventory and record filling for future projections or market forecast.

Venture into New Technology

The pandemic is an absolutely an eye-opener to Bumiputera-owned SMEs. They need to step out from their comfort zone of doing the traditional brick-and-mortar. Regardless of any sector and industry, Bumiputera-owned SMEs must embrace and venture into new technology in order to sustain and enhance their business capability. The new technology enables them to rigorously plan for their business activities and guide them to conduct market forecast and profit projections. The pandemic also changes consumer behaviour 360 degree as many of them now rely and shift into online shopping. Previous study by Rahim et al. (2019) stated that, the development of Internet as well as information communication technology boost online businesses in Malaysia with more Malaysian shift to online shopping.

Therefore, Bumiputera-owned SMEs must take this opportunity to promote and sell their products online by shifting their business activity into click-and-mortar. In addition, the ICT usage among Malaysian SMEs is increasing with majority of the them utilised computer (83.6%), smartphones or tablets (82.3%) and Internet services with 73.7 percent in their daily business routine (SME Corp Malaysia, 2019). This contribute to 30 percent of average online sales to total business sales from 37.9 percent of their involvement in online business activity compare to 28 percent back in 2017 (SME Corp Malaysia, 2019). Moreover, their online business is more focusing on local compare to international market. Majority of Malaysian SMEs use Facebook (87.7%) followed by WhatsApp and Instagram with 73.5 and 64.9 percent respectively (SME Corp Malaysia, 2019). The development of digital technology, social media and online business apps will help, particularly Bumiputera-owned SMEs (involved in supply chain for agriculture and foods products) on reaching their customers during difficult times.

Co-create with their Customers

According to Kotler et al. (2010), collaboration in social media also considered as new source of innovation especially through consumers participation. Moreover, marketers nowadays no longer have an absolute control over their brands as they are now competing with powerful consumers (Kotler et al., 2010). Consumers are no longer an isolated individual and passive in a dynamic network environment but become the integral part in development of product and brands (Kim & Choi, 2019; Kotler et al., 2010). They are more connected among each other and actively seeking information as well as delivery their useful feedback to companies (Kotler et al., 2010). Therefore, Bumiputera-

owned SMEs need to collaborate with their consumers by listening to them in order to penetrate into their black box of minds and capture market insights using various social media platforms.

Consumers' black box is crucial in understand their utmost needs, wants and desires. Previous study by Azmi and Rahim (2015) stated that SMEs products faced difficulties in penetrating local and international markets due to poor presentation in terms of packaging and branding. Therefore, co-creation between Bumiputera-owned SMEs and their consumers will highlight collaboration between them to produce and promote the best products as well as brands with holistic that capture their real intention to purchase it. According to Kotler et al. (2010), there are three key processes of co-creation beginning with the creation of a platform, a generic product that can be customised further. This followed by the product customisation from consumers' own individual perspective within a network platform to match with their unique identity (Kotler et al., 2010). Finally, firm can acquire consumers' feedback and improve further the platform by incorporating all the customisation made by consumers (Kotler et al., 2010). This will further improve the development of the products and services as well as to answers the consumers' pain during the pandemic time.

Participation in Online Trainings, Courses and Solutions

SMEs in Malaysia facing financial, management and marketing issues that contributes to their business operation failure in the market because they always neglect the management skills as they followed their own instincts and experience in managing their business (Rahman et al., 2016). Similarly, this issues also faced by Bumiputera-owned SMEs. Therefore, Malaysian Government has identified seven Key Digitalisation Areas that should be adopted by SMEs, particularly Bumiputera-owned SMEs. This area includes, Digital Marketing and Sales, Electronic Point of Sales (e-Pos) System, HR Payroll System or CRM, Procurement, E-Commerce, Remote Working, and ERP or Accounting and Tax. Looking at these points, Bumiputera-owned SMEs should venture and participate in online course and training which related to these areas. This will give them an advantage to further improve their digitalisation skills in business management.

Previous study by Rahim et al. (2019) also stated that, Bumiputera-owned SMEs were looking for training and support which related to Facebook Ads, business coaching programs, customer relationship management, Search Engine Optimization (SEO), website development, seed funding to begin online business, Google Ads, subsidy for initial infrastructure costs in starting an online business, e-mail marketing as well as matching program to facilitate getting agents and vendors. Therefore, an intervention online programs that include training and advisory services should be introduced that focus to specific skills, targeted to different needs of entrepreneurs and should be able to cater to different level of their life cycle.

Malaysia Digital Economy Corporation (MDEC) and solutions tech company also co-operate each other in offering and providing local SMEs with counselling and consultations on technology solutions that suit to their business operations. This will help local SMEs especially Bumiputera-owned SMEs to ease their understanding about digitalisation and at the same time providing solutions towards their problems in relations to implementations of digital technology in their company. As the online courses and training becomes the latest trend in business world, Bumiputera-owned SMEs should take the opportunity to invest their time and money obtaining the knowledge and skills provided by the program for the betterment of their organisation. Through the program, it is hope that Bumiputera-owned SMEs can take a leap into the digital world to connect with high-tech savvy consumers.

Conclusion

No doubt that COVID-19 shattered almost all business activities around the world. COVID-19 is a new powerful force that drastically change the economic landscape and create Domino's Effect to every single sector and industry from manufacturing, agriculture, construction, services and even to the public toilet services! This situation sealed with a kiss of suffering to SMEs in Malaysia particularly Bumiputera-owned SMEs. They faced lack of capitals and reserves, loss of revenues, retrenchment and changing in customer preferences during MCO and area lockdowns. Therefore, they need to prepare a comprehensive and solid funds for emergency plan for their company sustainability. Bumiputera-owned SMEs needs to embrace social media and networking usage namely Facebook, Twitter, Instagram and Snapchat because these platforms become an integral part of Malaysians' daily routine. Facebook is the largest social media platform, not only in Malaysia but also in the world. The implementation of social and physical distancing forcibly contributes significant changes as part of public new norms and doing business digitally is imperatively crucial to Bumiputera-owned SMEs. In addition, Bumiputera-owned SMEs should listen to their customers by collaborate and co-create with them in term of products and services as well as their brands. Through this, Bumiputera-owned SMEs can efficiently produce as well as to promote their products and services based on idea, suggestions and point of view from their customers. Bumiputera-owned SMEs needs to venture themselves into online training, course and solutions. This is for the betterment of their organisation. In a nutshell, Bumiputera-owned SMEs must capture one of the megatrends of the century – digital technology! They need to adapt their organisation structure quickly with the pace of consumer behaviour today, that is everything will be at their fingertips. They need to get ready with the dynamic business environment accordingly in creating a new winning factor for survival in the bloody red ocean market.

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Multiple Factors That Influence Employees' Performance in Public Hospitals – A Critical Literature Review Analysis

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Abstract

The objective of this paper is to identify the multiple factors (Individual Factor, Managerial Factor and Environment Factor) that influence the employees' performance in public hospitals through critical literature review analysis. The most important asset for healthcare industry around the world is its employees. Employees' performance will directly affect the performance of an organization, inclusive of public hospitals. Even though public hospitals provide healthcare services with the lowest cost incurred to public, but the voice of dissatisfaction coming from public towards public hospitals performances are still oftentimes heard. Efforts to improve employees' performance in public hospitals have been of great concern to health care providers worldwide. The factors that influence employees' performance have been extensively researched. Many models or theories have been developed to improve the employees' performance such as Abraham Maslow's Hierarchy of Needs, Frederick Herzberg's Motivation-Hygiene Theory, Douglas McGregor's Theory X and Theory Y, Adams' Equity Theory, Performance Pathway Model and etc. A literature review was conducted to identify external and internal factors that influencing employees' performance in public hospitals. Healthcare employees' performance can deteriorate and a challenge for the management to seriously consider the needs of healthcare employees to ensure good performance. Overall, it is hoped that the study will enable a deeper understanding of the nature of human resource management approaches and its indispensability to the success of public hospitals. This paper is divided into four parts which comprises of introduction, key issues and research problems, multiple factors related to employees' performance and discussion and conclusion.

Keywords: Human Resource, Healthcare, Public Hospitals, Employee Performance, Multiple Factors

Introduction

Public hospitals, or government hospitals, are hospitals which are government owned and are fully funded by the government and operates solely off the money that is collected from taxpayers to fund healthcare initiative (Kruse, Stadhouders, Adang, Groenewoud, & Jeurissen, 2018). Because they are fully funded by the government, public hospitals are usually more affordable than private facilities. They also have a much higher number of beds, so they can accommodate more patients at a time. Due to this reason, many public hospitals face enormous pressure, due to an influx of patients, for example, this may prolong the time of treatment, which is of particular concern, particularly if a patient requires immediate treatment and/ or have a suspected serious illness. Even though public hospitals provide healthcare services with the lowest cost incurred to public, but the voice of dissatisfactory coming from public towards public hospitals performances are still oftentimes heard. This paper is divided into four parts which comprises of introduction, key issues and research problems, multiple factors related to employees' performance and discussion and conclusion.

Key issues and research problems on employees' performance in public hospitals

The most important asset for healthcare industry around the world is its employees. Employees' performance will directly affect the performance of an organization, inclusive of public hospitals. Employees' performance is the outcome that reflects the organization efficiencies or effectiveness in terms of organization image. According to (Armstrong, 1994; Thompson, 2005), employee's performance is the degree to which the level of productivity of an individual employee meets the firms performance standards. Thus, efforts to improve employees' performance in public hospitals have been of great concern to healthcare providers worldwide. The factors that influence employees' performance have been extensively researched. Many models or theories have been developed to improve the employees' performance such as Abraham Maslow's Hierarchy of Needs, Frederick Herzberg's Motivation-Hygiene Theory, Douglas McGregor's Theory X and Theory Y, Adams' Equity Theory, Performance Pathway Model and etc. Health employees' performance can decrease due to multiple factors. It becomes a challenge for the management to seriously consider the needs of healthcare employees to ensure good performance. The objective of this paper is to identify the multiple factors that influence the employees' performance in public hospitals through critical literature review analysis.

Hospital industry has become a highly competitive and speedily growing service industry around the world. The biggest challenge faced by hospital industry is to measure and retain the organizational performance. Hospitals are now crucial and an effective service system for the health and well-being of the public. The workplace issues have been critically discussed, especially with regards to employees' performance. Employees' performance is crucial in today's challenging organization performance, especially at public hospitals. Employees' performance depend on initiative taking to foster both personal growth and positive change in the organization (Morrison & Phelps, 1999). Empirical evidence shows that, to the extent employees are able to deliver high-quality service, customers are more likely to generate favorable evaluations of service encounters, experience higher satisfaction, and increase their purchases and the frequency of their future visits (Borucki & Burke, 1999; Bowen, Siehl, & Schneider, 1989). Therefore, it is important to understand what predicts employees service performance.

(Narcisse & Harcourt, 2008) state that employee's performance appraisal encroaches upon 'one of the most emotionally charged activities in business life' – the assessment of a man's contribution and ability.' (Boxall & Purcell, 2011) indicate that the implementation of a well-defined process for

evaluating employees' performance play a crucial role on a firm's smooth running. (Rynes, Barber, & Varma, 2000) argue that the main challenge for firms is to evaluate employees' performance and to consider how it can become more efficient and more "valid". In other words, in which way firms can apply performance evaluation practices in order to improve their ability to distinguish "good" employees (that display desirable performance) from the bad ones. Therefore, it is essential for firms to be aware of their employees' capabilities in order to be able to manage them and, in turn, to align them with the firm's overall business strategy (Boxall & Purcell, 2011).

Multiple factors that influencing employees' job performance

There are many researches and studies about the factors that influence the employees' performance of an organization. Multiple factors have been recognized to have effect on employees' performance, such as job environment, competence, motivation, company culture, physical infrastructure, inadequate resources, work load and etc. For public hospitals, even though the influencing factors on employees' performance have been broadly discussed and identified, but most studies only covered limited influencing factors and there is no single study that widely covered multiple factors that influencing employees' performance in public hospitals.

Through the literature review, the multiple factors that influencing employees' performance in public hospitals can be summarized into three categories as below: -

Individual-related Factors

Individual-related factors refer to employee own abilities such as knowledge, attitude, skill flexibility, intrinsic motivation, commitment and etc. A knowledgeable employee will have the confidence and more adaptability in facing an unexpected situation in the course of carrying out his duty, such as no fear of a bad clinical outcome, confidence that he or she can implement the hospital guidelines, able to deal with perceptions of patients' demands. (Pulakos et al., 2002) state that if employees adapt easily to a new workplace (and/or new job requirements and needs), as well as to irregular situations, there may be a positive effect on their performances.

A good attitude employee will have proactive personality. Proactive personality is defined as a disposition toward taking action to influence one's environment (Bateman & Crant, 1993). Studies indicate that proactive personality is related to a host of career outcomes, including salary, promotions and career satisfaction (Seibert, Crant, & Kraimer, 1999), attributions of charismatic leadership (Crant & Bateman, 2000), and entrepreneurial intentions (Crant, 1996). Employees with high proactivity take the initiative, express their views, prevent future problems in their job environments, improve their ways of performing work and positively influence their peers (Parker & Collins, 2010).

(Wright & Snell, 1998) define employees' skill flexibility as "the number of possible alternative ways, through which employees can apply their skills in their job" and "how employees with different skills can be repositioned to the proper places in a fast way." (Bhattacharya, Gibson, & Doty, 2005) suggest that a firm can improve employees' skill flexibility through various processes, such as job rotation and cross-functional teams. Thus, employee who has a variety of skills is a valuable asset for an organization, because it forms the basis for creating multiple alternatives to current or future job requirements.

Motivation is a fundamental mental process that provokes, strengthens, and directs behavior and performance. (Moody & Pesut, 2006) determined motivation by goal directedness, human aspiration

on free will, and sustained actions of individuals in relation to themselves and to the environment. Whereas Intrinsic motivation is the act of doing something without any obvious external rewards or pressure to do it. An employee with intrinsic motivation will seek out and engaging in activities that he/she find challenging, interesting, and internally rewarding without the prospect of any external reward.

Employee commitment consists of the three components affective commitment, continuance commitment and normative commitment. According to (Chen & Francesco, 2003), there is a positive relationship between affective commitment and employees' performance, suggesting that, employees who feel that a firm's behavior towards them is good (e.g. fair treatment, participation in decision making) may increase their levels of emotional commitment to the firm and, in turn, their performances may also improve. Further, employees with high continuance commitment feel a strong obligation to perform their jobs in such a way that is identified with the firm's goals, while employees with low continuance commitment feel no such obligation to support the firm's goals. (Meyer & Allen, 1997) claim that there is a negative relationship between normative commitment and employees' performance. They argue that this occurs because employees with a high degree of normative commitment are "trapped" in no-choice situations, such as remaining in the firm even if they do not want to. Thus, they perform their jobs passively and gradually their performance decreases

Managerial-related Factors

Managerial-related factors refer to management involvement in improving and promoting the employees' performance within the organization, such as human resource planning, recruitment and selection, training and development, reward system and providing safety working condition and environment. Effective human resource planning can enhance employees performing up to the standards envisioned in the organization plan. Poor human resource planning or lack of it in the organizations may result in huge costs and financial losses which in turn may affect employee performance. Whereas recruitment and selection will determine whether the right employee is chosen or not as it will has significant and a positive impact on the employee performance.

The organization that engages its employees in work related learning, professional courses and seminars stand the chance of minimizing the cases of absenteeism, employee turnover and grievance handling which in turn enhances performance of the employees. Commitment towards the organization is degraded if there is a perception of under handed methods in promotion activities. By investing in their human resources, organizations are not necessarily motivated by the humanitarian objective of maximizing employee welfare or happiness, but rather they do so as a means to increase their productivity, to become more adaptable to emerging opportunities in the market place or to enhance their reputation with key stakeholders(Athman & Paul, 2019).

A strong reward system is effective enough to have an implication that the promotion, good Basic Salary, Bonuses and Benefits minimize the cases of absenteeism, staff turnover and grievance handling which in turn enhances the performance of employees. (Songstad, Rekdal, Massay, & Blystad, 2011) define working conditions as the working environment and all existing circumstances affecting labor in the workplace. Whereas (Manyisa, 2015) defines working conditions as the environment in which an individual performs his work. It includes all physical and psychological factors and circumstances that influence his work. Thus it is the responsible of the management to provide a comfortable and safety working condition and create an organization culture of excellent. (Schein, 2010)Schein (1997) defined organizational culture as a pattern of shared basic assumptions that the group learned as it solved its problems that has worked well enough to be considered valid

and is passed on to new members as the correct way to perceive, think, and feel in relation to those problems

Environment-related Factors

Environment-related factors can be divided into physical and behavioral environment-related factors. Physical environment-related factors consist of factors which are associated with employee's aptitudes to attach physically with the office environment, such as natural light, cleanliness, ventilation, heating/cooling facilities, comfortable working environment, informal meeting area, office layout, working desk/ area and general and personal storage space. (Wineman, 1982) determines the environmental factors such as space design and ambient conditions are crucial to employee commitment. (Haynes, 2008) argued that organization productivity can be improved 5% to 10% by upgrading physical design of workplace, this increased organizational performance is actually a result of enhanced employee performance.

Behavioral environment-related factors are concerning the office occupier etiquettes with each other are interconnected which includes: creative physical environment, distraction, social interaction and office layout in terms of ease of working for supervisor support, communication openness and team work. Supervisor support is defined to the extent which supervisors help its employees to perform their work duties (Janakiraman, Parish, & Berry, 2011). Communication openness determines the degree to which communication and information is encouraged between subordinates and supervisors (Janakiraman et al., 2011; Kitchell, 1995). Service quality can be improved if there is effective communication and collaboration among the employees (Butt & Murtaza, 2011). Teamwork identifies groups of employees working together to complete job related tasks (Janakiraman et al., 2011). Employees who have perceptions of positive work environment such as treatment on equal and fair grounds and recognition of their contributions bring best and positive out of them. These feelings can result in increased commitment and performance (Aryee, Budhwar, & Chen, 2002).

Healthy working environment and managerial support (Bell, 2008; Ramlall, 2003) open communication between employees and supervisors (Earle, 2003) leads to improved performance and helps in retaining employees. Participation of employees in critical decisions, competitive compensation practices, pleasant relations between managers and employees (Gberevbie, 2010) career development and employee empowerment lead to enhanced employee performance (Kundu & Gahlawat, 2016). A summary of the literature review regarding the environment-related factors has been given in Table 1.

Table 1; Analysis of existing literature

Author Year	Target	Conclusion
(Gunaseelan & Ollukkaran, 2012)	Investigated working environment factors which influence employee performance	– Adequate promotion opportunity influence performance of employees – - Factors, i.e. job security, facility of training, monetary packages, rewards and safe condition of working also influence employee performance

(Naharuddin & Sadegi, 2013)	Examined the impact of factors of workplace environment on performance of employees	– physical environment factors and job aid have significant influence on performance.
(McGuire & McLaren, 2009)	Physical environment have impact on employee commitment	– The study determined that for increasing the employee’s commitment, with other physical environment working factors employees wellbeing needs to be measured
(Shahzad et al., 2013)	Cultural Influence on Employee Performance	– organisation culture has significantly affects employee performance.
(Leblebici, 2012)	Explored the workplace condition’s impact on employee performance	– The study result revealed that unhappy employees due to the environment of work, have not better remarkable satisfactory results.
Butt, Khan, Rasli, & Iqbal, 2012	Investigates the impact of work and physical environment on hospital nurses commitment.	- work environment and physical environment have positive and strong correlation with hospital nurses commitment.
(Hafeez, Yingjun, Hafeez, Mansoor, & Rehman, 2019)	Impact of workplace environment on employee performance: mediating role of employee health	- Physical and Behavioural Environmental Factors are positively affecting employee health and employee health is positivity affecting employee performance.

Many models or theories have been developed to improve the employees’ performance. Few of them are listed below:-

Abraham Maslow’s hierarchy of needs theory

According to Maslow (1954), five basic constructs from the human hierarchy of needs as shown in figure 1 below. There are physiological needs, security needs, belonging needs, esteem needs and self-actualization needs. Maslow conceptualization of needs is represented by a triangle with five levels which he called the Hierarchy of Needs. Maslow stated that lower level needs must be satisfied before the next level. Maslow said that, higher level needs like those for self-esteem or self-actualization would not become salient (even when unfulfilled) until lower needs were satisfied. If Maslow theory is true, those are some very important leadership implications to enhance workplace motivation. These are staff motivation opportunities by motivating each employee through their style of management, compensation plans, role definition, and company activities.

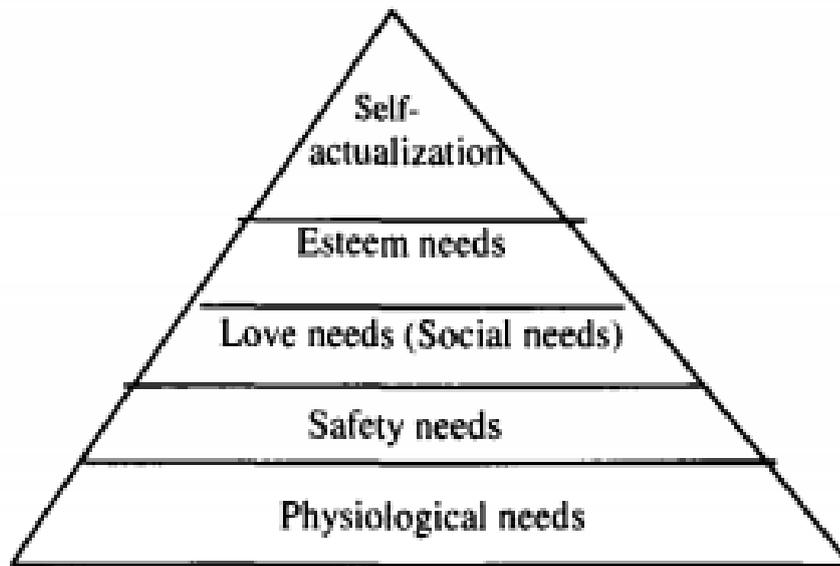


Figure 1: Maslow's Hierarchical Needs of Human

Herzberg's Motivation-Hygiene Theory

The theory has a great influence for later theories of human resource management. Job satisfaction is the main theme of this theory and he has found that employees have both satisfying (motivators) and dissatisfying (demotivators). According Herzberg, the hygiene factors are the de-motivators. In his survey he found employees' motivators are achievement, recognition, work itself, responsibility and the advancements. The hygiene factors (demotivators) are company policy, and administration, supervision, salary, status, interpersonal relations, work conditions and security. Motivators are little introvert type of qualities while the demotivators are extrovert type. Motivators bring employees positive satisfactions which mean that employees tend dissatisfy if they find some shortfall of these motivators. The other trend of this theory is that any increase of hygiene factors does not lead to job satisfaction. The principal rationale behind this theory is that job satisfaction or motivation of employees is totally dependent on mental characteristics and needs and not the physical endowments like salary and other facilities.

Mcgregor's Two-Factor Theory, Theory X and Theory Y

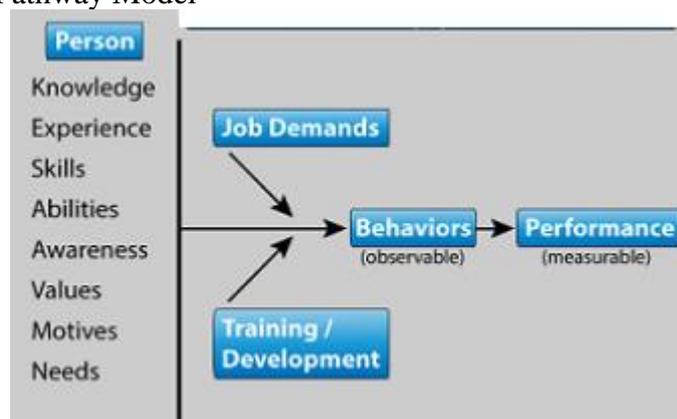
This theory is obviously a mirror which everybody's behavior could be identified. It is an assumption about the human behavior. Theory X assumes that employee or employees at certain occasions feel attitudes and behaviors like, lazy to work, bear pale and negative attitudes, reactive, de-motivated, ill-treated, stubborn and harassed, ignored and not cared and respected hence the employees become a hindrance to organization and they are not creative and not innovative and these employees are a burden and they never substantially contribute to the organization. Theory Y deduces that employee or employees feel attitudes and behaviors like happier and satisfied, interesting to work, positive, proactive, friendly, cared, equally and well treated, fully motivated, highly respected hence these employees are a valuable asset and they are very creative and innovative and bring new things to

organization. Understanding a man and his behavior and feelings is so laborious hence McGregor's two-factor theory was very helpful for identifying the needs and behavior of human resources.

Performance Pathway Model

According to (Jones, 2019), the performance pathway model brings the training and development process into visual perspective by highlighting the key factors that influence job performance. The performance pathway begins with the individual, moves outward over a timeline and ends with a measurable outcome as shown in figure 2 below.

Figure 2 : Performance Pathway Model



Individuals bring many traits with them to the job. Some are functional, while others are dysfunctional. The “person” section of the model identifies eight essential factors that impact job performance: knowledge, experience, skills, abilities, awareness, values, motives and needs. As individuals grow accustomed to the job, these factors change over time. For a high achiever, they change in positive ways. For example, their knowledge increases, their experience broadens, their skills develop, their abilities improve, their awareness grows, their motivation strengthens, their needs expand and their values deepen. Such a person is ready for change and will adjust to whatever comes his or her way. Underachievers bring these same types of traits to the job, but they are looking to maintain the status quo rather than improvement. Typically, it takes them longer to become accustomed to the job. Meanwhile, they are searching for the minimum acceptable requirements and not thinking about raising their level of performance. The last thing they want to undergo is a transition.

Job demands are the conditions under which the person is expected to perform. Unlike a job description, which lists tasks and duties, job demands define work in terms of past, present and future expectations. “Training” relates to immediate, short-term upgrades and improvements. “Development” has an evolutionary focus related to future growth and long-term potential. The maintenance of individual skill levels is determined by the organization’s training and development philosophy. For example, if the philosophy is to hire or promote people who are fully trained and ready to perform, the organization must emphasize recruitment and selection processes. Under this strategy, the organization would expect higher levels of performance in a shorter period of time. On the other hand, if the strategy is to train and develop people on the job, performance expectations are lower, and people have more time to get it right.

Actions people take in response to their work environment are observable and either functional or dysfunctional. Job-related behaviors, if observed carefully, can provide leaders with the first clue that

people are accepting or rejecting change. For example, leaders will see doers moving forward, trying new things and making change happen, while status quo-seekers, if not closely supervised, are holding back, avoiding anything new and reverting to the old ways.

Discussion and Conclusion

From the literature review, multiple factors that influencing employees' performance in public hospitals have been identified and were summarized in Table 2 below. As a general, those factors are categorized into three main factors, namely individual-related factors, managerial-related factors and environment-related factors. Individual-related factors consist of multiple factors which may be inherited or acquired through multiple channels such as formal and informal education, training and development, experience, and so on. Other factors inclusive of personal trait, attitude, skill, intrinsic motivation, flexibility, commitment, value, awareness, motives, needs, etc.

Managerial-related factors are the involvement of management in improving and promoting employees' performance. The factors under managerial-related factors category are human resource planning, recruitment and selection, training and development, reward system, safety working condition, good job environment, job redesign, etc. Management involvement is very significant to raise the employees' performance as there is a need for adoption of organizational culture with a continuous perception, evaluation, implementation and revision within the balance of internal dynamics rather than a top-down planning so as the problems encountered by the employees in the organization within the socialization process can be solved effectively and efficiently.

Workplace environment can be divided into two main categories, i.e. physical and behavioral environment and is an important component of work life for employees as employees spend significant part of their time at work, and it affects them in one way or the other. It is concluded that the employees who are satisfied from their work environment can lead towards more positive work outcomes (Kamarulzaman, Saleh, Hashim, Hashim, & Abdul-Ghani, 2011). An environment that focuses people and has stirred them to be in its workforce, provide them the prospect to perform efficiently, is called attractive environment or supportive environment and it helps to produce recruitment and keep on in occupation (Awan & Tahir, 2015). Attractive work atmosphere and supportive environment give increase to the circumstances in which employees put together their preeminent use of skills, competences, and knowledge to execute efficiently. Thus, environment-related factors play a crucial part in creating supportive environment to positively influence employee's performance. Improving physical and behavioral environment-related factors will improve employees' health. Healthy employees can be more productive and can perform their tasks more effectively and efficiently and hence improve employees' performance.

Table 2: Multiple Factors That Have Effect on Employees' Performance

Category	Factors	Effect on Employees' Performance
Individual-related Factors	knowledge, attitude, skill flexibility, intrinsic motivation, commitment, experience, awareness, value, motives, needs, etc.	Yes
Managerial-related Factors	human resource planning, recruitment and selection, training and development,	Yes

	reward system, safety working condition, good job environment, etc	
Environment-related Factors (Physical Environment-related)	natural light, cleanliness, ventilation, heating/cooling facilities, safe and comfortable working environment, informal meeting area, office layout, general and personal storage space, Quality of patient areas, Quality of Work spaces, etc.	Yes
Environment-related Factors (Behavioral Environment-related)	supervisor support, communication openness and team work. Participation of employees in critical decisions, competitive compensation practices, pleasant relations between managers and employees, etc.	Yes

In today's fast and continuous environmental changes and intense competition, the contribution of the employees is key determinant for the success of the organization, including public hospitals. The general objective of this study was to find out the multiple factors that influencing employees' performance in public hospitals through literature review, and summarized them into three main categories, i.e. individual-related factors, managerial-related factors and environment-related factors. The study concluded that individual-related factors, managerial-related factors and environment-related factors had a significant influence on the employee's performance. Whether or not the influence is the positive or negative on the employees' performance depends on the job satisfaction of the employees and capability of the management to create a supportive environment for the employees to work in.

This study mainly focused generally on multiple factors that influencing employees' performance in public hospitals through literature review. However there in need for further research to be conducted on the factors that influencing employees' performance in public hospitals more specifically. On the other hand, it is hoped that the study will enable a deeper understanding of the nature of human resource management approaches and its indispensability to the success of public hospitals.

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Impak Covid-19 Terhadap Keusahawanan Makanan Tradisi Berskala Kecil- Kecilan Di Sabah

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Abstrak

Sabah merupakan salah satu destinasi pelancongan popular di Malaysia kerana kaya dengan pelbagai khazanah budaya yang unik dan alam sekitar yang mengkagumkan. Antara tarikan budaya yang popular di negeri ini adalah kepelbagaian makanan tradisi yang menjadi salah satu sumber pendapatan penduduk tempatan. Namun, penularan pandemik COVID-19 di Malaysia telah memaksa pihak kerajaan untuk melaksanakan Perintah Kawalan Pergerakan (PKP), disusuli dengan pelaksanaan Perintah Kawalan Pergerakan Bersyarat (PKPB), dan seterusnya Perintah Kawalan Pergerakan Pemulihan (PKPP). Untuk itu, dalam tempoh pelaksanaan keseluruhan PKP ini, timbul persoalan iaitu sejauhmana impak keusahawanan makanan tradisi Sabah sebagai salah satu produk pelancongan domestik dan strategi pemulihan yang boleh dilaksanakan dalam tempoh PKP dan seterusnya pasca COVID-19. Kaedah penyelidikan menggabungkan pendekatan kuantitatif dan kualitatif menggunakan instrumen kaji selidik dan pemerhatian serta melibatkan sejumlah 100 pengusaha makanan dari pelbagai katogeri produk makanan. Penemuan mendapati sumber kewangan menjadi cabaran utama pengusaha (skor min 4.6). Ini adalah kerana berkurangan permintaan pembelian dan kesukaran mendapatkan bekalan bahan mentah (skor min masing-masing 4.6). Memberhentikan pekerja (skor min 2.3) atau mengurangkan gaji mereka (purata skor min 3.4) adalah alternatif terakhir pengusaha untuk menangani masalah kewangan. Khidmat nasihat dan bantuan khas kerajaan adalah harapan utama untuk membantu para pengusaha (skor min 4.5 dan 4.4). Kajian ini membuka ruang kepada pihak berkuasa untuk mengenal pasti daya tahan dan survival para pengusaha semasa dan selepas tempoh pandemik ini.

Kata Kunci: COVID19, makanan tradisi, pengusaha

Pengenalan

Perusahaan Kecil dan Sederhana Malaysia (PKS) yang diselaraskan oleh Perbadanan Perusahaan Kecil dan Sederhana adalah di bawah Kementerian Pembangunan Usahawan dan Koperasi (MEDAC) yang menyelaras pelaksanaan program pembangunan Perusahaan Kecil dan Sederhana (PKS) merentasi kesemua kementerian dan agensi yang berkaitan dan didefinisikan kepada dua kategori iaitu, (i) Pembuatan dan (ii) Perkhidmatan dan sektor-sektor lain seperti dalam jadual 1 di bawah.

Jadual 1 : Definisi Perusahaan Kecil dan Sederhana

Saiz	Mikro		Kecil		Sederhana	
	Jualan tahunan	Pekerja	Jualan tahunan	Pekerja	Jualan tahunan	Pekerja
Pembuatan	< RM 300,000	< 5 Pekerja	RM 300,000 hingga RM 15 Juta	5 hingga < 75 pekerja	RM 15 Juta hingga RM 50 Juta	75 hingga < 200 pekerja
Perkhidmatan & sektor lain			RM 300,000 hingga RM 3 Juta	5 hingga < 30 pekerja	RM 3 Juta hingga RM 20 Juta	30 hingga < 75 pekerja

Sumber : SME Corp. Malaysia (2020)

Daftar Keusahawanan National 2030 (DKN 2030) telah dilancarkan oleh Yang Amat Berhormat Perdana Menteri. Di mana ketika itu telah menggubal dasar pembangunan untuk menghasilkan komuniti keusahawanan yang inklusif dan kompetitif yang mampu bersaing di pasaran global, dan merangsang pembangunan kumpulan B40 serta usahawan sosial, seiring dengan konsep kemakmuran bersama. Menurut bancian, 98.5 peratus daripada pertubuhan perniagaan di Malaysia adalah menerusi PKS yang meliputi keseluruhan saiz dan sektor perniagaan. Ini menunjukkan sektor PKS merupakan tulang ekonomi negara (SME Corp. Malaysia, 2020). Sejumlah 907,065 pertubuhan PKS yang telah didaftarkan (Jabatan Perangkaan, 2016). Sehubungan dengan itu, negeri Sabah menyumbang sejumlah 6.2 peratus daripada keseluruhan perusahaan yang didaftarkan. Menerusi jumlah keseluruhan, 76.5 peratus adalah perusahaan mikro sementara 20.6 peratus daripadanya adalah terdiri daripada usahawan wanita seperti yang dijelaskan dalam Rajah 2.



Rajah 2: Jumlah Perusahaan Kecil dan Sederhana Yang Didaftarkan Sumber: SME Corp. Malaysia (2020)

Sektor perkhidmatan, pengangkutan dan peruncitan adalah antara sektor yang paling terjejas di Malaysia, sementara industri pelancongan adalah paling teruk terjejas dengan wabak ini yang dilaporkan kerugian melebihi RM6 billion hingga kini (Berita Harian, 14 Mac 2020). Sektor Perusahaan Sederhana Kecil (PKS) juga turut terjejas dan salah satunya adalah perusahaan makanan tradisi di Sabah. Tempoh Perintah Kawalan Pergerakan (PKP) yang bermula pada 18 Mac telah menjejaskan aktiviti jualan dan pendapatan para pengusaha makanan kerana kekurangan permintaan. Tambahan pula, PKP dilanjutkan dengan Perintah Kawalan Pergerakan Bersyarat (PKPB) dan seterusnya Perintah Kawalan Pergerakan Pemulihan (PKPP) yang melibatkan tempoh yang panjang iaitu 24 minggu (mencecah 6 bulan). Laporan kaji selidik oleh Kementerian Pembangunan Usahawan dan Koperasi (MEDAC) menunjukkan bahawa 92.1 peratus usahawan mengalami kemerosotan permintaan dan memerlukan sumber kewangan untuk memulakan perniagaan baru. Laporan ini menunjukkan majoriti pengusaha kecil dan sederhana (PKS) tidak dapat meneruskan urus niaga akibat pandemik COVID-19 ini.

Walaupun masalah ini memberikan impak yang besar kepada para pengusaha PKS, namun terdapat beberapa inisiatif yang dilaksanakan oleh kerajaan bagi meringankan bebanan yang dihadapi oleh pengusaha PKS, seperti (1)Pakej rangsangan ekonomi PRIHATIN (2)Penangguhan pembayaran balik pinjaman oleh pihak bank-merangkumi penstrukturan dan penjualan semula kemudahan pembiayaan (3)Bantuan khas kepada PKS yang terkesan oleh pandemik COVID-19 (4)Langkah tambahan untuk menyokong PKS yang terjejas akibat wabak COVID-19 (5)e-Bazar Ramadan. Pakej inisiatif ini telah memberikan usahawan kelonggaran wang tunai dalam simpanan mereka, namun hanya cukup untuk meneruskan operasi, jika keadaan berlarutan kurang tiga bulan, kurang daripada 1.0 peratus PKS yang mampu bertahan lebih setahun. Majoriti usahawan terutama usahawan mikro tidak dapat meneruskan beroperasi dan menyebabkan peningkatan kadar pengangguran, selain kekangan pembiayaan (SME Corp. Malaysia, 2020).

Justeru, inisiatif yang diberikan adalah bersifat jangka pendek, oleh itu norma baru perlu diperkenalkan kepada usahawan PKS bagi lonjatkan ekonomi yang bersifat makro. Pemasaran hasil produk perlu lebih menyeluruh untuk keuntungan yang maksima. Pelbagai strategi pemasaran perlu dilakukan, seperti pemasaran secara digital dengan bantuan teknologi, mendalami latihan dan kemahiran. Pakej pelancongan berasaskan produk makanan tradisi adalah antara strategi untuk memperluaskan pasaran produk PKS. Galakan dalam bentuk dana kewangan dan kursus kemahiran diberikan khusus untuk membantu usahawan ini dalam menjalankan perniagaan mereka.

Sorotan Literatur

Makanan bermaksud segala benda atau sesuatu yang boleh dimakan, manakala tradisional yang berasal daripada kata dasar tradisi yang bermaksud sesuatu kebiasaan yang kekal turun-temurun. Konsep tradisional juga dapat diistilahkan sebagai sesuatu yang bersifat atau mengikut tradisi (Muhamad Fadzllah, 2014). Secara konseptual, makanan tradisional ialah makanan yang sudah menjadi amalan dan sehati dengan kehidupan sesebuah masyarakat (Ruhaizan & Ilham, 2010). Sementara Guerrero et al. (2009) mendefinisikan makanan tradisi melalui empat perkara iaitu aktiviti semula jadi, asal-usul, proses penyediaan dan deria rasa. Makanan tradisi adalah identiti kepada sesebuah negara (Bessiere, 1998; Hashimoto & Telfer, 2006; Lee & Arcodia, 2011) iaitu merupakan simbol yang berbeza mengikut geografi, sosial dan budaya sesebuah negara.

Resilien adalah cara atau pendekatan seseorang yang mengalami kesulitan dan kesusahan untuk dapat menghadapi segala bentuk risiko, cabaran dan kekangan dengan lebih tabah dan yakin, kompeten dan berdaya juang yang tinggi dalam kehidupannya (Mohd Izwan, 2020). Resilien juga ditakrifkan sebagai ciri-ciri kekuatan yang ada dalam diri seseorang bagi menghadapi tekanan, membuat penyesuaian dan menunjukkan hasil yang positif walaupun pendedahan kepada kesukaran dalam kehidupan.

Mereka yang memiliki tahap resilien yang tinggi berkeupayaan untuk menahan diri dan dapat mengadaptasi dalam situasi yang tertekan atau berhadapan dengan krisis. Sehubungan dengan itu, seseorang yang mempunyai resilien yang tinggi dapat mengurus tekanan, kebimbangan dan menyelesaikan masalah kompleks yang dihadapi dalam tempoh berlakunya krisis mahupun pasca krisis (Mohd Izwan, 2020).

Perusahaan makanan dari industri perusahaan kecil boleh dijadikan sebagai lonjakan untuk sektor pelancongan. Pada umumnya, perbelanjaan makan di luar semasa bercuti menyumbang kepada satu pertiga dari semua perbelanjaan pelancong. Makanan adalah salah satu cara menunjukkan keistimewaan dan ciri-ciri sesebuah negara (Mitchell & Hall, 2004). Pengalaman hidangan tradisi adalah salah satu sebab untuk melancong datang semula ke sesebuah negara yang pernah dilawati (Jang & Feng, 2007; Omar et al., 2015). Malahan, makanan tradisi adalah simbol kepada latar belakang dan budaya sesebuah negara.

Pelancong akan mempelajari dan mengenali budaya yang dilawatinya kerana nilai dan keistimewaan makanan tradisi yang tidak ada di tempat mereka. Perkongsian ilmu seperti resepi, pembungkusan dan keselamatan makanan adalah cara terbaik dalam menambah baik produk pelancongan (Mitchell & Hall, 2004) serta menu makanan yang terdapat pada hotel dan resort berhasil mengetengahkan makanan sebagai makanan tradisi (Amuquandoh & Asafo, 2013). Pelancong juga perlu didedahkan menerusi pengalaman dan pengetahuan mereka dalam makanan tradisi (Mynttine, 2015; Sengel, et al., 2015; Mac, 2018). Sebagai contoh, kaedah asas cara makan, memasak dan menyediakan piza di Itali, latar belakang dan penyediaan kimchi di Korea Selatan dan penyediaan mee udon di Jepun merupakan salah satu tarikan terhadap aktiviti pelancongan.

Merujuk pandemik SARS, ia bukan sahaja menjejaskan kesihatan fizikal dan mental penduduk, malah ekonomi negara tersebut turut terjejas teruk. Negara di Asia dianggarkan mengalami kerugian sebanyak USD12 hingga USD18 bilion kesan krisis wabak SARS yang turut menjejaskan perkhidmatan perjalanan, pelancongan dan jualan runcit (Wuqi Qiu, 2018). SARS memberikan impak yang besar terhadap industri pelancongan serta sektor perkhidmatan yang berkaitan. Malahan, kesan penularan wabak SARS menyebabkan pergerakan penduduk di negara China dan di kebanyakan negara lain merosot. Sebagai contoh, impak ekonomi dari industri pelancongan Mexico kesan pandemik H1N1 Influenza dapat diteliti melalui rekod ketibaan pelancong ke negara tersebut. Sepanjang tempoh penularan wabak berkenaan, Mexico kehilangan hampir 1 juta orang pelancong luar negara yang dianggarkan boleh menjana sehingga USD2.8 bilion (Delivorias & Scholz, 2020). Lee dan Warner (2006) pula meneliti impak wabak penyakit SARS dari aspek perusahaan sederhana dan kecil (termasuk sektor pelancongan), isu pekerja migran dan pemberhentian pekerja. Menurut mereka, perusahaan berasaskan perhiasan dan ukiran batu jade yang biasanya menjadi tumpuan pelancong terpaksa ditutup.

Kajian temu bual dengan seorang pekerja di salah sebuah gedung perhiasan ini mendapati kedai tersebut telah ditutup selama tiga bulan, pekerja tidak bekerja, mereka tinggal di bilik asrama dan

pintu pagar utama ditutup. Sejak gedung itu diarahkan tutup oleh pihak kerajaan, ramai pekerja kedai memilih untuk bercuti, sebahagiannya balik ke kampung dan selebihnya tinggal di asrama pekerja. Sementara semua agensi perjalanan tempatan diarahkan tutup, pemandu pelancong hanya diberikan bayaran gaji asas sahaja. Demikian juga dengan pekerja lain dalam industri kecil dan sederhana, mereka hanya diberikan bayaran gaji yang asas. Namun begitu, mereka masih dianggap beruntung kerana menerima gaji lagi berbanding nasib pekerja separuh masa yang menjadi kumpulan buruh terjejas teruk. Majlis Pelancongan dan Perjalanan Dunia (WTTC) memberikan amaran bahawa pandemik COVID-19 diramal menyebabkan kehilangan 50 juta pekerjaan di seluruh dunia. Dalam pada itu, negara di Asia dijangka akan terjejas teruk. Sebaik sahaja penularan wabak ini tamat, ia dijangka akan mengambil tempoh sekitar 10 bulan untuk industri pelancongan pulih semula.

Pada masa ini, industri pelancongan menyumbang sebanyak 10% daripada keluaran dalam negara kasar (GDP) peringkat global (Delivorias & Scholz, 2020). Menurut Mair et al. (2016), dengan mempelajari pengalaman dalam menghadapi pandemik SARS yang lalu, para penyelidik pelancongan digesa untuk mengemukakan rancangan pengurusan dan tindak balas krisis yang proaktif. Malangnya, rancangan komunikasi dan pengurusan krisis yang terkoordinasi masih kurang diimplementasikan secara efektif di peringkat tempatan dan negara. Isu yang timbul bukan semata-mata dalam konteks pemulihan ekonomi, pengurusan imej destinasi, pengurusan media dan aspek promosi, malah pandemik ini, contohnya Ebola dan SARS turut mencetuskan diskriminasi dan informasi yang salah terhadap negara yang menjadi punca penularan wabak berkenaan (Cooper, 2005).

Metodologi Kajian

Metodologi kajian dapat membantu kajian yang dijalankan berjalan secara sistematik dan mencapai objektif yang ditetapkan. Kajian ini menggunakan kaedah tinjauan menerusi instrumen kaji selidik menggunakan pendekatan kuantitatif dan kualitatif. Kajian ini mensasarkan kepada pengusaha makanan tradisi dalam katogeri mikro, kecil dan sederhana. Maklumat sekunder diperlukan untuk mendapatkan senarai responden yang mendaftar, sementara persampelan kaedah *snowball* untuk pengusaha persendirian. Beberapa set pemboleh ubah diguna pakai iaitu lokasi dan guna tanah (lokasi tempat tinggal, jenis dan saiz per) serta aspek sosio demografi (umur, pendapatan, jumlah ahli keluarga, status perkahwinan, pemilikan perusahaan dan sebagainya).

Hasil Dapatan-Penemuan

Penyebaran wabak COVID-19 telah membawa kepada impak yang besar kepada para PKS terutamanya kepada pengusaha makanan tradisi yang berasaskan kepada pelancongan negara. Penyebaran wabak ini menyebabkan pengusaha makanan tradisi mengalami kesan yang besar dalam jualan produk mereka sejak PKP dilaksanakan kerana permintaan terhadap produk jualan menunjukkan penurunan yang ketara.

Jadual 2: Kesan PKP Kepada PKS Makanan Tradisi

Kesan	Min	Skala
Modal kerja semakin kurang	4.4	T
Simpanan wang semakin berkurang atau habis	4.4	T
Sumber kewangan terjejas teruk	4.6	T
Hutang semakin meningkat	2.6	S
Cabaran mendapatkan bahan mentah	4.6	T
Permintaan produk sangat berkurangan	4.6	T
Tidak dapat bergerak ke tapak perniagaan	4.6	T

Kesan PKP Kepada PKS Makanan Tradisi

Pelaksanaan Perintah Kawalan Pergerakan (PKP) menunjukkan perubahan yang ketara kepada hasil jualan makanan tradisi yang diusahakan oleh para pengusaha, di mana produk yang dijual mendapat permintaan yang kurang. Malah, kesan yang ketara dapat dilihat adalah sumber kewangan terjejas teruk, cabaran mendapatkan bahan mentah, permintaan produk berkurangan dan tidak dapat bergerak ke tapak perniagaan di mana min yang direkodkan masing-masing adalah 4.6 peratus pada skala tinggi diikuti kesan kepada modal kerja kurang dan simpanan wang semakin berkurang atau habis yang mencatatkan nilai min sebanyak 4.4 peratus. Manakala, nilai min terendah yang tercatat adalah sebanyak 2.6 peratus untuk kesan hutang semakin meningkat iaitu berada pada skala sederhana.

Jadual 3: Alternatif PKS Makanan Tradisi Semasa PKP

Alternatif	Min	Skala
Berjimat cermat perbelanjaan	4.1	T
Berhenti pengeluaran produk	2.5	S
Pengurangan pekerja	3.4	S
Pemberhentian pekerja	3.4	S
Mengurangkan gaji pekerja	2.3	R
Membuat pinjaman wang ketika PKP	2.4	S

Alternatif PKS Makanan Tradisi Semasa PKP

Semasa tempoh PKP dilaksanakan PKS mengambil beberapa alternatif untuk mengurangkan kesan yang mereka hadapi semasa pandemik COVID-19. Jadual tiga (3) di atas menunjukkan bahawa alternatif berjimat cermat perbelanjaan merupakan skala tinggi yang mencatatkan nilai min sebanyak 4.1 peratus manakala alternatif untuk berhenti pengeluaran produk (2.5 peratus), pengurangan pekerja (3.4 peratus), pemberhentian pekerja (3.4 peratus) dan membuat pinjaman wang ketika PKP (2.4 peratus) berada pada skala sederhana yang diamalkan oleh para PKS. Namun alternatif untuk mengurangkan gaji pekerja kurang diamalkan oleh pengusaha iaitu 2.3 peratus berada pada skala rendah.

Jadual 4: Cadangan Membantu Pengusaha Kecil dan Sederhana

Cadangan	Min	Skala
Ubah norma strategi pemasaran	4.27	T
Khidmat nasihat dan bimbingan perniagaan secara dalam talian	4.27	T
Geran berbentuk one off daripada kerajaan	4.54	T
Bantuan kewangan daripada sektor swasta	4.18	T
Bantuan khas untuk koperasi	4.45	T
Bertukar kerjaya lain	2.90	S
Ceburi perniagaan baru	3.27	S
Perluaskan strategi pemasaran	4.45	T
Usaha sama dengan sektor pelancongan untuk meluaskan pemasaran	3.81	T
Mudah dapat lesen perniagaan dar PBT	3.90	T
Mudah mendapat tempat jualan	4.00	T
Sewaan tapak perniagaan dikurangkan	4.36	T

Cadangan Membantu Pengusaha Kecil dan Sederhana Makanan Tradisi

Jadual 4 menunjukkan mengenai cadangan membantu PKS dalam menghadapi cabaran semasa tempoh pandemik COVID-19 menular. Cadangan untuk ubah norma strategi (4.27 peratus), khidmat nasihat dan bimbingan perniagaan secara dalam talian (4.27 peratus), geran berbentuk *one off* daripada kerajaan (4.54 peratus), bantuan kewangan daripada sektor swasta (4.18 peratus), bantuan khas untuk koperasi (4.45 peratus), perluaskan strategi pemasaran (4.45 peratus), usaha sama dengan sektor pelancongan untuk meluaskan pemasaran (3.81 peratus), mudah mendapat tempat jualan (4.00 peratus) dan sewaan tapak perniagaan dikurangkan (4.36 peratus) menunjukkan skala tinggi yang disetujui oleh para pengusaha. Namun, terdapat cadangan yang mencatatkan hanya pada skala sederhana iaitu bertukar kerjaya lain (2.90 peratus) dan ceburi perniagaan baru (3.27 peratus).

Perbincangan

Perintah Kawalan Pergerakan (PKP) menyebabkan berlakunya kegawatan ekonomi yang tidak terduga, terutamanya memberikan kesan kepada Pengusaha Kecil dan Sederhana yang memberikan kesan penurunan kepada jualan produk mereka sejak PKP dilaksanakan. Cabaran terbesar pengusaha adalah keperluan untuk membayar hutang pembekal dan sewa premis serta untuk memenuhi tanggungjawab dalam mengekalkan pekerja. Memandangkan PKS terdiri daripada tiga kelas iaitu skala mikro, kecil dan sederhana maka kemampuan untuk menghadapi cabaran pada setiap skala juga adalah berbeza. Terdapat juga pengusaha yang tidak melakukan peminjaman kewangan, sebaliknya menubuhkan dan mengembangkan perniagaan dengan modal sendiri. Hal ini kerana mereka masih terikat untuk menanggung pelbagai belanja tetap bulanan serta hutang pembekal mengikut pada tarikh yang ditetapkan oleh pembekal meskipun hasil jualan perniagaan tidak mempunyai aliran tunai masuk. Cabaran semasa telah menuntun para usahawan menukar landskap pemasaran kepada penggunaan digital secara dalam talian (*online*) untuk memastikan kelangsungan perniagaan mereka. Selain tidak dapat berniaga di tapak perniagaan, pengusaha juga menghadapi cabaran untuk penghantaran produk ke rumah pelanggan kerana ia memerlukan kecekapan dalam mengendalikan penghantaran ke setiap pelanggan (Nasir, 2020).

Para Pengusaha Kecil dan Sederhana perlu mengambil alternatif untuk mengekalkan perniagaan mereka tidak mengalami kerugian yang besar. Terdapat 300 aduan pekerja 'dipujuk' di mana majikan

memujuk pekerja untuk bercuti tanpa gaji semasa PKP masih dilaksanakan. Kongres Kesatuan Sekerja Malaysia (MTUC) juga menggesa kerajaan mengambil tindakan tegas bagi melindungi kelangsungan hidup pekerja sektor swasta. Sesetengah majikan PKS tidak mendedahkan penyata kewangan mereka agar perniagaan mereka kelihatan seolah-olah dalam keadaan yang merosot, akhirnya majikan yang enggan mendedahkan penyata kewangan ini juga memberhentikan pekerja atau memotong gaji pekerja mereka. Sesetengah majikan juga mengambil alternatif dengan cara membuat penjadualan semula waktu kerja dan mengehendkan waktu operasi premis. Usahawan juga perlu menjadi kreatif dalam menghadapi cabaran yang ada agar perniagaan dapat dipulihkan kembali (Malaysiakini, 2020).

Kerajaan mengambil langkah untuk membantu pengusaha PKS agar mereka dapat memasarkan dan mengembangkan produk mereka walaupun dalam pelaksanaan PKP. Kerajaan juga telah mewujudkan geran khas PRIHATIN berjumlah RM2.1 bilion bagi semua syarikat PKS mikro yang berkelayakan. Selain itu, kerajaan turut menyediakan geran khas sebanyak RM3,000 kepada setiap pengusaha mikro yang memanfaatkan hampir 700,000 PKS mikro. Justeru, pihak kerajaan juga mengarahkan organisasi pemberi pinjam wang berdaftar di bawah Akta Pemberi Pinjam Wang 1951 yang menyediakan kemudahan kredit agar memberi moratorium ke atas bayaran ansuran PKS selama 6 bulan bermula pada April 2020 sepertimana yang telah diberikan oleh pihak bank negara. Malah, penggunaan media sosial untuk memasarkan produk jualan dapat meningkatkan hasil jualan walaupun tidak dapat berniaga di tapak perniagaan seperti sebelum berlakunya pelaksanaan PKP. Namun, penggunaan media sosial ini menjadi satu cabaran yang baru kepada pengusaha yang belum pernah memasarkan produk mereka dalam media sosial (Pejabat Perdana Menteri Malaysia, 2020).

Kesimpulan

Pelaksanaan Perintah Kawalan Pergerakan (PKP) telah membawa Pengusaha Kecil dan Sederhana (PKS) agar bersedia dalam menghadapi cabaran yang dihadapi dalam perniagaan. Perkara ini juga melihat sejauh mana tahap dan ciri-ciri resilien (daya tahan dan survival) keusahawanan makanan tradisi sebagai salah satu produk pelancongan domestik di negeri Sabah. Pelbagai inisiatif telah dilakukan oleh pengusaha-pengusaha agar perniagaan mereka dapat dipertahankan walaupun semasa PKP dilaksanakan. Norma baru yang dihadapi oleh pengusaha PKS juga menjadikan pengusaha lebih kreatif dalam berdaya saing dengan sektor lain.

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Covid-19's Impacts on Foreign Workers

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Abstract

Migrant workers play a significant role in the economy of their home countries. These workers and their dependents are in a socially vulnerable and economically difficult situation due to the dire impacts of the COVID-19. Bangladeshi is one of the migrant workers that pumping approximately USD15 billion into their economy that directly contributes to the socioeconomic development of Bangladesh every year. In this pandemic, migrant workers from Bangladesh in other countries are facing adverse impacts such as isolation, unemployment, short working hours, social discrimination, poor quality of living, and mental pressure while their dependents at home are facing financial crisis due to the limited or reduced cash flow from their working relatives. The governments of the migrant workers' host countries have undertaken various initiatives to reduce the effects of COVID-19 on migrant workers. In spite of those initiatives, migrant workers are still at risk and vulnerable due to the cascading effects of COVID-19 in the socio-economic systems of the host countries. A significant number of migrant workers have been sent back to Bangladesh and many are in constant fear of being sent back due to the impacts of COVID-19 in their host countries. Thus, COVID-19 intensifies numerous socio-economic crises such as joblessness, consumption of reserve funds by family members, and shrinking of the country's remittance inflow. Migrant workers from Bangladesh and their dependents are facing various economic and social hardships under the COVID-19 situation. Therefore, by capturing the economic and social impacts of COVID-19 on migrant workers, a few policy interventions are recommended as strategies to overcome the problems in both host and home countries and support migrant workers.

Keywords: COVID-19, Migrant workers, Host countries, Home countries, Bangladesh

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Introduction

At the end of December 2019, authorities in the Chinese city of Wuhan began reporting several cases of a new strain of coronavirus, soon to be called COVID-19. Governments around the world have closed borders and businesses to combat the spread of COVID-19. These measures have had a devastating effect on the millions of migrant workers. These workers and their dependents are in a socially vulnerable and economically difficult situation due to the dire impacts of the COVID-19.

Many have been laid off, forced to overstay visas, and asked to take leave or reduced salaries, affecting them, their families, and their home countries dependent on remittance flows.

General Issue of Foreign Workers

Before pandemic Covid19, some literature review actively discussed the importance n relationship between migrants and the economy. According to Usman & Tarmiji (2005) migration refers to a demographic process that involves of people who migrate from one area to another. He also explains that, it is a population movement process which is significant to the socio-economic at the host country. Migration is complex because there are various types of migration such as temporary, return and repeat migration (Longhi, 2006). According to Jolly (2005), migration means moving within the country or between two countries. Those who migrate are likely to take a long or short term for economic, political and social factors. Migration can occur in legal and illegal ways.

Most of literature views about the decreasing in employment rates of native workers takes place when the number of foreign workers is high. But in certain type of foreign workers, such as highly skilled professionals or dynamic entrepreneurs can generate the economic and other than that, they also can create extra opportunity for local workers to get some job. This type of foreign workers gives a positive impact to the society and also the region. Unfortunately, it is only one type of foreign workers that can give positive impact to a particular country. Most of the foreign workers in certain country only gives negative impact to the local workers, especially immigrant from poor countries, with low educational background or also known as unskilled workers. Rowthorn (2004) claims that most of them are more likely to be unemployed or economically inactive compared to the domestic population, and if unskilled immigrants do get jobs it maybe at the expense of existing workers.

In a particular country, immigrant has higher productivity than local workers. They also easily adapt to the labor market of the host country (Borjas, 2006). In Malaysia, immigrant has an important contribution to the economic growth. But if there are too many immigrants, this will harm the local community especially in social and economic. The immigrant will give an impact on the country's economy by reducing the income of local workers and increase competition among local workers with immigrant to obtain employment. Instead, it has a positive impact on the employer because they can hire workers with low cost by hiring immigrant (Borjas, 2006). According to Longhi (2006), foreign workers will not only affect the labor market performance, but it also will affects the Inflation, housing, social cohesion, and environment.

Moreover, Sassen-Koob (1987) state that the conditions for development of a “global city” with the existence of higher industries infrastructure and public service system, and also a well-educated labour force. There are difference views and opinions about immigrant. Immigrant provide cheap labour. Employer can pay immigrant workers with lower wages. Early 1982, the general perception has concluded that immigrants take jobs from local workers. And this has increased unemployment rate to 8.3 per cent in 1986 (Hugo, 1993). While they were blamed for maintaining wage rates at low levels, increasing the cost housing, improving social services like education tax, and crime. Based on Longhi (2006), an increase of 1 percent of the total foreign workers will decrease around 0.024 percent of workers in the local employment. Besides, he states that foreign workers gives an impact to labor market as it known as "Rob job" and lead to fall the wages in the labor market in particular country. Besides, Dustmann (2005) found that, an increase of 1 percent immigrant in population will reduce the employment rate of 0.07 percent local workers.

Marr and Siklos (1994) claim that changes in foreign workers will not affect the unemployment rate. However, according to Roy (1997), foreign workers are substitutes for the local workers in a particular country, immigrants will compete with the local workers for a job. Thus, the effect of foreign workers is very significant with the employment of local workers. He also states that they are substitutes, especially in third world countries. Harrison (1983) describes how the immigrant in the country will affect the employment rate. He found that the immigrant will increase the demand for goods and services and also will increase the demand on the labor force to produce goods or services more.

Dustmann (2003) states that foreign workers do not harm the native workers. However, Rowthorn (2004) found that foreign workers will cause demand for local workers to be low. Foreign workers cause voluntary unemployment among local workers as wages fall. Thus they are more likely not to participate in the labor market (Dustmann, 2005). But for native workers who had been working and still working in the particular industry, their wages will rise. This shows that there is a difference between the wages of native workers and immigrants. Even though they do the same job. Based on a study conducted by Asadul Islam (2007), it discusses the impact of foreign workers on local wages in certain sectors. No impact would be expected if foreign workers do not have the same skills as local workers but if they have the same skills like local workers, then they will compete to get a job. This will affect the wage rate (Dustmann, 2005).

Based on studies carried out by Borjas (2003) found that, foreign workers do not have any effect on the labor market in the host country. His opinion is based on two cases, first, immigrants may not be randomly distributed across the labor market. If immigrants endogenously cluster in cities with thriving economies, there would be a spurious positive correlation between foreign workers and wages. Second, local workers will give response to the impact of foreign workers on wages in the local labor market by moving their labor and capital to other countries. Therefore, comparisons of the economic opportunities faced by local workers in other countries will show little or no difference, because, foreign workers will affect every country.

Pandemic COVID-19 and Migrant

Governments have responded with a quickly escalating range of policies. However, the economic consequences have been dire. The International Monetary Fund (IMF) has estimated a global contraction of 3 percent in 2020, with bigger losses in high income countries. The International Labour Organization (ILO) is predicting that almost 100 million jobs could be lost worldwide as a result.

While the IMF predicts a partial economic recovery by 2021, GDP will remain at lower levels. In the short-term, the crisis has left many migrant workers both unable to access their workplaces (placed under lockdown) in countries of destination and unable to return to their countries of origin because of travel bans.

Governments also stop the return of migrant workers immediately to their home countries because returning migrant workers will pose a threat of unemployment that will intensify the current decline in employment that is occurring due to COVID-19. Most are now unable to return to their countries of origin due to border closures. If they are able, some have expressed fear that returned migrant workers will place strains on already struggling economies and healthcare systems.

The crisis goes beyond the individual worker; families and entire nations depend on remittances to sustain themselves. Remittance greatly contributes to the socio-economic development of migrant workers. Remittance brings financial solvency and enhances migrant workers' living standard. Researchers have found that remittance sent by workers is typically used to repay loans for migration, buy land and construct houses, invest in business, increase income and savings, take part in community development, improve health and nutrition, attend social ceremonies and so on (Islam, 2011).

The objectives of this paper are to determine the economic and social impact of Covid-19 on foreign workers and to identify how governments and civil society should support migrant workers.

Migrant Workers from Bangladesh

Migrant workers play a significant role in the economy of Bangladesh, pumping approximately USD15 billion into the economy that directly contributes to the socio-economic development of Bangladesh every year. This inbound remittance has contributed to the rise in the record forex reserve of the country to USD36.14 billion end of the financial year 2019–2020. (Bangladesh Bank, 2020).

According to Liton & Hasan (2012), It plays a huge role in strengthening the foreign reserve of Bangladesh as well as keeps the nation's economy dynamic and supports mega infrastructure projects, such as the Padma Bridge. • In addition, according to Sumon (2020), many have been rendered jobless, they have lost their jobs or received low wages or no pay. The economic impacts of COVID-19 on migrant workers will hugely influence the remittance flow and the economy (Sutradhar, 2020), with serious impacts on the GDP growth rate of Bangladesh.

Among those who have been allowed to remain in their host countries, many migrant workers are quarantined in shabby living places, mentally disturbed because of concern about their jobs and families at home, and worried about being sent back to Bangladesh (Sumon, 2020).

In The Business Standard (22, May 2020), the rapid transmission of COVID-19 and its health threats all around the world have led to a unique situation in which the social acceptance of returning Bangladeshi migrant workers and their relatives from abroad has fallen drastically. A recent survey discovered that 29% of returning migrant workers were not welcomed back by relatives and neighbors.

Conclusion

The governments of the migrant workers' host countries have undertaken various initiatives to reduce the effects of COVID-19 on migrant workers. Despite those initiatives, migrant workers are still at risk and vulnerable due to the cascading effects of COVID-19 in the socio-economic systems of the host countries.

Immediate actions are required to support migrant workers home and abroad socially and financially. Therefore, by capturing the economic and social impacts of COVID-19 on migrant workers, a few policy interventions are recommended as strategies to overcome the problems. The understanding of these hardships is vital to develop effective strategies to lessen the impacts.

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Social Security, COVID-19 and the Way Forward: Case of Malaysia

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Abstract

Studies on social security in Malaysia can be traced back way in the early years of 2000s and has becoming even more interesting as the world economy opened to new ideas, challenges, and potentials. The labour market especially in developing and emerging economies are, prior to the devastating worldwide pandemic of COVID19, entangled with the sad but true impacts of the Industrial Revolution 4.0. Unfortunately, yet interestingly, the former seemed likely have the economy-wide impacts and implications for labour-related issues across the globe not excluding Malaysia that have policies targeted both domestic and migrant workers. In this paper, the authors aim to provide an updated overview of social security in Malaysia as the pandemic going through the series of overlapping wave of cases experienced by countries worldwide.

Keywords: social security, COVID19, Malaysia, labour, policy

This is part of preliminary findings of the research project 'Impak Pandemik COVID-19 Terhadap Keselamatan Sosial Pekerja: Kajian Kes Terpilih Pekerja Ekonomi Gig, Industri Kreatif dan Buruh Asing di Sabah' under the Skim Dana Khas Universiti Malaysia Sabah (SDK0297-2020).

Introduction

Esping-Andersen (1990) formed a typology of welfare regime that classifies social welfare of a nation into three aspects, namely, liberal, conservative and social democratic. Nevertheless, his typology formulation was based on the European community's context which is definitely differs significantly in comparison with most Asian countries, including Malaysia, in terms of cultural, political and economic settings. Kim (2005) argued that the application of Esping-Anderson typology to analyze the contextual welfare of Asians was a methodological mistake. Therefore, Aspalter (2006), Holliday (2000) and Kwon (2005) put forward an alternative explanation of the concept of Asian welfare state namely the Asian Welfare Regime which encompasses all aspects of social protection in a country. Since the scope of this particular paper is limited to the Malaysian labour market in general, the appropriate conceptual framework to go about the matter is by using the standard International Labour Organisation (ILO) definition as pointed out in Convention 102 regarding workers' social security. Based on a study by Saiman & Jemon (2015), almost all ASEAN countries have not ratified ILO's conventions and recommendations pertaining workers' social security which made things difficult to create a sound social security policy that can be enforced as a unitarily joint-effort among countries in the ASEAN region.

The year 2020 marked a colourful and eventful period from all major spectrums around the globe especially when the World Health Organisation (WHO) recognised the spread of COVID-19 as a pandemic on 11 March 2020. Spreading contagiously like rapid fire as Italy, Iran, South Korea, and Japan reported surging numbers of cases. To date, as of the time of this article were written, globally there have been 39,023,292 confirmed cases of COVID-10, including 1,099,586 deaths reported across Americas, South-East Asia, Europe, Eastern Mediterranean, Africa and the Western Pacific (WHO, 2020). These are huge numbers as the pandemic running its mixed wave of contagious outbreak and have indeed catastrophically impacted our daily lives since the first quarter of this year alone. This brought us to the inevitable question of not just surviving the deadly virus itself but more a matter of how nation's economy can pull through this tough situation and get back on their feet. Destruction had indeed taken its toll and crippled major economic activities across sectors worldwide leaving prior lucrative and productive sectors dysfunction and at loss. These sectors mostly occupied and operated hugely by labour are facing unprecedented economic threat not just to their very lives but also their livelihood continuity. Are these labours protected? Does temporary or one-time cash-transfers sufficient to curb should any unexpected calamity be upon them?

Problem Statement

Why such study on the aspect of labour social security is crucial? In Maslow's theory of hierarch of needs, he puts security aspect as one of the basic needs of human beings. Therefore, to ensure individual can contribute productively in the labour market, this basic attribute of security needs to be fulfilled first. Midgley (2008) argued that workers' social security can be seen as a contributor toward a nation economic development via development based on employment, to increase the quality of manpower and to protect workers from industrial contingencies. And this is the very approach applied by Otto Von Bismarck in the development machinery industries in Germany by introducing workers social security protection such as insurance for disease (1883), accidents insurance (1884) and retirement insurance.

In Malaysia, studies on the issue of social security are more focused on the dimension of social assistance to reduce incidence of poverty (Ragayah Hj Mat Zin et. Al, 2002; Nik Mohamed Amin, 1980). Rashidah Merican Abdul Rahim Merican (2010) discussed on the aspect of local labour rights on social security while Ong Fong Sim & Aizan Hamid (2009) looked into the general scenario of social security loophole in Malaysia. All in all, previous studies are more concerned on social security of local workers but not specific on foreign workers. When the COVID-19 declared as worldwide pandemic it has since changed our perspective or forced our mindset to adapt to the new normal in dealing with our daily lives.

Literatures on the impact of such pandemic toward the economy is almost as prolifically produced as more and more daily cases are reported. Various aspects were discussed from economic uncertainty (Baker, et.al., 2020), to demand forecasts for small businesses (Balla, et.al., 2020), to short-term economic consequences of COVID-19 (Beland, et.al., 2020), to macroeconomic effects (Boissay & Rungcharoenkitkul, 2020) and many others. Therefore, the purpose of this paper, motivated by the current condition of social security in Malaysia and

amidst the on-going COVID-19 pandemic, we aim to provide an updated overview of the social security policy in Malaysia. Is the current policy sufficient or does it need further overhaul in the light of protection and enforcement?

Objective

This paper specifically discusses about social security policy in Malaysia. Therefore, this paper solely aims to share and provide an updated overview of existing social security policies considering the on-going COVID-19 pandemic in Malaysia.

Method of the Study

This study employed a qualitative approach in gathering data by referring to secondary sources like journals, legal policies, and analysis of workers compensation cases. Content analysis on documents pertaining Malaysian legal acts which among others, Work Compensation Act 1952, Employees Provident Fund Act 1991, Social Security Act 1969 and Sabah Labour Ordinance (2005 amendment). ILO's conventions and recommendations obtained via their website, ILOLEX, which provided a complete list of countries that ratified with the ILO's conventions and recommendations. An analysis was also conducted on selected case files regarding workers' compensation for the period of 2007-2009 as obtained from Foreign Workers Division of the Sabah Manpower Department, Malaysia.

Discussions

Social security has never been as crucial, at the very least in Malaysia, as it was before the wake of the unprecedented economic global impact of COVID-19. But, before we dive in and discuss further, let us look back and ponder the fundamental and basic aspect of the Solow-Swan model in a single output produced using two factors of production, namely labour (L) and capital (K) in an aggregate production function:

$$Y(t) = K(t)^\alpha (A(t)L(t))^{1-\alpha}$$

Where t denotes time, $0 < \alpha < 1$ the elasticity of output with respect to capital, $Y(t)$ represents total production and A refers to labour-augmented technology or knowledge, and therefore AL represent effective labour. For those who are econometrically inclined, you may find this notion quite controversial and ambiguously discussed based on robust modelling and assumptions which is not the purpose of this discussion paper.

In whatever economic regime or orientation, labour is an integral part of the whole production of goods and services. Machineries will not operate on its own although one might argue for its possibility in the age of advancement of artificial intelligence where production is dominantly technology-driven and less human-interference is at play. Nevertheless, we cannot neglect entirely the notion that the crucial role of human labour force in the whole economic system is here to stay now and in the future.

Social Security in Malaysia : Prior COVID-19 Pandemic

Narrowing down to the objective of this paper, we now focus on the central issue of the discussion pertaining labour and social security in Malaysia per se, particularly those who are employed and self-employed, excluding government sector. Bear in mind that we need to distinguish between social protection and social security as per the latter it refers strictly to those work for his or her employer in a binding contract of work between employer and employee. Further, both local and foreign workers are subjected by their respective terms and conditions of work. In the case of Malaysia, as shown in Table 1 below, there are generally seven (7) social security benefits for both local and foreign workers, respectively.

Table 1:
Comparison of Social Security for Local & Foreign Workers in Malaysia

Social Security Benefits	Local Workers	Foreign Workers
Pension	Employee Provident Fund Act (Compulsory)	Employee Provident Fund Act (Voluntary)
Invalidity	Social Security Act 1969	Workman Compensation Act 1952
Liabilities	Social Security Act 1969	Workman Compensation Act 1952
Medical	Social Security Act 1969	Workman Compensation Act 1952
Disease	Social Security Act 1969	-
Maternity	Employment Act 1955/ Sabah Labour Ordinance 1967	Employment Act 1955/ Sabah Labour Ordinance 1967
Employment Injury	Social Security Act 1969	Workman Compensation Act 1952

In the regional of ASEAN countries, Tamagno (2008) put forward a recommendation to widened foreign workers social security in ASEAN countries with a reciprocal notion through social security agreement among countries. The objective of such international agreement is to protect foreign workers and their families' rights. With such agreement it coordinates national social security between two or more countries so that a cooperation would more meaningful and fruitful especially for foreign workers as far as their rights are concerned. This is not a process of harmonization but rather a unification of social security protection between two countries involved. Table 2 indicated that only seven (7) out of nine (9) aspects defined by ILO are practiced by ASEAN countries. Two aspects have yet existed in this region up to year 2007 is Unemployment Benefits and Family Benefits.

Table 2:
Formal Social Security Programmes in ASEAN Countries

Benefits	BN	KH	ID	LA	MY	MM	PH	SG	TH	VN
Pension	√		√	√	√		√	√	√	√
Invalidity	√		√	√	√		√	√	√	√
Families	√		√	√	√		√	√	√	√

Medical Expenses	√		√	√	√	√	√	√	√	√
Disease				√		√	√	√	√	√
Maternity				√		√	√	√	√	√
Employment Injury	√		√	√	√	√	√	√	√	√

Source: SSA (2007), Data adapted from Tamagno (2008: 31)

Note: Abbreviations are as follows: Brunei (BN), Cambodia (KH), Indonesia (ID), Laos (LA) Malaysia (MY), Myanmar (MM), Philippines (PH), Singapore (SG), Thailand (TH) Vietnam (VN). Up to year 2006, social security program has not been formally implemented in Cambodia.

Based on SSA (2007) Laos, the Philippines, Singapore, Thailand and Vietnam have all seven (7) social security programmes whilst Brunei, Indonesia and Malaysia only five (5) programmes. Since ratification of ILO's conventions and recommendations of social security programmes are voluntary in nature this explained why there were no obligations among countries to fully comply with all nine aspects mentioned thereof. This also gave insight of why SSA reported why Malaysia do not have protection pertaining Disease and Maternity Benefit. Nonetheless, in Malaysia's context, Disease Benefits is readily available for foreign workers so long as it is a directly job-related disease. In terms of Maternity Benefits, the common practice in Malaysia applies for both local and foreign workers, for example, both type of workers are entitled for and have the rights to get a 60-day maternity leave based on SLO.

Social Security in the midst of COVID-19: Case of the Self-Employed

In conjunction with the dynamic labour changes where the definition of work cannot be tied and fixed with the traditional concept of labour relations, the Malaysian government had taken the initiative to widen the scope of social security to those whom are self-employed. The establishment of the Self-Employment Social Security Scheme under the Self-Employment Social Security Scheme Act 2017 aims at those who are self-employed. Such scheme is mandatory for the self-employed in the Passenger Transportation Sector which are taxi, e-hailing and bus drivers effecting 1 June 2017.

Beginning from 1 January 2020, the scope of the scheme has been extended to 19 other self-employed sectors as listed in Table 3 below:

Table 3

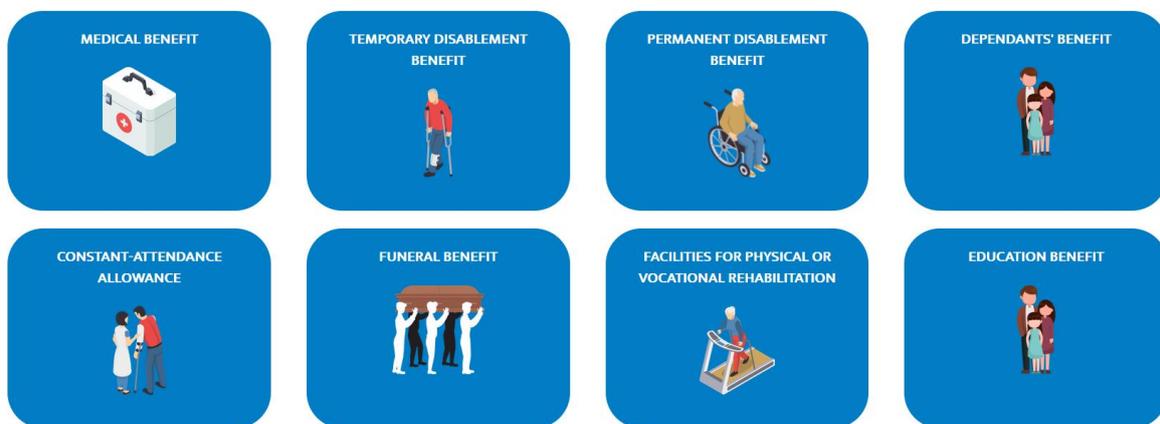
1. Good & Food Transport	11. Food
2. Online Business	12. Support Services
3. Agriculture	13. Manufacturing
4. Information Technology	14. Arts
5. Livestock	15. Construction
6. Data Processing	16. Household Services
7. Forestry	17. Hawkers
8. Agents	18. Accommodation Premises
9. Fisheries	19. Beauty & Healthcare
10. Professional Services	

Source: PERKESO

This Scheme provides protection for self-employed insured persons against employment injuries including occupational diseases and accidents during work-related activities. Self-employment injury means personal injury to self-employed insured person caused by an accident or an occupational disease arising out of and in the course of his or her self-employment activity including while travelling for the purpose of his or her self-employment activity. Occupational disease is a disease caused by or arising from any occupation specified in the Fifth Schedule of the Employees' Social Security Act 1969. This scheme provides cash benefits to the insured persons and their dependants besides medical treatment, physical rehabilitation, and vocational training. See the scheme's benefit in Figure 1 below:

Figure 1

BENEFITS



Source: PERKESO

The extension of such social security for fishermen apart from those who are in other formal sector is highly welcome and timely. Prior to this, registered fishermen are being covered by group insurance under the Fisheries Development Authority of Malaysia (LKIM). Beginning from 15 August 2020, it is estimated around 42,000 fishermen to contribute to the Social Security Organisation (PERKESO) under the Self-Employed Social Security Scheme.

Having mentioned all the above, we now zoom-in further for a particular segment in the labour market in Malaysia, especially those who are self-employed. For the sake of discussion, we have started a preliminary field study in August 2020 among urban fishermen in the capital city of Kota Kinabalu. Due to the nature of the study, preliminary findings might be inconclusive and subject to further investigation, but this will at least give insights of potential issues that deserved further focused study. Based on the preliminary interviews, fishermen experienced difficulties to claim their entitled benefits offered by LKIM due to bureaucracy issues that eventually discouraged them to further their benefit claims.

Concluding Remarks

The COVID-19 pandemic has played a crucial role as the catalyst of deepening social security coverage in Malaysia especially for those who are self-employed by the introduction of new social security schemes under the existing flagship of workers protection. Proactive efforts by

the Malaysian government in handling and tackling the on-going pandemic is highly commendable and appreciated. Nevertheless, to make sure that social security is a successful policy in Malaysia, a transparent and well-implemented action is the key to reach out for those self-employed workers. They are part of the labour market as a whole and plays an integral part of the whole system of the economy.

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A Systematic Literature Review of Covid-19 Impact to SME's Adoption of e-Commerce

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Abstract

This paper presents a systematic review of existing literature analyzing the E-commerce SME. The objectives of this paper is to provide an insight through a systematic literature review of latest research evidence on e-commerce adoption among small to medium-sized enterprise (SMEs) with a focus in Malaysia. It is necessary to address our concern because of this adoption in order help SME digital solutions. This paper could be very helpful for researchers, investors, policy-makers and whoever interested in the impact to SME's adoption of e-commerce in Malaysia development.

Keyword: Covid-19, SME, E-Commerce

Introduction

SMEs are the backbone of the economy, constituting 98.5% of businesses in Malaysia (The edge markets, 2020c). There are roughly 910,000 SMEs in Malaysia across different industries. SMEs provided 5.7 million occupations which constituted 70 per cent of Malaysia's labor force in 2019 (Muthukrishna, 2020). On average 88% of Malaysian SMEs had embarked on digital economy platforms including e-commerce, mobile-commerce and social-commerce stages (Mahalingan, 2020).

However during the MCO period, 83% of large and listed companies and 84% of SMEs had issues with virtual connectivity and this had impacted their interaction with their dealers and consumers which they attributed to the problems of infrastructure (Digital News Asia, 2020; Rashid, 2020). SMEs also reported limited access during MCO had resulted in postponement of business operations. However, e-Commerce also provided new opportunities in the form of retail or transactions without physical cash and a revisit of the business model need of labour with adoption of digital solution (Bots, 2020).

In response to a 50% fall in income due to the COVID-19 pandemic, businesses had to look for new alternatives and it was found in the e-Commerce (The Star, 2020b). The pandemic has made digital connection a necessity for SMEs and it is irrefutable that e-Commerce has transformed many things for businesses. The pandemic has speed up the adoption of e-commerce with the enforcement of social distancing, lockdowns and other measures (Kang, 2020). However, digital adoption in business is a comprehensive matter comprising of online awareness, traffic, e-commerce, digital operations (goods and services), digital procedure and adoption of advanced technology (Yusuf, 2020). Regardless, the movement control order

(MCO) has exposed that some companies in Malaysia was inadequately prepared to adapt to a digital-enabled work environment (Digital News Asia, 2020).

The objectives of this paper is to provide an insight through a systematic literature review of latest research evidence on e-commerce adoption among small to medium-sized enterprise (SMEs) with a focus in Malaysia. This paper also aims to address ambiguities, close gaps and understand contradictions in the existing literature to allow greater insight and propose future research directions about this relevant topic. This paper is organized as follows. The next section positions work with regard to latest research as background of the study. Section 3 discuss and present the methodology. Finally, the last section concludes the paper with discussion on findings and limitations.

Background of the Study

MDEC has embarked on numerous initiatives to aid small and medium enterprises (SMEs) to adopt digitization such as remote employment, e-Commerce and payment-related operations (MDEC, 2020). In last five months, new entrepreneurs and SMEs engaged by MDEC increased in excess of 200 per cent, as Malaysians progressively look towards digital solutions for their daily necessities and this trend is predicted to continue. As lockdown measures alleviated in Malaysia starting on June, one important shift is that demand and popularity of retail in e-Commerce still persist strongly (Chow, 2020). Numerous e-commerce websites have reported spike in consumers' traffic and are doing comparatively well in this pandemic (The edge markets, 2020b). The growth of e-commerce is expected to be attained through the energetic productivity of numerous ecosystem partners via continuing creativities and MDEC projected the potential contribution to gross domestic product (GDP) to ascend to as big as RM170 billion (US\$40 billion) (Kang, 2020; Yusuf, 2020).

MDEC also launched the Global Acceleration and Innovation Network (GAIN) programme to support creative tech start-ups and provide scale-ups to businesses with innovative inventions and large commercial paths, locally and abroad. A few of the corporation's making their mark in this programme includes DiGi Telecommunications, Masala on Wheels, Storehub, HelloWorld Robotics, EasyParcel, LWE, Naluri and Innovative (Subramaniam, 2020). The pandemic has changed the business environment essentially and SMEs must reconstruct the new basics for their businesses to arise stronger and extra robust (NST business, 2020). Adaptability and nimbleness will be vital factors for entrepreneurs in the post-pandemic period. In spite of the exceptional tussle the local economy faces, businesses need to weather this storm and have been talented to pivot by adopt to the altering needs of the "new consumer" (Chow, 2020). With 'the new normal' totally altering the expectations of customers, both branding and attention to consumer response are essential to business sustainability. Through e-Commerce SMEs are also able to reinforce relations with present consumers and establish more consumer loyalty with mutual support as they discover and leverage new partnerships (The edge markets, 2020d). This is particularly so for SMEs who can no longer afford to adhere to the same 'pre-COVID' guidelines. SMEs that choose to go in the online marketplace not only face the systematic cost of running a business online but also face new type of digital challenges, for example: online advertising and consumer attainment (attaining visibility online is very problematic and SMEs want to know how to make themselves stand out); upholding high ratings (e-commerce is a ratings driven business, instead of personal relationships that were significant in the traditional model); handling higher volume trade and inventory, which may require particular software; management revenues and connections, which is very vital in online business; trade with logistics corporations; and many more (Shrestha, 2020).

Security is one of the problems that SMEs are concern about as the consumer world is moving towards a more virtual, cashless, contactless environment (NST, 2020). Some businesses may postpone digitalization because of cybersecurity anxieties (Sulaiman, 2020). SMEs will want to make certain that they have the correct safety answers in place to make certain their data and substructure are safe (Raz, 2020). Making a safe and secluded transaction is not only vital to the customer, but will also dictate the integrity of websites, as the information concerning consumer confidentiality is well protected, and how SMEs should react if any issues is encounter (NST, 2020). Moreover, setting up an e-Commerce site requires designing a safe and secure platform to react with consumers in addition businesses requires assistance on the essential procedural know-how in beginning and running an online business (The edge markets, 2020c). The government has announced many initiatives linking digital technologies and ICT requests to local business. Even if not all businesses are adopting e-Commerce, it is still beneficial in accelerating business for the Government and the public (NST, 2020).

To ease the digital investment cost faced by SMEs, the government had introduced several measures such as cash handouts and wages subsidies (The Star, 2020a). The Government had also expanded the stimulate package in view of prolonged income loss for affected industries (The Star, 2020b). MDEC has rolled out the Micro and Small and Medium-sized Enterprises (MSMEs) e-Commerce campaign, an initiative under the National Economic Recovery Plan (PENJANA) (Malay Mail, 2020). The agency said that the government has allocated RM70 million under PENJANA to launch the campaign to facilitate local businesses in establishing their digital presence and gradually increase their productivity (Malay Mail, 2020). MDEC's SME Digital Quickwins is another programme that arranges the necessary support that meets SMEs needs. Overall these measures and the Covid-19 context had created a huge momentum known as #DigitalVsCovid Movement (Bots, 2020). The other initiatives rolled out by government includes SME Digitisation Initiative which allows qualifying SMEs a 50 percent matching grants of up to RM5,000 to obtain Accounting/ERP systems, Point of Sales systems, Payroll and others (Chang, 2020).

Literature Review

The outbreak of COVID-19 in Malaysia had led the authorities to issue a MCO to contain the spread of the pandemic. Now Malaysia has entered the third phase of MCO since it was implemented in March 2020. During the MCO period, the non-essential businesses and services were ordered to shut down. The pandemic and MCO had an overwhelming effects on the Malaysian economy due to the concern of the coronavirus and the enforcement of MCO which had excessively impacted self-employed, small businesses and vulnerable groups such as lower-income individuals and workers. According to the World Bank, Malaysia's gross domestic product (GDP) is expected to contract by 7.4 per cent to -3.1 per cent this year due to COVID-19.

The movement control order had a profound impact on the economic welfare of society, especially for self-employed and SMEs. According to Hong Kong finance chief, Paul Chan, the Coronavirus' economic impact is worse than the SARS outbreak and he warned the unemployment rate would continue to surge soon. Also, many small and medium-sized enterprises in many industries are at risk of closure due to lack of necessary funds to sustain business operations. To level the burden, staffs are forced to take unpaid leave or a pay cut, or even worst retrenchment. When there is no business activity, the cost of keeping employees is not economically viable. Most business operators must lay off employees, slash spending and halt expansion plans as there is no revenue during the MCO period to stay afloat.

It was reported in The Malaysian Reserve, “Small businesses start to cut salaries to survive COVID-19” (21, April 2020), as the economic impact of the coronavirus pandemic begins to bite their bottom line, employers began to cut salaries. Also, based on the latest Department of Statistics data, 53.4% of the owner-account workers or self-employed are no longer working and 46.6% employed faced a reduction of income in which 35.5% of those still working said they had lost 90% of their income. According to a survey by the Federation of Malaysian Manufacturers (FMM, 2020), out of 419 companies as respondents, more than 50% revealed that their revenue had dropped by more than 50%. The MCO had continued to be extended in the following months and the conditions do not improve, it will be led to the inability of businesses especially SMEs to sustain their operations which was stated at three months.

Given the inability of businesses to sustain their operations with their existing workforce, some of the likely cost-cutting measures that employers had reported would undertake in the next three to six months in order to preserve employment include freezing headcount (67% of respondents), instituting unpaid leave (59%), removal of some non-contractual allowances and benefits (59%), forced annual leave (59%), reduction on work days per week (39%), reduction in some benefits agreed in the collective agreement for unionised companies (34%) and reduction in working hours per day (29%) (FMM Survey, 2020).

However, Malaysian Employers Federation, ED Datuk Shamsuddin Bardan said if the MCO were to extend into to the fourth phase, many companies would have to cut salaries further, as the enforcement of MCO has shuttered many businesses for more than 30 days. He also stated that the Government should offers a proper lifeline through the wage subsidy programme, but the aid could only help not more than three months or less. When the time comes, the Government needs to relook at the package and see if employers can be assisted further. The Government see SME digitalization initiative as the way forward, which will help the business owner to continue their businesses in view of the possible extension of MCO.

World Bank reported that Covid-19 is expected to have a large impact on Malaysia’s GDP. (Bernama, 2020b). The World Bank’s senior economist in finance, competitiveness, and global innovation practice, Smita Kuriakose stated that due to COVID-19, the impact on Malaysia’s economy was likely to be substantial. She said plenty of initiatives need to be launched to help the Small and Medium Enterprises (SMEs).

The Malaysian Government had responded fast to the impact of Covid-19 and allocated substantial resources to respond however recovery are likely to take years. The Malaysian Government is fully aware of the devastation facing by those businesses and has made many efforts to try to help the small and medium business survived in this challenging period. Malaysia’s Government has announced a variety of measures in collaboration with the central bank of Malaysia (Bank Negara Malaysia (BNM)), Government-linked companies (GLCs) and private corporations to mitigate the economic impacts of COVID-19. Malaysian’s Prime Minister, Tan Sri Muhyiddin Yassin also announced the total allocation for the measures that was implemented amounts to RM260 billion.

In response to the crisis, three economic stimulus packages was introduced under Tan Sri Muhyiddin Yassin administration which is the Economic Stimulus Package 2020 (27 February 2020), Prihatin Rakyat Economic (PRE) Stimulus Package (27 March 2020) and additional PRE measures for SMEs (6 April 2020). Malaysian authorities came out with PRE measures for SMEs on 6 April 2020. There are stimulus packages for SMEs mainly comprising financing facilities, grants and wage subsidy programme to ease employers cash flow needs. In addition, Smita also stated that local SMEs notably still lag in utilizing the digital platform, and this

needs to be addressed. SMEs need to fully adopt the advantage of technology to reduce the massive impact of COVID-19 pandemic (Bernama, 2020a).

A recent survey by CPA Australia on small businesses across the Asia Pacific found, that many of Malaysia's small businesses reported both reasonably stable finances and usage of digital technology in 2019, making them well-placed to manage through the COVID-19 crisis and to recover reasonably quickly. Also as reported in the same article called "Small businesses well-placed to recover from COVID-19" (New Straits Time, 2020), with 51.7 per cent, more than half of Malaysia's small businesses in 2019 generating more significant than 10 per cent of their sales online, they are fine to offset at least some of their lost sales from traditional earnings and to respond to significant shifts in consumer behaviour to online sales that the Movement Control Order (MCO) is driving, which is likely to continue well after the MCO is lifted. Bringing technology growth and innovation, these small players are now finding new ways to survive, and this situation is expected to last for some period until the pandemic COVID-19 subsides.

To contain the spread of Covid-19, Malaysia's authorities have implemented three-phases of Movement Control Order to curb the outbreak of COVID-19. There are many restrictions in the MCO period which affected every one of Malaysian, including the small and medium businesses or self-employed citizen. There are many studies have found that population health is positively related to the economic growth and welfare (Bhargava and et al., 2001; Robalino et al., 2002a; Robalino et al., 2002b; WHO Commission on Macroeconomics and Health, 2001; Haacker, 2004).

In economic sense according to McKibbin and Fernando (2020), the infectious disease outbreak influences the economy through various channels. An example would be the SARS outbreak in 2003 that happened mainly in Hong Kong and China but it was estimated to cost US\$ 20 billion dollars affecting China, Hong Kong, Singapore and Vietnam resulting in loss of 3 million employment opportunities in these countries and 0.6% of Asia overall GDP (McKercher and Chon, 2004). This is a lesser incident compare to Covid-19 which has gripped the whole world. Previous disease outbreaks provide valued information on how to strategize and get prepared in view of the implications from COVID-19. Lee and McKibbin (2003) found that SARS epidemic in 2003 has significant effects on the economies through the massive reductions in consumption of goods and services, an increase in the business operating costs, and the re-evaluation of country risks reflected in the risk premiums. The same situation will affect Malaysia with the outbreak of COVID-19, especially after enforcement of the movement control order for Malaysian that started on 18 March 2020. No one was allowed to travel during the period; all the religious events and gatherings were cancelled to break the chain of Covid-19. Also, the non-essential businesses and services were shut down during the period. During this period business needs to cover all the cost as before the outbreak but this also resulted in almost zero revenue or sales since the enforcement of movement control; business shutdown, no gathering and social distancing.

In another view on the short-term impact of Covid-19 can be assessed by comparing to similar diseases that have no vaccination available such as HIV/AIDS. Haacker (2004) found that the HIV/AIDS virus affected households through the efficiency of labour and changed labour supply decision. Businesses suffered from increased business costs and foregone investment in staff training while governments had to increased public expenditure on health care and support of disabled and children orphaned by AIDS.

The contribution of SMEs towards national economies is significant, especially in the context of the rapid growth that is currently being witnessed in developing countries around the globe (Poorangiand and Khin 2013). The adoption of Information Technology (IT) is extremely important to the development of an economic system (Nasco et al. 2008, Kendall et al. 2006). The increased use of technology has brought about numerous changes in the business world. However, according to Nasco et al. (2008) only a small number of researchers focusing upon technology adoption are working on the adoption itself or applying electronic commerce (e-commerce) in small and medium enterprises. SMEs regard technology as difficult to implement due to their limited resources (Street and Meinster, 2004), which necessitates the study of whether or not the adoption of IT in large organizations are analogous with the ones adopted by SMEs.

According to Scull et al. (1999) the internet is increasingly recognized for the vast array of information, services, meeting places, and communities-of-interest that it offers. Some companies believe that e-business creates new options for their customers, instigates fast new product delivery and services, as well as lowering costs. Moreover, some other companies also adopt e-commerce in order to increase sales, reduce costs, provide better customer service, gather market information, improve productivity, as well as discover and retain new customers.

As SMEs are important for the economy of the country, it is vital to persuade e-commerce adoption in SMEs as the source of competitive advantages. The adoption of e-commerce technologies is influenced by a number of factors. As stated by Karakaya and Shea (2008), companies use e-commerce for a variety of reasons. In terms of business enterprise, the most significant of these factors is profit. Other factors, according to Kurnai (2006), include government initiatives, economic conditions, technology infrastructure, geographical conditions, socio-cultural conditions, public awareness and external influences.

According to Ramayah and Koay (2002), Small and medium-sized enterprises (SMEs) is playing a significant role in the country's economic development, particularly in the manufacturing sectors. Malaysian businesses, SMEs have been relatively slow in web adoption. The Economist Intelligence Unit (2006) reported that although SMEs in Malaysia can apply for soft loan through SMIDEC (Small and Medium Industries Development Corporation) to use information and communications technology (ICT) to improve competitiveness, efficiency and productivity, but only about 20percent of Malaysia's manufacturers have an online presence and use information technology (IT) extensively in their daily operations. This reflects a poor rate of IT adoption among the estimated 600,000 local SMEs. According to Soh et al. (1997), if SMEs in Malaysia implement the internet in their company, potential commercial functions can be performed, which include: marketing themselves both locally and globally, gathering business information and consumer's feedback, providing customer support and conducting electronic transactions. On the other hand, if internet implementation is successful, it will have severe repercussions on small businesses with their limited resources (Chong et al., 2001).

Moreover, the adoption of e-commerce within SMEs gives way to unique opportunities for businesses to engage international firms, which they are unable to do in the past. The adoption of e-commerce increases the productivity within SMEs via the reformation of work action and techniques, where it improves customer service and record keeping. The study conducted by Poon and Swatman (1997) showed that e-commerce could positively influence SMEs' productivity, which in turn enables them to compete against larger companies. Simultaneously, the adoption of e-commerce is a cost-effective tool for the SMEs to market and launch new

products, improves client communications, as well as enhancing the collection of marketing knowledge and information (Hunaiti et al. 2009).

Methodology

According to Tranfield et al. (2003), the basic guidelines for handling systematic reviews of the literature in the fields of business and management are divided into 1) planning the review, 2) conducting the review and 3) reporting and disseminating the review. The methodology used for this paper consists of searched peer-reviewed and publicly available literature review on the subject of Malaysian SMEs in the Elsevier Science Direct, Emerald, SpringerLink, Scopus, and Google Scholar using the following keywords: SME, technology, adoption. The literature review search comprises from online and offline materials to articles journals and chapter in book. The review of journal and articles are restricted due to are extra simply reachable in key word-based database hunts even though these additional literature types may also comprise insightful findings.

Limitation

This paper has limitations that need to be acknowledged. The limitation is that as Covid-19 pandemic impact on business is unique on its own, many of the impact of Covid-19 on SMEs adoption of e-Commerce requires time before its full impact can be analyze and studied. Although business are quick to adapt to changes as it involve the matter of their survival and in this context it's e-Commerce however many failed businesses did not live to tell their tales and many of this businesses may have also adopted e-Commerce but failed for certain reasons. In addition, the paper is limited as it only covers the scope of SME's e-Commerce adoption in Malaysia where as other countries experience might be different such as Australia whom have a lower e-Commerce adoption rate while China and Taiwan are in the opposite end with their high level of digitization and e-Commerce adoption rate.

Conclusion

This paper has effectively developed a systematic review of the existing literature that is given for future research in the E-commerce SME. Businesses must to work together hand-in-hand with the Government to restart processes and kick-start financial actions through well-considered, conclusive and actual procedures. Government need also drive forward with the application and implementation of the digital tax as more and more businesses transfer to online strategy to cut fee and also because of Covid-19.

Public education curriculums also need to be revisited to offer high quality cognitive, socioemotional, and technical skills that will allow SMEs to navigate the digital marketplace. SMEs competitiveness in online business also is contingent on policy and delivery of government services, which want to be enhanced speedily with SMEs' welfares in mind. Competence of infrastructure will be significant. For instance, bottlenecks in border events can interfere with a just-in-time inventory business model intended to lesser cost. Therefore, for SMEs to make it online, the government wants to growth investment in allowing infrastructure. Similarly, direct financial aids will be wanted to support SMEs cover costs of going online. Allowing policy will also be vital (Agarwal, 2020). With this paper it might aid to rise the opportunities of SME survival and result, have a positive outcome on numerous economies global.

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Peranan Kesatuan Sekerja Dalam Meningkatkan Hak Dan Kebajikan Pekerja: Satu Analisis Kajian Literatur

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Abstrak

Kesatuan Sekerja adalah salah satu elemen penting dalam teori hubungan industri (Dunlop 1958). Kesatuan sekerja ini dibahagikan kepada empat (4) bahagian. Bahagian pertama menghuraikan definisi Kesatuan Sekerja dari perspektif undang-undang perburuhan dan sarjana hubungan industri. Bahagian kedua, peranan Kesatuan Sekerja di dalam sektor swasta dan awam terutama berkaitan dengan hak dan kebajikan. Bahagian ketiga akan membincangkan kelebihan dan kekurangan Kesatuan Sekerja di sektor swasta dan awam. Bahagian keempat akan menumpukan kepada peranan Kesatuan Sekerja dalam memperjuangkan hak dan kebajikan di Universiti Awam. Selain itu, beberapa isu dan cabaran akan diperdebatkan dan bahagian akhir membahaskan pendirian Kesatuan Sekerja di universiti sangat penting dalam membawa beberapa amalan terbaik di sektor swasta.

Kata Kunci: Kesatuan Sekerja, Swasta, Awam, Universiti, Hak dan Kebajikan

Pendahuluan

Pada dasarnya kesatuan sekerja adalah salah satu entiti yang sangat penting dalam sistem hubungan industri seperti yang diperdebatkan oleh Dunlop (1958) dalam buku yang berjudul *Industrial Relations Systems*. Selain daripada Dunlop (1958) dan beberapa sarjana luar negara (Flanders, 1967; Fox, 1966; Hyman, 1975; Lansbury & Macdonald, 1992; Markey, Zanko, & Murray, 2001; Webb & Webb, 2003) dan sarjana tempatan (Maimunah Aminuddin, 1999; Anantaraman, 1997; Ayadurai, 2004; Idrus, 2001; Kuruvilla & Arudsothy, 1995; Parasuraman, 2004, 2006; Rose, 2002) turut membincangkan kesatuan sekerja adalah satu elemen utama dalam mempertingkatkan hak dan kebajikan pekerja di Malaysia.

Berdasarkan kajian-kajian lepas (Crisis & Parasuraman, 2016; Markey, 1987; Todd, Patricia, & Peetz, 2001; Todd, Trish, & Jomo, 1994) peranan kesatuan sekerja banyak dibincangkan dalam sektor swasta jika dibandingkan dengan sektor awam (Ismail, Omar, Johar, Kamri, & Damin, 2018). Dalam hal ini Fong (1996) dan Maimunah Aminuddin (2009) menekankan bahawa kesatuan sekerja di sektor swasta lazimnya membincangkan isu-isu seperti gaji minimum, kontrak pekerjaan, diskriminasi pekerja, kesejahteraan di tempat kerja dan lain-lain isu yang berkaitan dengan hak dan kebajikan pekerja. Sebagai contohnya, Shahiri and Osman (2017) membahaskan dan berpendapat kejayaan Akta Majlis Perundingan Gaji Negara (2011) adalah disebabkan oleh perjuangan *Malaysian Trades Union Congress* (MTUC) selama tiga puluh tahun yang lalu. Ini membuktikan kesatuan sekerja sangat penting dalam memainkan peranan untuk meningkatkan hak dan kebajikan pekerja.

Di samping itu, Ayadurai (2004) membincangkan bahawa kekuatan sesebuah kesatuan sekerja di sektor swasta adalah bergantung kepada beberapa faktor. Kesatuan sekerja di sektor swasta yang didaftarkan di bawah Akta Kesatuan Sekerja 1959 atau tidak didaftar haruslah memberi jaminan kepada hak dan kebajikan pekerja yang termaktub di bawah Akta Pekerjaan 1955, Ordinan Buruh Sabah (Cap.67), Ordinan Buruh Sarawak 1952 serta Akta Hubungan Industri 1967.

Seterusnya, di dalam kajian lepas bagi kesatuan sekerja di sektor awam hanyalah sebagai penasihat kepada majikan dalam proses perundingan mengenai isu berkenaan hak dan kebajikan pekerja (Badariah, 2011; Idrus, 2001). Sebagai contohnya, pada setiap tahun sebelum Belanjawan Negara dibentangkan, Kongres Kesatuan Pekerja-pekerja di dalam Perkhidmatan Awam (CUEPACS) akan mengusulkan kepada kerajaan berkenaan gaji, bonus tahunan dan lain-lain yang berkaitan dengan hak dan kebajikan pekerja. Dalam hal ini kerajaan mempunyai kuasa mutlak untuk tidak mempertimbangkan semua atau sebahagian usul-usul yang dikemukakan oleh CUEPACS (Bernama, 27 September 2011; Harian, 13 Mei 2019, 22 September 2019).

Justeru itu, dalam sektor awam juga mempunyai perbincangan dan perundingan dua hala antara kerajaan dan CUEPACS yang mana tidak akan berakhir dengan satu perjanjian kolektif sepertimana yang diamalkan dalam sektor swasta (Maimunah Aminuddin, 2014; Anantaraman, 1997; Bernama, 15 September 2015; Jabatan Perhubungan Perusahaan Malaysia, 2013).

Definisi Kesatuan Sekerja Dari Perspektif Undang-Undang Perburuhan Dan Sarjana Hubungan Industri

Konsep dan teori hubungan industri adalah proses yang berlaku dalam organisasi. Secara umumnya, dalam bidang hubungan industri adalah satu disiplin ilmu yang boleh berkembang

sebagaimana dengan bidang-bidang yang lain (Parasuraman & Jones, 2006). Walau bagaimanapun, terdapat pelbagai teori hubungan industri yang boleh digunakan untuk membantu kajian berkenaan peranan kesatuan sekerja dalam meningkatkan hak dan kebajikan pekerja.

Menurut sarjana hubungan industri mengatakan bahawa hubungan industri sebagai satu institusi kawalan pekerjaan di tempat kerja (Clegg, 1979; A. D. Flanders, 1965). Hyman (1989) pula berhujah bahawa hubungan industri sebagai satu pertelagahan kelas antara majikan dengan pekerja. Dalam pada itu, Dunlop pada tahun 1958 mengemukakan teori sistem yang memperkenalkan beberapa konsep asas hubungan industri seperti konsep pelakon, ideologi, peraturan di tempat kerja dan juga faktor persekitaran atau konteks.

Secara umumnya, dalam bab ini tumpuan akan diberikan sedikit berkenaan dengan teori hubungan industri bagi menjawab kepada persoalan kajian peranan kesatuan sekerja dalam meningkatkan hak dan kebajikan pekerja. Pendekatan-pendekatan ini sangat penting dalam melihat arah tuju sistem hubungan industri di Malaysia dan juga negara-negara lain. Antara pendekatan yang dibincangkan dalam bab ini termasuklah *Teori Sistem* yang dipelopori oleh Dunlop (1958, 1993) *Pendekatan Unitarist*, *Pendekatan Berbilang (Pluralist)*, *Pendekatan Radikal (Marxist)* dan *Pendekatan Pengurusan Sumber Manusia (PSM)* (Hollinshead, Nicholls, & Tailby, 2002).

Dalam Teori Sistem telah disarankan oleh Dunlop (1958) dalam bukunya *Industrial Relations System*. Dunlop berpendapat bahawa hubungan industri merupakan suatu sistem kecil yang wujud di tengah-tengah sistem yang lebih besar, iaitu masyarakat umum. Hasil daripada pertembungan ini menjadikan hubungan industri sama seperti sistem ekonomi dan sistem politik yang wujud secara bertindih (Omar & Ahmad, 1999). Dunlop seterusnya menerangkan bahawa dalam sistem teori juga mempunyai beberapa pelakon, beberapa konteks dan juga ideologi yang mempengaruhi sistem ini dan akhirnya penggubalan beberapa peraturan untuk mengawal komuniti pekerja di tempat kerja (J. T. Dunlop, 1993, p. 47). Pembentukan peraturan di tempat kerja merupakan matlamat utama dalam sistem teori hubungan industri.

Seterusnya, pendekatan unitarist mengandaikan bahawa organisasi kerja, iaitu majikan dan pekerja adalah satu entiti dengan tujuan yang sama dan berkongsi matlamat yang sama. Hubungan pekerjaan adalah berdasarkan kerjasama dan harmoni antara majikan dan pekerja. Dalam konsep unitarist tidak ada apa-apa konflik antara mereka yang memiliki modal (majikan) dan mereka yang menjual tenaga (pekerja). Berdasarkan definisi ini, semua ahli di tempat kerja bekerja sebagai satu pasukan yang sama untuk meningkatkan produktiviti syarikat.

Menurut (Flanders, 1966), pendekatan konflik (pluralist) dijelaskan dalam *Narrow Institutional Focus*. Pandangan Flanders (1966) ialah bahawa konflik timbul yang mungkin hasil daripada hubungan yang tegang antara majikan dengan pekerja akan membuka jalan kepada penubuhan kesatuan dalam kalangan pekerja yang akan berfungsi sebagai pengimbang kuasa kepada kemantapan majikan. Dengan penubuhan kesatuan ini, para pekerja mungkin dapat menyuarakan hasrat mereka melalui kesatuan sekerja. Apabila hubungan ini semakin matang melalui proses perundingan dan tawar-menawar antara kedua-dua belah pihak majikan dan pekerja akan dapat menyelesaikan masalah bersama.

Pendekatan Radikal (Marxist) menumpukan perhatian kepada ciri-ciri masyarakat kapitalis yang berbentuk dalam sesuatu persekitaran organisasi. Menurut Hyman (1975) berhujah bahawa sistem pengeluaran dimiliki secara persendirian oleh pihak kapitalis. Oleh itu, keuntungan adalah pengaruh utama dalam dasar syarikat dan kawalan terhadap pengeluaran dikuatkuasakan oleh pemilik sebagai ejen pengurusan.

Pendekatan Pengurusan Sumber Manusia (PSM) melalui pandangan unitarist, pluralist dan marxist begitu popular pada tahun 1960-an dan 1970-an. Sementara itu, mengikut perspektif PSM pula mulai dikenali pada awal tahun 1980-an dan 1990-an. Dari tahun 1970 sehingga 1980 banyak perubahan berlaku terhadap kesatuan sekerja, antaranya peratus ahli kesatuan sekerja menurun dan anti-kesatuan sekerja meningkat terutamanya dalam kalangan *Multinational Corporation* (MNC) dan Amerika Syarikat (Jackson, 1991). Dalam PSM, majikan berperanan untuk memujuk pekerja dan meyakinkan golongan pekerja bahawa kesatuan sekerja tidak relevan pada masa sekarang terutamanya dalam hal menuntut upah dan hak kebajikan pekerja.

Kesimpulannya, pendekatan teori sistem, pendekatan unitarist, pendekatan pluralist, pendekatan marxist dan PSM cuba menerangkan bagaimana hubungan industri dikaji. Teori sistem yang mengutamakan penetapan peraturan, pendekatan marxist yang menekankan pertelagahan kelas dan kebebasan pekerja. Pendekatan Pluralist mengutamakan konflik sebagai input kepada kesatuan sekerja dan perundingan kolektif sebagai input kepada kesatuan sekerja dan perundingan kolektif, pendekatan Unitarist yang mengetepikan konflik serta kerjasama antara majikan dengan pekerja sangat penting dan akhirnya PSM yang merupakan pengurusan gaya hari ini yang cuba mengetepikan kehadiran kesatuan sekerja di tempat kerja.

Peranan Kesatuan Sekerja di dalam Sektor Swasta dan Awam Terutama Berkaitan Dengan Hak dan Kebajikan

Kesatuan sekerja merupakan peranan yang sangat penting dalam organisasi di negara ini. Kesatuan sekerja adalah kumpulan pekerja yang bergabung dalam menjaga kepentingan ahli serta mengadakan perundingan dan perjanjian bersama dengan majikan untuk menjamin hak dan kebajikan pekerja. Kebiasaannya kesatuan sekerja ditubuhkan adalah untuk manjayakan agenda dan perancangan tertentu bagi mempertahankan kebajikan dan hak pekerja dalam kesatuan (Ismail et al., 2018).

Hak

Menurut Jehani (2006), bahawa hak adalah didefinisikan sebagai kuasa atas sesuatu iaitu yang ditentukan oleh undang-undang. Oleh itu, hak pekerja merupakan suatu perundangan atau hak asasi manusia yang ditentukan oleh hubungan pekerjaan antara pekerja dengan majikan. Hak kebiasaannya ditentukan melalui proses perundangan pekerjaan dan buruh. Menurut Bakar (2008) hak pekerja adalah berkenaan dengan perundingan gaji, faedah dan keadaan persekitaran bekerja yang selamat. Kesatuan sekerja merupakan tempat untuk mengadakan rundingan secara kolektif dengan majikan dalam memperjuangkan hak dan kebajikan pekerja. Selain itu, hak pekerja juga boleh bersuara dalam menentukan keputusan dan dasar yang dilaksanakan.

Kebajikan

Menurut Yao and Zhong (2013), kebajikan adalah bermaksud perbuatan yang mendatangkan kebaikan. Menurut Turner and Flannery (2016) pekerja-perkerja yang menyertai kesatuan

sekerja adalah untuk meningkatkan gaji dan keadaan kerja bagi memastikan kesaksamaan serta proses yang wajar di tempat kerja dan berada dalam masyarakat yang luas, kerana mereka dapat mengenal pasti nilai-nilai dan matlamat kesatuan tersebut.

Lain-lain isu yang diperjuangkan oleh kesatuan sekerja

Dalam kesatuan sekerja terdapat pelbagai isu yang berlaku. Persoalan “hak pekerja” dan “kebijakan pekerja” merupakan satu isu yang penting dalam kehidupan para pekerja khususnya dalam dekad 1990-an. Kajian ini memberikan perhatian terhadap strategi *Malaysian Trade Unions Congress* (MTUC) dengan pihak kerajaan dan kaitannya dengan kesungguhan usaha kesatuan sekerja dalam memperjuangkan “hak pekerja” dan “kebijakan” para pekerja sebagai agenda utama dalam kesatuan sekerja (Bakar, 2008).

Oleh itu, antara isu yang biasa berlaku adalah majikan dan pekerja seperti pertikaian tentang terma dan syarat pekerjaan. Isu ini adalah sikap majikan yang cenderung menggaji pekerja asing berbanding pekerja tempatan. Terdapat sesetengah pihak mendakwa bahawa majikan tidak sepatutnya menggaji pekerja asing kerana pekerjaan yang ditawarkan mampu dikerjakan rakyat tempatan (Mohamed, Ajis, Zain, & Space, 2019). Kesatuan sekerja mula dikenali apabila negara-negara industri mengalami proses pembangunan yang cepat.

Isu keselamatan pekerja sering diberi keutamaan kerana keselamatan pekerja dilihat tidak wujud pada masa sebelum ini dan pada masa sekarang. Kebanyakan isu-isu yang diketengahkan pada sebelum ini diperbetulkan dan diperjuangkan oleh kesatuan sekerja. Kesatuan sekerja alaf baru dan kesatuan sekerja tradisional mempunyai ciri yang berbeza dalam isu-isu yang berlaku. Kesatuan sekerja alaf baru telah mengalihkan tumpuan kepada beberapa faktor dalam pengurusan kerja bagi melindungi kepentingan ahli-ahlinya tempat kerja. Permasalahan dan isu yang dihadapi akan diatasi dengan mengadakan rundingan secara bersama. Kesatuan sekerja mempunyai kuasa untuk berunding dengan pihak pengurusan atau majikan secara keseluruhannya. Kemalangan dan kecederaan di tempat kerja merupakan isu utama dalam organisasi. Di Malaysia, kesedaran mengenai keselamatan dan kesihatan pekerjaan menunjukkan peningkatan dari tahun ke tahun (Subramaniam, Zin, & Nadir, 2013).

Kesatuan sekerja akan menggunakan kaedah rundingan secara kolektif untuk memperjuangkan hak dan kebijakan pekerja. Walau bagaimanapun, pihak pengurusan atau majikan kurang menerima kesatuan sekerja iaitu akan menyebabkan perundingan secara kolektif gagal mencapai matlamat. Dalam hal ini akan mengancam kepada organisasi sekiranya pekerja mengikuti mana-mana kesatuan. Organisasi berpendapat perundingan kolektif tersebut memberi hak yang sama rata dan tidak mengikut perbezaan di antara pekerja yang cemerlang dengan pekerja yang mempunyai prestasi yang buruk. Hal itu adalah tidak wajar bagi majikan dan perlu dielakkan. Pemberian kelebihan pekerjaan seperti elaun tambahan kepada pekerja yang memberikan prestasi kepada syarikat adalah wajar berbanding memberikan elaun kepada semua pekerja tanpa mengira prestasi mereka (Mohd & Ahmad, 2009).

Pertikaian antara pekerja dengan majikan merupakan isu yang banyak berlaku dan kesatuan sekerja perlu mewakili suara ramai pekerja untuk berunding dalam menangani masalah tersebut. Pertikaian mengenai jumlah jam bekerja, bayaran gaji, persekitaraan tempat kerja dan cuti menjadi isu yang dipertikaikan antara majikan dan pekerja. Kesatuan perlu membuat perundingan dengan majikan untuk menyelesaikan pertikaian tersebut. Pertikaian ini akan memberikan kesan kepada pertumbuhan kesatuan atau kesan kepada syarikat majikan sendiri. Isu-isu yang berlaku atau pertikaian antara pekerja dengan majikan memberi kesedaran kepada

pekerja kepentingan adanya kesatuan sekerja yang melindungi hak-hak mereka. Kesatuan sekerja berperanan dalam menggalakkan perhubungan perindustrian yang harmoni melalui proses perundingan kolektif yang seterusnya menjurus kepada pembaikan dan pembaharuan perjanjian kolektif majikan-pekerja yang ideal yang harus mengambil kira pembaikan syarat dan terma pekerjaan, jaminan status ekonomi melalui kenaikan gaji dan pangkat serta merapatkan pertikaian keperluan antara kedua-dua pihak (Wahab et al.). Menurut Parasuraman dan Strya (2009) menyatakan bahawa untuk mencapai status negara maju dan Wawasan 2020, pekerja dan majikan harus lebih bekerjasama, kerana corak rundingan kini lebih bersifat permusuhan dan sukar bertolak ansur. Ternyata perundingan tradisional dan situasi *winlose* masih berlaku dalam perundingan antara majikan dan pekerja di Malaysia (Yussof & Johari, 2014)

Kelebihan dan Kekurangan Kesatuan Sekerja di Sektor Swasta dan Awam

Di Malaysia terdapat Akta Kesatuan Sekerja 1959 yang ditafsirkan dalam Akta ini, melainkan jika konteksnya menghendaki makna yang lain atau ianya diperuntukkan selainnya dengan nyata “daftar” ertinya daftar kesatuan sekerja yang disenggarakan oleh Ketua Pengarah di bawah seksyen 7; “eksekutif” ertinya badan yang dipanggil dengan apa-apa nama pun, yang diamanahkan dengan pengurusan hal ehwal sesuatu kesatuan sekerja atau mana-mana cawangnya; “kerajaan” ertinya Kerajaan Persekutuan atau Kerajaan Negeri; “kesatuan sekerja” atau “kesatuan” ertinya apa-apa pertubuhan atau gabungan orang-orang kerja atau majikan-majikan, iaitu orang-orang kerja di mana tempat pekerjaan mereka adalah di Malaysia Barat, Sabah atau Sarawak, mengikut manayang berkenaan atau majikan yang mengambil kerja orang-orang kerja di Malaysia Barat, Sabah atau Sarawak mengikut mana yang berkenaan (Akta 262, pind. Akta A1324).

Kesatuan sekerja di Malaysia boleh dikategorikan dari pelbagai aspek. Ia boleh dilihat dari sudut geografi (Semenanjung, Sabah dan Sarawak) peringkat kesatuan (tempatan, negeri dan kebangsaan) dan jenis pekerjaan, perniagaan atau perindustrian (Abd. Jalil Mohamed Ali *et al.*, 2002). Antara Kesatuan Sekerja di Malaysia ialah Kesatuan Pekerja Sektor Swasta, Pekerja Sektor Awam serta Kesatuan Majikan.

Swasta

Kesatuan sekerja di sektor swasta boleh didaftarkan sebagai kesatuan dalaman atau kesatuan kebangsaan. Kesatuan Sekerja Pekerja Swasta terdiri daripada pekerja yang berada dalam industri, perniagaan dan pekerjaan yang serupa. Kesatuan Kebangsaan akan merangkumi semua pekerja dalam industri yang sama, perdagangan atau pekerjaan. Kesatuan sekerja yang besar akan mempunyai struktur ahli jawatankuasa yang lebih teratur di peringkat bahagian, daerah dan tempatan. Saiz kesatuan sekerja bergantung kepada ahli-ahli yang berminat menyertai kesatuan sekerja dan juga kejayaan pegawai kesatuan sekerja yang meningkat keyakinan terhadap ahli kesatuan. Perlu ditegaskan di sini ialah kesatuan sekerja kebangsaan tidak akan merangkumi semua pekerja di Malaysia tetapi hanya terlibat di Malaysia Barat, Sabah dan Sarawak seperti yang diperuntukkan dalam Akta Kesatuan Sekerja 1959.

Kesatuan Sekerja Pekerja Swasta juga mempunyai hak untuk berunding dengan majikan berkaitan dengan aspek pekerjaan, termasuk gaji, elaun, ganjaran dan lain-lain tetapi tidak menyentuh isu prerogatif pengurusan. Isu-isu prerogative pengurusan ialah perkara yang tidak dibincangkan dalam meja perundingan kolektif seperti isu pengambilan dan pelantikan,

penukaran, pemecatan, pemberhentian kerja dan juga penugasan kerja (Maimunah Aminuddin, 1999; Parasuraman, 2004; Sharma, 1989). Perundingan menerusi kesatuan sekerja ini juga dikenali sebagai perundingan kolektif.

Para pekerja yang menyertai kesatuan juga mempunyai hak untuk mengambil tindakan industri seperti mogok, piket dan lain-lain sebagaimana yang diperuntukkan oleh undang-undang buruh negara. Sekiranya masalah pertikaian tidak diselesaikan maka kesatuan sekerja swasta boleh membawa kes ini ke Mahkamah Industri untuk dibicarakan. Mahkamah Industri berperanan dalam hal mendengar kes secara adil dan menjatuhkan hukuman kepada pihak yang bersalah.

Awam

Kesatuan Sekerja Pekerja-pekerja Sektor Awam terdiri daripada perkhidmatan awam (sektor kerajaan), badan berkanun dan penguasa tempatan. Pekerja dalam sektor awam boleh membentuk dan menganggotai Kesatuan Kementerian Jabatan atau pekerjaan yang sama. Bagi sektor awam perbincangan dari segi gaji dan ganjaran dilakukan di peringkat Kebangsaan melalui Kongres Kesatuan Pekerja-pekerja dalam Perkhidmatan Awam (Congress Union of Employees in Public and Civil Services-CUEPACS).

Bagi sektor awam, tidak ada perundingan kolektif dan perjanjian kolektif seperti yang dijalankan di sektor swasta. Kebanyakan usul atau perkara hanya dibincangkan secara terus dengan pihak kerajaan sebagai majikan sektor awam yang terbesar di Malaysia (Parasuraman & Rahman, 2011).

Peranan Kesatuan Sekerja Dalam Memperjuangkan Hak dan Kebajikan Di Universiti Awam.

Tindakan industri mewakili kemuncak konflik yang tidak dapat diselesaikan antara majikan dan pekerja, dan mempunyai implikasi buruk terhadap jaminan kualiti di pendidikan tinggi (Makhtar, Parasuraman, Zakaria, & Ismail, 2017). Pengurusan mogok di universiti awam di Kenya didasarkan pada pendekatan top-down konvensional yang selanjutnya merosakkan kualiti modal insan dan sosial yang sangat diperlukan yang bertanggungjawab untuk melaksanakan mandat universiti ke arah pembangunan yang mampan. Menurut Waswa and Katana (2008) penyebab utama tindakan industri adalah imbuhan yang rendah dan antara gred pekerja di universiti. Ini memerlukan rasionalisasi radikal dan penstrukturan semula imbuhan dan penempatan kakitangan di seluruh perkhidmatan awam, berdasarkan gabungan kelayakan dan kecekapan yang diperolehi untuk tugas yang ditentukan. Secara keseluruhan, sistem pengurusan motivasi yang sinergis dan berpusatkan pekerja menonjol sebagai asas kritikal untuk pencegahan mogok dan jaminan kualiti ditingkatkan.

Sektor pendidikan tinggi Malaysia sangat penting untuk pembangunan negara dan daya saing global kerana peranan kesatuan sekerja di IPT akan menghasilkan modal insan berkualiti tinggi serta dapat meningkatkan hak dan kebajikan pekerja. Kakitangan di Institusi Pengajian Tinggi (IPT) mesti diuruskan dengan berkesan kerana mereka terlibat secara langsung dalam pembangunan Universiti. Oleh itu, bidang pengurusan sumber manusia (PSM) menjadi relevan kerana merujuk kepada dasar dan amalan yang terlibat dalam menguruskan orang dalam organisasi (Rosdi & Harris, 2011). Mengenai pengurusan pegawai di IPT, yang terbaik adalah merujuk kepada bidang pengurusan sumber manusia (PSM) yang merujuk kepada dasar dan praktik yang terlibat dalam melaksanakan aspek pengurusan orang, termasuk 'merekrut, menyaring, melatih, memberi penghargaan, dan penilaian (Dessler & Varela, 2011). Selaras

dengan itu, terdapat 20 buah universiti awam dan 11 buah universiti swasta di Malaysia yang mempunyai kesatuan sekerja masing-masing.

Kesimpulan

Berdasarkan analisis terhadap kajian lepas, kajian ini mendapati empat bahagian iaitu kesatuan sekerja, swasta, awam serta hak dan kebajikan yang perlu dikaji oleh pengkaji akan datang. Selain itu, berdasarkan definisi dan peranan kesatuan sekerja satu kajian akan dicadangkan di sektor awam iaitu dimana pada masa ini Universiti Awam terdapat pelbagai cabaran seperti pengurusan staf, masalah kewangan dan sebagainya. Setiap elemen ini dikelaskan secara berasingan. Kajian ini menekankan tentang peranan kesatuan sekerja dalam meningkatkan hak dan kebajikan masih terhad. Oleh itu, kajian ini masih relevan dalam memahami kesatuan sekerja secara holistik pada masa kini.

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