A STUDY INTO CERTAIN ASPECTS OF THE
ADMINISTRATION OF LIMBONGAN MARA
(MARA DOCKYARD) KUALA TRENGGANU
WITH EMPHASIS ON PERSONNEL ADMINISTRATION

by
Abdul Rahim bin Mohd Noor

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ABSTRACT

In a broad sense personnel administration is the art of selecting new employees and making use of old ones in such a manner that the maximum quality and quantity of output and service are obtained from the working force. It is with this framework in mind that the writer intends to discuss the conditions that exist in the dockyard. In the process of this exercise it is found out that proper comprehension of the actual conditions of personnel administration in the dockyard can only be achieved when all related fields are taken into account.

LIST OF CHAPTERS

There are seven Chapters, each dealing specifically with different fields. The first Chapter however is only an introduction which describes the scope of study, research methodology and the limitations of the exercise. The succeeding Chapter discussed the past and the present conditions in the dockyard while projection into the future trends is also discussed. This Chapter also deals with business transactions which were at all times unfavourable to the dockyard. The main reason for this was due to vague and uncertain policies which confused the staff. Clearcut and rigid policies should have been introduced.

The most important Chapter is that on the discussion of leadership problems in the dockyard. A general concept of leadership is discussed before relating it to the leadership situation in the dockyard. There is no proper leadership in the dockyard. The manager who is considered as the leader is hardly trained in matters concerning administration and supervision. Reorientation and training in supervision and administration are very necessary. In the Chapter on organisation, concepts of authority and responsibility are introduced. In the dockyard, the problem of too heavy responsibilities and too little authority arises due to insufficiency of staff at the top management level. In order for the dockyard to function, the responsibilities that these top posts carry, have to be shouldered by the middle management staff. These important posts have to be filled as soon as possible. In this Chapter the question of building re-structure is also discussed. This re-structure is a first step in an attempt to re-organise the administrative set up of the dockyard. This move is very encouraging and in the correct direction.

The discussion on the general administration of the dockyard is mostly descriptive. Selected problems such as salary schemes and working conditions are identified and new suggestions are given. The Chapter on trade unionism deals mainly with the present activities which are short term in nature. The long term activities such as general education on trade unionism and responsibilities of the members towards the union and society should be given priority. Finally, all main findings are summarised and suggestions are given.
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The problem of re-organising the administrative set-up is almost certain.

It is the objective of this study to identify and examine the
existing problems in the dockyard and try to suggest a new improved
approach in the hope that this study will contribute in one way or
another to a future decision to re-organise the dockyard. However the
writer does not claim to have examined all the problems that exist in
the dockyard but it is hoped that by examining a few major ones, the
minor problems could systematically be solved.

3. B. Scope Of Study

This study includes all aspects of personal administration in
the dockyard which are thought to be more important in bringing about
a positive and result. Since this dockyard is a commercial venture, the
main aim will be to make as much profit as possible. However the writer
has to make certain qualifications in the scope of study and only those
aspects that the writer thinks have relevance and connection with the
question of personal administration will be discussed. Issues concern-
ing business transactions and design technique will not be considered.

4. Research Methodology And Limitation

The research methodology adopted to undertake this study is of 3 kinds-
1. Interviewing. The writer was given the opportunity to single
with all the staff in the dockyard. After the end of the one month stay
the writer had a chance to talk and acquire about almost everything that
affects the dockyard either directly or indirectly. Most of the inter-
views were casual and verbal. However for those interviews that the writer
had with the Pengerang (Manager) ix - the secretary of the Kementer Koperasi
Mara (Trade Union),
2. analysing reports, minutes of meetings and notices issued by the MARA headquarters and the dockyard. In the final analysis only information that had connection with matters relating to personnel administration were scrutinised.

3. research materials and reference from textbook on all matters concerning labour, union and personnel administration procedures and activities.

CHAPTER I

INTRODUCTION

A. Objective Of Study

To people outside the district of Kuala Trengganu and to those not directly concerned with the yard, the MARA dockyard (Limbongan MARA) is non-existent. Although the dockyard has existed for nearly 20 years very little has been done in its favour. Its future has become so uncertain and vague. MARA has not laboured hard enough and genuinely to bring about a better package deal to this dockyard. The funds allotted were insufficient, the staff was hardly trained. There were no seminars to discuss the problems of the dockyard; expert advice was followed with so many qualifications that it turned out to be more disastrous. There were no serious attempt to re-organise the administrative set-up that at present it is almost defunct.

It is the objective of this study to identify and examine the existing problems in the dockyard and try to suggest a new improved approach in the hope that this study will contribute in one way or another to a future decision to reorganise the dockyard. However the writer does not claim to have examined all the problems that exist in the dockyard but it is hoped that by examining a few major ones, the minor problems could automatically be solved.

B. Scope Of Study

This study includes all aspects of personnel administration in the dockyard which are thought to be more important in bringing about a positive end result. Since this dockyard is a commercial venture, the main aim will be to make as much profit as possible. However the writer has to make certain qualifications in the scope of study and only those aspects that the writer thinks have relevance and connection with the question of personnel administration will be discussed. Issues concerning business transactions and design technique will not be considered.

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2. analysing reports, minutes of meetings and notices issued by the MARA headquarters and the dockyard. In the final analysis only information that had connection with matters relating to personnel administration were scrutinised.

3. research materials and reference from textbook on all matters concerning leadership, trade union and personnel administration procedures and activities.

Limitation

1. A stay in the dockyard for one month is too short. It is difficult to make a critical analysis. The staff are always busy with their job and selection of relevant files take some time as there is no proper system of filing. Furthermore the dockyard is too far for the writer to make a longer and more comfortable stay possible.

2. Not all materials were made available to the writer. Some files are confidential and during the writer's interview with the manager certain questions had to be censored. This brought about a barrier to more accurate study.

3. All minutes of meeting, letters and reports are written in Malay. This brought about the problem of translation. There is also the problem of communication as certain administrative terminology could not be translated perfectly in the process of interview. Here the writer had to assume that the message is received and perceived in a way he wanted it.

D. Organisation of subsequent chapters

Each subsequent chapter is designed and arranged in a way that it deals with one particular aspect that has relevance to the objective of study.

Chapter II gives a brief description of the dockyard so as to keep the reader informed about its past, present and future trends. Some business aspects have also been discussed. This chapter is important as it shows in brief the result of almost 18 years of mal-administration in the dockyard.

Chapter III deals with the leadership problem. The writer purposely discuss this problem first as it is felt that this is the most pressing situation that needs to be corrected. The fate and future of this dockyard will ultimately depend on this one and all powerful man.

Chapter IV discusses aspects of organisation in relation to problems of supervision. In addition the effects of the proposed building re-structure will also be discussed. This aspect is given priority because it may well effect the future development of the dockyard as a whole.
Chapter V will touch on the more detailed aspect of administration. However, only problems that the writer thinks are acute and need reformulating will be discussed. This would include discussion on pay, conditions of work, recruitment, training, promotion, discipline and benefits.

Chapter VI deals with the question of the Trade Union. Since most of the staff are rural in characteristics, it is hoped that the Trade Union would take the responsibilities of preparing the staff for a modern industrial environment.

The docks had long been envisaged by the Government. As early as 1950, the late Haji Musa bin Ja'afar (then Chairman of Trangganu Corporation) had already decided that Trangganu, being in a central position and with its natural facilities, would serve the Authority's objectives. Thus in April 1953, MIDA established a dockyard in Kuala Trangganu and registered it as 'Bengkuk Lataran MIDA'.

2. Evolution

This dockyard was originally intended as a training centre for auto-mechanics, carpenters, blacksmiths and electricians. Later this scheme proved impractical and this dockyard was turned into a proper training centre for boat builders. It remained basically a training centre until 1961. However, attempts were made to re-organise the place and introduce a curriculum which they thought fit to improve local techniques of boat building. From 1961 until 1967, there was a slight change in emphasis where the tendency was to establish it more on a commercial basis. In 1959 there were 24 apprentices; in 1963 there were 13; and by 1967 the last batch of apprentices graduated, making the dockyard a full fledged commercial venture.

In August 1966 an act of Parliament was passed proclaiming a new station for MIDA, and at the same time changing its name to MARA. This made it necessary for the dockyard to alter its name from Bagan Lataran MIDA to Limbang MARA.

Initially the dockyard was put under the guardianship of the Commerce and Industry division of MARA, but later, it was transferred to the Transport Division. The rationale behind it was that the Commerce section has too many firms to cater for that it may affect the smooth running of the dockyard. Furthermore, compared to other capital projects, this is the only one in the east coast, and for administrative reasons the Transport Division could be of greater help since it has a project in Kelantan. However, in terms of financing, at least until 1967, all accounts of expenditure were being settled by MARA Headquarters in Kuala Lumpur. Also, with this transfer of guardianship, the dockyard has become less

1 The figures were collected from the Dockyard's personnel files.
CHAPTER II
THE MARA DOCKYARD

1. Establishment

The necessity of a dockyard has long been envisaged by the Government. As early as 1950, the late Dato' Cun bin Ja'afar (then the Chairman of RIDA) had initiated the importance of a dockyard in the East Coast. Problems arose then as to the location of the dockyard. The states of Pahang, Kelantan and Trengganu had an equal claim. It was later decided that Trengganu, being in a central position and with its natural facilities could well serve the Authority's objectives. Thus in April 1953, RIDA established a dockyard in Kuala Trengganu and registered it as 'Bagan Latehan RIDA'.

2. Evolution

This dockyard was originally intended as a form of an all purpose training centre such as the training of auto-mechanics, carpenters, blacksmiths and electricians. Later this scheme proved impractical and this dockyard was turned into a proper training centre for boat builders. It remained basically a training centre until 1961. Colombo Plan experts were summoned to help re-organise the place and introduce a curriculum which they thought fit to improve local techniques of boat building. From 1961 - 1967, there was a slight change in emphasis where the tendency was to establish it more on a commercial basis. In 1959 there were 24 apprentices; in 1963 there were 14; and by 1967 the last batch of apprentices graduated making the dockyard a full fledged commercial venture.

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autonomous. This was not the case before, as the Penguasa (Superintendent/Manager) had a considerable scope of freedom in matters concerning recruitment, wage determination, expulsion, accepting tenders. At present all matters and decisions which are deemed crucial and important must have the consent of the Director of Transport who is the guardian of the dockyard.

Till the present day, the actual status of this dockyard is still vague. This is a serious handicap, for any status should be made known and fixed so that it could form as a basis in meeting any unforeseen events. For example in 1953 when the dockyard was established, "all the workers were regarded as RIDA/MARA staff and enjoyed similar benefits. But later on many of these rights and benefits were taken away by MARA, with the excuse that the dockyard was turned into a project". Since there was no written document declaring the dockyard to be a project, no one could give an exact date. The Manager when approached could only make a guess that became a project since the day MARA gave a loan amounting to $200,000/- to the dockyard. The Director of the Transport Division declared that it became a project from the day the staff were paid from the business earnings of the Dockyard. These vague statements have complicated matters especially in issues concerning conditions of work, salary scheme, holidays, sick leaves etc.

3. Location

The dockyard is located at Pulau Kambing outside the centre of Kuala Trengganu (refer map 2.1). It is about 1½ miles up from the mouth of the Trengganu River, and within tidal reach. The depth of the water at the end of the concrete jetty is about 6 feet at low water springs and the rise and fall of the tide is 6 feet. At the end of the wooden jetty the depth is about 20 ft. at low water spring.

The channel approaching the dockyard waters has a minimum depth at any stage of the tide, of not less than 15 feet. There is no evidence to suggest that this channel has altered in any way within the last 20 years or so. The limitation in the draught of the vessel that can approach the dockyard water is given by the bar at the mouth of the river (maximum depth 9½ - 10 feet at high water springs).

The dockyard occupies a trapezoidal area of 2.331 acres. (refer map 2.2). The front at sea is about 350 feet and about 70% of the area is covered with a concrete apron. Most of the building are wooden and temporary in nature. This dockyard is connected to the nearby highway by a short carriageable road.

A concrete slipway 110 feet long and 46 feet wide is located at the eastern end of the yard, on the axis of the dockyard. It is under cover of the shed for about one half of its length. Five cradles equipped

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2 An extract from the minutes of the 'Majlis Mesahurat Bersama' between MARA and the 'Kesatuan Pekerja2 Limbongan MARA' (Trade Union representing the workers) held on 10th February, 1971 at the dockyard.
MAP 2.1

PLAN TO SHOW THE LOCATION OF THE DOCKYARD

Key

Area of the Dockyard

SCALE: 4 CH. to 1 in.

SOURCE: Taken from the proposed plan files of the dockyard.
with rollers are used for hauling and launching the boats. One concrete main jetty of 60 feet wide and protruding 32 feet in the water is located at the centre of the yard. A second concrete jetty is on the west side of the slipway, without any extension in the revet. A pontoon is anchored near its end to allow the mooring of boats in deep water. At the eastern extremity of the yard, there is a wooden jetty of 18 feet wide, extending 51 feet in the water.

4. Production

The dockyard was originally planned for the construction and repair of wooden crafts up to 75 tons. This original conception was later changed and more elaborate plans were formulated at the beginning of 1953 to cater also for steel vessels up to 500 tons. The new plan was based on the hope that the coastal vessels plying between Singapore and Bangkok (and also some of the vessels registered in Singapore, where the request for maintenance and repair was not covered by existing facilities) could make good use of the new dockyard. However both plans did not materialise as intended. There was no rigid policy requiring the dockyard to limit the production tonnage of a ship.

The new plan was criticised as being too ambitious. As a matter of fact, the ships calling regularly at Kuala Trengganu do not exceed 250 tons. As for attracting ships for repair from Singapore and other parts of the Federation, besides the disadvantages of the harbour at Kuala Trengganu and the consequent limitations in the size of the ships, the expense involved in the transfer make the realisation very improbably.

The Dockyard was encouraged only to specialise on wooden ship building. Steel shipbuilding had to be discouraged because of its distance from the main shipping centres. The problems of poor communication, the absence of any subsidiary industry, the lack of local steel-skilled manpower, the scarcity of readily available materials, and the disadvantages of the harbour, made it obviously impossible to sustain the competition with the shipyards in Singapore and Penang.

Initially special emphasis was given to the production of existing primitive types especially the sekochi. The sekochi is a simple undecorated boat, less distinctive than the others but also cheaper to build. It is the beamiest of the local fishing boats. The size ranges from 14 to 40 feet length and from 3 to 9 feet beam. The keel is straight, the ends are raked, the stern slightly rounded or straight and the stern straight. The sekochi, which was uncommon in the area before the war, is now the most popular boat on the coast. At present if one were to visit the dockyard, the sekochis are no longer to be seen in the vicinity. Boats which are more advance in design and technique of production have occupied a more prominent position. At the time of preparation of this study, the Dockyard is in the process of completing 3 boats that are approximately 90 feet in length and 250 tons each.

5. **Business**

Until 1960, the dockyard did not have a proper accounting system to assess the progress of the dockyard. This may be because of the confusion that arose as a result of the transitional process from a training centre to a full-fledged commercial venture. During its early establishment, all finances were being settled by the headquarters. When it was turned into a project, most of the funds were tapped from the business itself. From the annual reports it was found that the net worth was $568,614/- in 1967; it was $610,000/- and at the end of 1969, it rose to $655,000/-.

Since its establishment, this dockyard had always been running at a loss (in the initial stage, it was understandable as the purpose was for a training centre). In 1967, the approximate loss was around $375,000/-; in 1968, the loss was $120,000/- and the profit and loss statement as at 31st December, 1969, showed that the loss has increased to $453,410/-. Several reasons have been given as to the cause of this loss. In the first instance, there are too many workers at the lower management level (111 workers) compared to the amount of orders that the dockyard had succeeded in getting (refer Table 2.1). As a result, disguised unemployment brought about unnecessary wastage of funds as payment of salaries. In 1971, out of 149 workers, 111 are at lower management level.

The fixed administration overhead cost is too high for a dockyard that at its optimum production capacity could only produce 3 average size boats (size of a 100 tons wooden craft) a year. There are 38 administrative staffs at the end of 1970.

The estimated cost of the boat is far below the actual cost (this is illustrated at the later part of the chapter). This may be due to the adoption of difficult system of cost estimate and cost control. This may not only affect increased clerical work but also jeopardises the proper estimate of a particular boat. It is very seldom that a boat is finished within the stipulated time as stated in the contract. This will not only increase the labour hours which may be higher than the estimated charge, but also it will delay the construction of the next boat on the order list.

The technique of production and the demand for quality boats of considerable standards rendered most of the machines obsolete. Furthermore, most of the semi-skilled workers do not have any knowledge of modern techniques of boat-building. It is quite impossible for them to rely only on their knowledge of traditional techniques of boat-building. Even the work of supervisors do not have any proper training but merely rely on their past trial and error experiences. The only technically qualified person in the dockyard is the manager who is a naval architect. With so much managerial and administrative work to attend to, it is impossible for him to effect proper work supervision on the lower management level. Thus this technical problem still forms a barrier to proper production method and thus to efficiency.

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4 These figures were compiled after checking through the office files.
In short, we can say that at present, the dockyard is not an economic working unit and it is not surprising that the costs of the scanty production are higher than those of the kampong yards. For example "the charges for building at the dockyard a 27-foot long Perahu sekoci were as follows in 1955: Materials - $1,019.24, labour - $1,092.00, total $2,111.24 (installation of the engine included but cost of the engine, rigging and equipment excluded). The contract price was $2,500.00. The manager estimated the overhead to be 110 per cent of labour, the total cost amounts to $3,312.44 and the lost to the yard amounts to $612.44. The contract price for a sekoci of 25 feet length, built at a kampong yard is about $1,800.00, conditions as above"5. No matter how one organises the dockyard, the chances of competing with the kampong yard for orders would end up in failure. The alternative now is to produce modern boats, totally different from those produced in the kampong yards. There is no difficulty in getting orders. Where possible it should be obligatory that in the case of all wooden crafts to be built from allocation of Federal and Local government funds (loans to co-operative and independent fisherman included), preference be given to the dockyard, and not only on the basis of the lowest tender figure. This may include the building of ferries, pontoons, barges, boats for government department, police, army, navy and any other public corporations. This course of action would not only save the local boat builders' income but also it would assure the dockyard of orders.

The order list for 1970 clearly showed that the dockyard has been mainly involved in building government crafts. Out of the 7 orders that the dockyard received, 5 were from government bodies. Apart from this, major repair jobs were for government boats too (refer table 2.1)

Source: The Dockyard Business File.

The question of getting increasing orders from the private sector will be very remote if the present conditions in the dockyard are not being improved. It should be re-organise in such a way that cost of production will be lowered drastically while at the same time maintaining the production of high quality boats which are commensurate with accepted standards. It is only when it has achieved this that competition on a commercial basis with other large boatyards within and without the country will be possible.

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5 G. Leg Naioli. 'The Boat Building Industry On The East Coast Of Malaya', United Nation Technical Aid Program, (January 30th, 1959) Pg. 28
<table>
<thead>
<tr>
<th>Date of Commence</th>
<th>No. of Boats</th>
<th>Length (ft.)</th>
<th>Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.1.70</td>
<td>1</td>
<td>75</td>
<td>Kastam Di-Raja Malaysia</td>
</tr>
<tr>
<td>12.1.70</td>
<td>1</td>
<td>50</td>
<td>Mr. William Van Leeuwen c/o Pacific and Industries</td>
</tr>
<tr>
<td>14.4.70</td>
<td>1</td>
<td>80</td>
<td>Setia Usaha Kerajaan Kedah</td>
</tr>
<tr>
<td>1.4.70</td>
<td>1</td>
<td>88</td>
<td>Pegawai Perikan Malaysia</td>
</tr>
<tr>
<td>14.5.70</td>
<td>1</td>
<td>Sailing boat</td>
<td>Capt. Dennis Key, Esso Exploration, Trengganu</td>
</tr>
<tr>
<td>16.6.70</td>
<td>2</td>
<td>32</td>
<td>Kastam Di-Raja Malaysia</td>
</tr>
<tr>
<td>7.9.70</td>
<td>3</td>
<td>90</td>
<td>Polis Di-Raja Malaysia</td>
</tr>
</tbody>
</table>

**Source:** The Dockyard Business File.

The question of getting increasing orders from the private sector will be very remote if the present conditions in the dockyard are not being improved. It should be re-organise in such a way that cost of production will be lowered drastically while at the same time maintaining the production of high quality boats which are commensurate with accepted standards. It is only when it has achieved this that competition on a commercial basis with other large boatyards within and without the country will be possible.

Since the dockyard was re-established only for the purpose of producing wooden crafts, a good source of timber should be present. This is not a problem as good quality timber, suitable for boat building, is abundantly available especially from Pahang. In fact there is no difficulty at all in areas of production that involve the use of timber as all are available locally (refer table 2.2.)

The state of Trengganu in comparison with states in West Malaysia is still under-developed. The expansion of modern techniques and social and economic development. Moreover, Kual Trengganu is intended to have a pool of very skilled traditional boat builders. The intention of the MPA Authority to maintain high quality production of Malay boats has been recognized. The training of modern techniques in the production of boats was also given. The audience was also given a chance to see the training any aspiring boat builders. It was hoped that with the already existing facilities the dockyard will be more viable economic unit and a major competitor dockyard between Singapore and Penang.

The objectives are facilitated by the already existing factors that could contribute to the success of the dockyard.

---

**TABLE 2.1**

MARIA DOCKYARD - SHIPBUILDING AND ORDERS, 1970
B. Aims and Objectives

Till the present day, Kuala Trengganu or rather the area of the Trengganu river is still the principal centre of boat building in Malaysia (although traditional techniques are used), along the East Coast. It is with two facts that the objective of MARA can be realised more meaningfully.

1. Objectives

The state of Trengganu in comparison with other states in West Malaysia is still under-developed. The expansion of this dockyard, could in a way meet the urgent demand in the state for a gradual social and economic development. Moreover, Kuala Trengganu has been reputed to have a pool of very skilled traditional boat builders and their high quality production of Malay boats has been recognised along the east coast. It is the intention of the MARA authority to train these boat builders in the methods of modern techniques of production, while at the same time teaching them in the production of up to date models of mechanised boats. Together with this, basic training of related skills such as electrical fittings, engine fittings, machine woodwork and training of black-smiths were also given (at present the dockyard no longer trains any apprentices). It was hoped that with the gradual training of these boat builders, and with the already existing low cost manpower the dockyard will be come a viable economic unit and thus be a major dockyard between Singapore and Bangkok.

2. Facilities

The objectives are facilitated by the already existing factors that could contribute to the success of the dockyard.

a) Good harbour

It has been emphasised earlier in this chapter that good harbour facilities in Kuala Trengganu as compared to other places in the east coast make it a natural choice for the MARA authorities to decide the location of the dockyard.

b) Large availability of good timber

Since the dockyard was recommended only for the purpose of producing wooden crafts, a good source of timber should be present. This is not a problem as good quality timber, suitable for boat building is abundantly available especially from Pahang. In fact there is no difficulty at all in areas of production that involve the use of timber as all are available locally (refer table 2.2.)

Conclusion is arrived at though figures compiled from the Fishery Department, Kuala Trengganu.
### Table 2.2

**MALAYAN TIMBERS SUITABLE FOR BOATBUILDING**

<table>
<thead>
<tr>
<th>Boat section</th>
<th>Timber</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keel</td>
<td>Chengal, Balau, Keruing or Giam</td>
</tr>
<tr>
<td>Stern and Stern post</td>
<td>Merbau, Chengal, Balau, Kapur</td>
</tr>
<tr>
<td>Under water planking</td>
<td>Mengkulan or Chengal</td>
</tr>
<tr>
<td>Rib or frames</td>
<td>Chengal, Giam, Kapur</td>
</tr>
<tr>
<td>Beams</td>
<td>Chengal, Kapur, Keruing</td>
</tr>
<tr>
<td>Beam Stringers</td>
<td>Daik red Meranti, Chengal</td>
</tr>
<tr>
<td>Docks</td>
<td>Meranti (Daik red and yellow)</td>
</tr>
<tr>
<td>Deck house</td>
<td>Daik Red Meranti</td>
</tr>
<tr>
<td>Bulwork</td>
<td>Meranti, Mengkulan, Nyatoh</td>
</tr>
<tr>
<td>Rail</td>
<td>Kapur, Mengkulan</td>
</tr>
<tr>
<td>Flooring</td>
<td>Meranti</td>
</tr>
<tr>
<td>Paneling</td>
<td>Sepertir, Geronggang, Meranti</td>
</tr>
<tr>
<td>Spars</td>
<td>Bitangor</td>
</tr>
<tr>
<td>Prowels</td>
<td>Penaga</td>
</tr>
</tbody>
</table>


### c) Large fishing fleet

In Kuala Trengganu, fishing is an important occupation. There is present a big fishing fleet. Apart from obtaining new orders from them, the dockyard will have a good opportunity to help the fisherman, and at the same time earn an income in the field of engine maintenance and repair. There are now in Kuala Trengganu certainly not less than 1200 engines. Most of them are of the diesel type, installed on fishing boats and passenger boats. Furthermore there are no organised maintenance and repair facilities that could handle them efficiently. The need for an organisation which takes care of this job is strongly felt now because demand for repair has been in the increase due to the age of the engines. Therefore there is little justification to say that the dockyard was ill-established due to unfavourable economies. For example there is a tendency to deduce from past experiences and conclude that the dockyard is a still - born baby and the only thing to do is to dispose of the corpse, the sooner the better. This is a wrong diagnosis, for the baby is a lame one, and its future could be a brilliant if properly cared for.

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**Footnote:** Conclusion is arrived at through figures compiled from the Fishery Department, Kuala Trengganu.
C. Future Growth

The trend of future growth will directly depend on the rigid implementation of present policies. From past developments the dockyard has experienced numerous policy changes. The writer does not want to pass any judgement as to the rationale of these changes but an introduction if any new policies would further jeopardise the already confused situation in the dockyard. The present policies have clearly stated that certain work such as electrical fitting and wiring, planking and painting should gradually be given to private companies on a contract basis. There should be a reorganisation and restructuring of the dockyard. In the final analysis, this dockyard should ultimately be turned into a private concern whose status would be like any other private commercial ventures.

1. Sub - Contract

This idea was initiated by the manager of the dockyard. After consultation with the MARA authority in Kuala Lumpur it was implemented on an experimental basis. Tenders were issued for painting the boats and sawing of chengal timbers into planks of desired thickness. This business on a contract basis was found to be very profitable. By this method the cost of completing these particular jobs has reduced to as much as 50 - 60 per cent. This would mean that if most of the jobs connected to building a boat is carried out on a contract basis, the dockyard could possibly cut the total cost into almost half. Furthermore, problems of staff - management relationship could be minimised as most of the contract workers will be the responsibility of the contractors. However, one stumbling block to this scheme is the question of the existing workers. To retrench the bulk of them would mean havoc. They could be absorbed by the contractors if they are willing. But this would mean losing some benefits that they got by working directly under the dockyard.

2. Restructuring of buildings

The present conditions at the dockyard are hardly convenient for it to function as a compact economic unit. Many of the buildings are of semi-permanent nature and they are scattered around the dockyard. There are inadequate facilities comparable to a sizeable dockyard for it to run efficiently. The present structures in no small way affect the human side of enterprise. The writer hopes to discuss this further when he touches on personnel administration. The new plan of the dockyard has been drawn by a professional architect and it has also been approved. During the writer's visit to the dockyard preliminary work has started and some buildings have been demolished. This suggested restructuring of the buildings will be completed by the end of 1972. In the construction process, business will be affected as a few working days will be lost. It is hoped that with the completion of this organisational task, the dockyard will have within its compound all facilities that a modern up-to-date dockyard would possess. Coupled with staff and administrative reorganisation this dockyard will become a viable economic unit.
3. **Private Concern**

The desire would only be implemented after the method of production on a sub-contract basis is completely successful and proved to be advantageous. The name of this private concern shall be 'Limbongan Timor Sdn. Bhd.' (Eastern Dockyard Co. Ltd.). The registered capital will be 5 million dollars. In its infant stage all shares will be owned by MARA but it will be sold to the bumiputras (indigenous people) in stages. Preference in buying shares will be given to the workers in the dockyard so that they will enjoy whatever profits that the dockyard will acquire. In addition it is hoped that this policy will motivate them to work more responsibility.

This move towards a privately owned venture was considered by the manager to be in the correct direction. The existence of the word MARA, may make the staff complacent due to the fact that MARA is a semi-government body. Whatever happens to the dockyard will not threaten their security. On the other hand, people might still have the misconception that this dockyard is still a MARA training centre.

1. **Definition**

"Leadership is that part of the manager's activities by which he influences the behavior of individuals and groups towards a desired result; it depends upon the human relations skills and personality of the manager to meet the intrinsic and extrinsic needs of the group he leads."

This means that leadership is the art of organizing, co-ordinating, and motivating individuals and groups to the desired objectives of the organization. In other words, the leader must provide these things - direction, drive and representation.

By direction, the writer means the elimination of uncertainties as to what should be done, and the co-ordination of all effort in the group to pull in one direction. In simple fact this means giving the least. Drive is meant at getting the group to want to go in that direction. This again involves motivation with all its implications, resolving as far as possible those intrinsic needs of the group, and building the leader's own force of personality to gain fellowships. The leader represents the purpose of the group he leads, both to the outside world and to those collaborating with him.
CHAPTER III

LEADERSHIP

The real test is done when a pre-occupation with traits precludes other definitions of leadership, notably that which relates to leader and the style of leadership required for one situation is quite different from another, even with the same group. A. Problems Of Definition

The word leadership has been widely used. Political orators, business executives, social workers, and scholars employ it in speech and writing. Yet there is still very little research done on the subject of leadership. A theory is yet to be found where every leadership situation could be explained more empirically, through more meaningful use of this theory. Leadership in a business environment is quite different from leadership that is necessary in other fields. It is here that the writer intends to give a comprehensive explanation with regard to management problems.

1. Definition

"Leadership is that part of the manager’s activities by which he influences the behavior of individuals and groups towards a desired result, it depends upon the human relations skills and personality of the manager to meet the intrinsic and extrinsic needs of the group he leads." This means that leadership is the art of organizing, co-ordinating, and motivating individuals and groups to the desired objectives of the organization. In other words the leader must provide three things – direction, drive and representation.

By direction the writer means the elimination of uncertainties as to what should be done, and the co-ordination of all effort in the group to pull in one direction. In simple fact this means giving the lead. Drive is meant at getting the group to want to go in that direction. This again involves motivation with all its implication, resolving as far as possible those intrinsic needs of the group, and building the leader’s own force of personality to gain followership. The leader represents the purposes of the group he leads, both to the outside world and to those collaborating with him.

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1 This discussion is mainly derived from an article by Brian P. Smith, Leadership In Management. The Production Engineer, Dec. 1968, pp. 579-591.
2 Ibid., p. 582.
2. Leadership Traits

It is always the practice of authors to list out the characteristic of a successful leader. These traits will grow longer and longer as leadership examples from divergent fields are considered. In the end confusion sets in as to the problem of choosing the important ones. If kept short, it could amount to a specification of unattainable perfection.

There is also the question of whether leaders are born or made. Peter Drucker's method has little relevance to our discussion. This leadership process begins with another relationship. Here we must be careful in balancing the extremes, that is concern for people and concern for result. A leader is doomed if he only regard people either as a nuisance or as his only interest.

(a) Integrity

This has been accepted by most of the theorist on leadership. The possibility of sustained faith is the ultimate test of leadership.

(b) Superior Intelligence And Knowledge Of His Subject

By nature certain people are more superior. The I.Q. is a good measure. Apart from this he must have the knowledge of his subject, in which he can with judgement be right most of the time. There can be no lasting leadership where man does not know what he is talking about. The fact that he does have a superior knowledge will be an indication, too, of curiosity - the quality which keeps him always learning, always ready for change and alert for opportunities.

(c) Human Sympathy

Here we must be careful in balancing the extremes, that is concern for people and concern for result. A leader is doomed if he only regard people either as a nuisance or as his only interest.

(d) Tough Mindedness

This refers to a man who can be single-minded and do what is really required of the situation in spite of unfortunate side effects on some individuals. It also means to be able to over-ride the opposition, to withstand the temptations of short-term compromises, to overcome personal disappointment.
(e) Self-awareness And An Impulse To Lead

Many claimed that the best leaders are supremely unconscious of their role. Similarly many believe them to be aware of themselves, their abilities and their aims of life, and this belief seems to prevail and accepted today.

There is also the question of whether leaders are born or made. Peter Drucker asserts clearly that it cannot be taught or learned. He based his argument on two maxims, that leadership is an art, not a science and that leaders are born, not made. This hypothesis has been criticised by Brian P. Smith. His counter-argument was that supremacy in any act is based on mastery of technique. "The act lies in the creative skills with which the techniques are applied. If we talk of leadership as an act without basic techniques, we are building a fable of romantic, not practical value. Similarly to be born with the attributes for a particular role does not mean that training cannot help to develop them, nor does the existence of training eliminate the advantage of being born with natural abilities." If one accepts this counter argument, then it will be easier to discuss the leadership problem in the Dockyard with reference to training the supervisors and managers there on the importance of leadership qualities.

3. Leadership Pattern

In general terms leadership pattern can be categorised under three basic headings. That is the democratic, the autocratic and the Laissez-faire types. This is not a rigid compartmentalisation of leadership pattern. In reality there are many possible leadership style that a leader could follow. Each type of action is related to the degree of authority used by the boss and to the amount of freedom available to his subordinates in reaching decision. Therefore we can say that the three styles of leadership are three points on a scale of more or less dictatorship on one extreme and full subordinate participation on the other. Most leaders tend to use all of these styles to some extent over a period of time, but each leader has a natural bent towards or has built a firm presence for one of them. (For illustration refer Fig. 3.1).

The 'Laissez-faire' method has little relevance to our discussions. This leave us to compare the democratic and the autocratic method in relation to the dockyard. It is with this comparison that the writer hopes to find the appropriate style that the leadership of the dockyard should follow in order to bring about the desired result. A more autocratic or

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3 Peter Drucker is the author of 'The Practice of Management', pg. 158.

4 Smith, op. cit., pg. 18.

5 Ibid.
Figure 3.1

Continuum of Leadership Pattern

Boss centered leadership

Use of Authority By The Manager

Manager makes decision and announces it
Manager 'sells' decision
Manager presents ideas and invites questions
Manager presents tentative decision subject to change
Manager presents problem gets suggestions to make decisions
Manager defines limit, ask group to make decision within limits defined by superior
Manager permits subordinates to function

Subordinate centered Leadership

Area of Freedom
For Subordinates

dictatorial approach is appropriate where the degree of crisis in the
group and its feelings of uncertainty are high, and where the personality
of the leader is oriented towards results. A style towards the more
democratic or participative end is indicated when the past success of
the group is high where the people in the group are intelligent, and feel
secure and satisfied with their lot, and where the leader himself feels
secure. With this in mind one would only have to consider the existing
conditions in the dockyard to decide on the pattern appropriate for this
dockyard. This is done in the following paragraphs.

4. Leadership And Management

Leadership is an integral part of management. It is one of
the qualities that a manager should have apart from followership,
administrative and technical skills. However the proportional make up
of each manager’s skills varies with position held. (Refer Fig. 3.2).

The concept of followership is important because every leader
must also be a follower. A good leader will demonstrate to his follower
his own followership. He will show them the confidence, respect and
loyalty for his leader that he will expect of them.

It is hard to prove the effect of leadership on result but no
one would disagree that a good leadership would inevitably produce
outstanding results on the industry.

Source: Brian P. Smith, Leadership In Management — The Elusive Element,
### B. The Dockyard And Its Leaders

Since its establishment the dockyard had a considerable share of leaders (the writer purposely use the word leader to denote the man who is responsible in the dockyard and directly answerable to higher authorities at MARA headquarters). From 1952 to present day there were not less than twelve people being responsible for the dockyard. (Refer Fig. 3.3). In another words on the average the dockyard had to be under a different leader for every two years of its existence.

Different names have been given to the leader at different stage of its evolution. Initially the leader was known as the superintendent, later on it changed to supervisor and currently it is known as the manager due to its existence as a commercial venture. Most of the past leaders were expatriates who worked there by virtue of the Colombo Plan aid programs. They were mostly qualified marine architects whose main aim was to train the local people in the art of shipbuilding and its associate trade. It was not until 1957 when attempts were made to reorganise the administrative set up of the dockyard in accordance with a trully commercialise yard.

**FIGURE 3.3**

**THE MARA DOCKYARD : LEADERSHIP CHART 1952-1969**

<table>
<thead>
<tr>
<th>Leader</th>
<th>Year</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>F. Haggert</td>
<td>1952 - 1953</td>
<td>Supervisor</td>
</tr>
<tr>
<td>Mayet</td>
<td>1954 - 1955</td>
<td>&quot;</td>
</tr>
<tr>
<td>N.J. Page</td>
<td>1955 - 1956</td>
<td>&quot;</td>
</tr>
<tr>
<td>J.H. Greig</td>
<td>1955 - 1959</td>
<td>&quot;</td>
</tr>
<tr>
<td>Sa'ad Marzuki</td>
<td>1959 - 1961</td>
<td>Acting &quot;</td>
</tr>
<tr>
<td>Osman Abdullah</td>
<td>1961</td>
<td>&quot;</td>
</tr>
<tr>
<td>G.G. Lord</td>
<td>1961 - 1965</td>
<td>Superintendent</td>
</tr>
<tr>
<td>Ahmad Noordin Shamsudin</td>
<td>1966</td>
<td>&quot;</td>
</tr>
<tr>
<td>Hamid Sulaiman</td>
<td>1967</td>
<td>&quot;</td>
</tr>
<tr>
<td>Noordin Ismail</td>
<td>1967 - 1969</td>
<td>Acting Manager</td>
</tr>
<tr>
<td>Mohamad bin Zain</td>
<td>Serving at</td>
<td>Manager</td>
</tr>
<tr>
<td></td>
<td>present</td>
<td></td>
</tr>
</tbody>
</table>

Source: Compiled With The Assistance Of The Administrative Clerk At The Dockyard.
To allow an organisation be under the responsibility of a single person for such a short period of time is very disheartening. A leader needs to be sustained for longer periods of time in order for him to reorganise the organisation in a way which he thinks fit. It would also give him a chance to identify himself with the group. Problems arise as to the internal administration of the dockyard due to changing routines. No man is alike, therefore it is not surprising to see changes in the dockyard as one leader replaces the other. These changes would naturally jeopardise the smooth running of the dockyard as workers would take time to adjust and get used to the new changes. This in turn would act as a catalyst to enhance the complexity of the already limping dockyard.

Most leaders were equivocal as regards to the progress of the dockyard. It is understandable in the case of expatriates. They were here mainly to teach the modern technique of naval architecture and they could not be at the same time a manager, a naval architect and a qualified accountant. In case of the acting superintendents, they were basically generalist being seconded from the NARA headquarters. They were there mainly as a general administrator trying their best to avoid the dockyard from becoming a rusty mass of scrap. They knew that their stay was only temporary, pending the arrival of a more qualified man. Thus their attitude was always non-involvement in technical matters, as failure might affect their opportunities later on at the headquarters.

In 1967 when an acting manager was appointed, things began to change gradually. Business increased and loss was minimised. No doubt he was a qualified accountant, but his leadership personality was the main criterion that brought about positive change in the dockyard. An inquiry into his activities proved that he was more prone to the authoritarian style of management. He had no hesitation to retrench workers and to abolish the current salary scheme of the workers. For example in January 1968, 54 workers were retrenched in view of declining orders. At the same time the existing salary scheme was abolished for the time being and payment was fixed by him according to the ability of individual worker. The post of sub-serang (assistant supervisor) was abolished. Even though this drastic action involved many workers, human sympathy was set aside as the survival of the dockyard became more prominent. Up to the present day, existing workers in the dockyard still remember him as one of the most efficient managers they ever had. In short it is logical for the leader in the dockyard to adopt an authoritarian style of management as the dockyard is still in a state of crisis and instability.

C. The Present Leadership

Since its establishment NARA has been trying to get the right type of man to manage the dockyard. They recognised that the success of the project depended largely, if not completely on the man who is going to hold this appointment. The manager should be one who not only knows how but also understands why and can make others understand. These, indeed are attributes of a mind accustomed to a scientific approach to a task. He must know his staff and gain their confidence; therefore he must know at least a little of their language and learn something of
their background, before he can sway them from traditional methods. And here, human qualities will succeed him to get and keep in touch with his men. All these will take time and patience. A short and temporary assignment would not give him the chance. However it should be emphasised that understanding them should not mean irrational sympathy towards them. The leader should show human sympathy only in cases where the main objective of the dockyard is not impeded.

At present MARA seems to have found the correct person for the post. Apart from being a qualified naval architect, the present manager is also a local citizen. This would mean that technical know-how could be communicated more easily. He is qualified and has an intimate understanding of the local workers. It is unfortunate that MARA overlooked the importance of administrative skill in the manager. This may be the reason why the dockyard is still disorganised and running at a loss. In the course of an interview with the manager, he had admitted that he had no administrative training and experience before taking over the post. It would be more appropriate if the present manager had a chance to work in other dockyard overseas for a period of time so that he would have valuable practical experience before coming back. Or he should have first functioned as an assistant manager in the dockyard under the watchful eye of an expert, either from the Colombo Plan Aid program or the United Nation Technical Assistance program. In areas of administration, complications have always arisen. It was suggested that the State MARA officer advise the manager on methods of administration in the dockyard.6 However a word of caution should be added that good technical knowledge, and understanding the local people and good administrative skill would not as a whole decide on the success of the dockyard. More important than these qualities is the leadership capabilities of the leader. It is important to note that, through the course of informal interview with the workers, the writer had come to the conclusion that the manager as a leader of the group commanded little respect. This may partly be due to his ignorance on sound administrative management.

The problem of leadership could be overcome by providing a form of training to the manager in areas most connected to his job. (This training can also be given to Section heads and the various 'serang'). The subjects to be taught should include:

(a) Individual and group behavior

including some psychology, behavioral sciences and group dynamics; subject which receive scant attention in the normal management course.

6 An extract taken from the minutes of a meeting held during the visit of MARA Director of Transport to the dockyard on 16/9/69.
(b) Communication

- explaining the links between language, understanding, thinking and behavior. The very means of leadership - no words; nothing happens. The leader needs to maintain an effective communication system both vertical and horizontal, a system which ensures the transmission of information from the top down as well as feed-back from the bottom to the top. This enables the leader to be constantly well informed on how his organisation operates. Thus it enables him to determine the appropriateness of his organisation's overall plan, and the need to modify it as and when necessary. A good communication system also enables the leader not only to resolve operational problems as they arise, but also to avoid them where possible.

(c) Influencing people

- showing the difference between motivation, persuasion, coercion and manipulation, and the uses and abuses of these. Motivation could be developed by the leader through numerous measures, such as dynamic system of personnel administration, before and the provision of appropriate incentives. A positive supervision and control system could also contribute towards stimulating greater staff motivation.

(d) Use of authority

- explaining the types of authority available to the manager, group and individual. Those of structure, knowledge, and personality - and their links with his responsibilities. Decisions are normally made on the basis of formal authority and power. They should be expressed in clear and simple terms and be properly transmitted so as to secure better understanding by the subordinates.

(e) Styles of leadership

- describing the degrees of autocracy, permissiveness and participation which make up the various styles, and their effects.

(f) Self-awareness

- the individuals own abilities, natural styles, strengths, weaknesses, and personal impacts, and their maintenance of perspective and balance.

It is hoped that this training would enlighten the manager about the issues of management problems and its subsequent remedies.

By virtue of being a social architect as well as a manager, the leader at this stage of development the writer strongly suggest a more or less autocratic pattern of management. It should gradually become more democratic as stability and the worker are more educated.
and more involved in their jobs.

Furthermore most of the lower management level staff are untrained. The only quality they have is that of having learned the job on the job. This quality is not healthy because it may fail practically when applied in an area with completely different environment.

Respectability, Authority And Power

The total population of the dockyard as at January 1971 was 149 workers. In view of the small number of the staff, the manager has become an all-important person. The manager was more dictatorial before the autonomy of the dockyard was withdrawn. However at present the manager has tremendous responsibilities. Therefore, with it, he too has authority and power in deciding the activities of the dockyard.

1. Responsibilities

In fact the destiny of the dockyard depends largely on his ability and skill to manage in such a manner as he thinks fit (of course he has to base his decision on the policies laid down by the authorities). He is the only one answerable to the higher authorities in matters concerning the dockyard. Apart from being the manager which already demands his entire energy and concentration, he also has to perform the function of a naval architect. He has to visualise the demands of clients on the exact model desired. Then with the assistance of a senior draftsman, he would have to draw out the detailed plan, before actual work could be started. It is unavoidable that he has to be an expert adviser on any technical matters that arise in the course of building a boat. Contracts have to be signed and tenders issued under his personal supervision.

The dockyard exists as a compact social group by itself. Most of the workers are local people, they are of the same racial group and a majority have been working there since its establishment. Therefore it is not surprising to see an atmosphere of informality being more dominant. Even the manager by virtue of his status finds it more effective to have informal communication with his employees. This makes his responsibilities more numerous and complex. The post of Administrative Clerk has become non-functional as the manager seems to function as one as a result of his over-emphasis on informality. For example any worker needing a holiday would not approach the administrative clerk (the proper channel) but straight to the manager. The manager too, has to consider minor complaints from the lower management level, where as this is the job of the serang (supervisor). It is clear that the manager is unnecessarily over-burdened with minor responsibilities. There are too many fundamental operations to be performed, too many different things to be taught and organised, too difficult new fields to be explored to rely upon the faculties of a practical man. It is imperative that the manager be released from some of the burden he has to shoulder. All this will depend on effective reorganisation and administration of the dockyard in future.

2. Authority And Power

By virtue of being a naval architect as well as a manager, the leader has tremendous authority over the employees. In technical matters his words are as good as law, for there is no one qualified
enough to contradict his words. Furthermore most of the lower management level staff are uneducated. The only quality they have is that of experience. This situation is unhealthy because a theory may fall practically when applied in an area with completely different environment. Many books have to be modified due to their impracticability. Usually realisation comes too late and this will demand more labour hours and capital. Constructive criticisms and contradictions are essential so that a compromise can be achieved in realising the practicability of the words of the manager.

The manager has the power to recruit and retrench workers according to his own judgement in the case of semi-skilled workers. He could also decide on the salary scale of these workers. His only obligation is to inform the Director of Transport about his decision. However the manager has still not exercised this prerogative. He is too much involved in the group that his human sympathy overrides professionalism. To retrench workers would mean ostracism by members of his family. Recruitment is not encouraged, for even at present the dockyard is over staffed especially at the lower management level.

In more elaborate form R. Kindeon Jr. explained the concept of organisation as a system of relation between people and the common factor underlying technology, structure and personality in the interactional behavior of the people concerned. He said that "the technology and the systems and procedures of operation and control inextricably bind people together in a web of routines which in turn is given structural form by the division of labour and responsibilities represented by the organisational chart. To treat the individual inhabitants of the boxes on the chart as mere interchangeable units ignores the fact that each box whether large or small, contains a totally different personality and temperament from that of its neighbours. Within this web of network of relationships of people, the flow of work, and the varying tempos of operations force widely different personalities to work together."  

2. Organisational Structure

In the dockyard the organisational structure is divided into the administrative and the technical lines. The administrative section as the name illustrates deals only with clerical work which prepare for the commencement of building a boat. The technical side deals directly with the production of a boat.

---

The organisation chart shows clearly the lines of authority which bring with it the responsibilities of the post (Refer Fig. 4.1). However, the organisation chart does not really illustrate the actual situation in the dockyard as many of the top posts are vacant. This brings about problems of supervision as will be discussed later.

CHAPTER IV

ORGANISATION

1. Organisational Structure

1. Introduction

Formal organisations are distinctly distinguished from social organisation and according to Blau and Scott "the former are deliberately established for a certain purpose and the latter are organisations that emerge whenever men are living together. For formal organisation, there are goals to be achieved. The rules the members of the organisation are expected to follow and the status structure that defines the relations between them (the organisational chart) have not spontaneously emerged on the course of social interaction but have been consciously designed a priori to anticipate and guide interaction and activities."

In more elaborate form R. Knudson Jr. explained the concept of organisation as a system of relation between people and the common factor underlying technology, structure and personality is the interactional behavior of the people concerned. He said that "the technology and the systems and procedures of operation and control inextricably bind people together in a web of routine which in turn is given structural form by the division of labour and responsibilities represented by the organisational chart. To treat the individual inhabitants of the boxes on the chart as mere interchangeable units ignores the fact that each box whether large or small, contains a totally different personality and temperament from that of its neighbours. Within this web of network of relationships of people, the flow of work, and the varying tempo of operations force widely different personalities to work together."

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---


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The dockyard is headed by a Director and an Assistant Director who are stationed in Kuala Lumpur. Their only contact with the dockyard is through a monthly report by the manager who is the actual man responsible for the proper functioning of the dockyard.

The management of the dockyard is supposed to be under the head of the 5 sections namely the accounts, general office, planning, production and personnel sections. The accounts section is headed by an accountant who is also stationed in Kuala Lumpur and he visits the dockyard once a month. While he is away the accounts supervisor shoulders all responsibilities. For the general office section there is the office supervisor to manage things. The naval architect takes care of the planning section and the factory supervisor, the production section. Anything to do with personnel comes under the responsibilities of the personnel officer. However it is interesting to note that all these important posts are vacant. This brought about increased problems in supervision. This will be elaborated later in the chapter.

B. Supervision

1. What Is Supervision?

"Supervision is the selecting the right person for each job; arousing in each person an interest in his work and teaching him how to do it; measuring and rating performance to be sure that teaching has been fully effective; administering correction where this is found necessary and transferring to more suitable work or dismissing those for whom this proves ineffective; commending whenever praise is merited and rewarding for good work, and finally, fitting each person harmfully into the working group - all done fairly, patiently, and tactfully so that each person is caused to do his work skillfully, accurately, intelligently, enthusiastically and completely."

3

It is with this frame work that the writer intends to examine the condition of supervision in the dockyard. If there is good supervision, what benefits has it contributed to the objective of the dockyard and if it is otherwise, what are the factors that bring about this state of affairs. The discussion on supervision will include all attempts at supervision by the manager, works supervisor and the various 'serang'.

However the writer did not intend to complicate matters when he recommended a more autocratic behavior on the part of the manager as the leader of the dockyard. This does not at all contradict with the question of supervision for a leader can be autocratic and yet

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MARA DOCKYARD KUALA TRECANNU: ORGANISATION CHART

FIGURE 4.1

DIRECTOR

ASSISTANT DIRECTOR

MANAGER

ACCOUNTANT

ACCOUNTS SUPERVISOR

COSTING CLERK

ESTIMATE CLERK

OFFICE SUPERVISOR

CLERKS

TIPST

JAPA

OFFICE BOY

LABOURERS

NAVAL ARCHITECT

DRAFTSMEN

STORM KEEPER

CARPENTERS

STORER

LABOURERS

FACTORY SUPERVISOR

MAINTENANCE REPAIR

MACHINE SHOP

PERSONNEL OFFICER

PRODUCTION

CLERKS

MELDER

BLACKSMITH

1 Officers that are stationed in Kuala Lumpur.

2 Posts that are still vacant.
delegate certain responsibilities and authority to his subordinates. In any sizeable organisation, supervision is inevitable for no one can possibly run the organisation without assistance. The organisation chart itself proves this point where each box in the chart denotes levels of status, and degree of responsibilities and authority.

2. Question Of Delegation Of Authority

In order for supervision to be effective, there must be a certain amount of delegation of authority and responsibilities to the subordinates. The responsibilities of each post have been stated and made known to all section heads and supervisors. For example in the case of the blacksmith section it is the responsibility of the serang (supervisor) to see that all the tasks in his section are done satisfactorily. His job is to supervise matters concerning:

(a) fixing all water pipes, except fixing the pipe from the sea-cook to the engine in the boat,
(b) making all water tanks or oil tanks,
(c) building the rudder, rudder tube, rudder key and key way, tiller arm, and emergency steering,
(d) making the silencer, collector box and funnel,
(e) making deck filler for oil tank and water tank and fixing it to the tank,
(f) all matters that the manager orders.

The responsibilities are quite heavy but unfortunately the authority is not comparable to it. In fact the supervisors have no authority whatsoever in any matters that demand his immediate decision. He is not given the authority to make any decision even if it is minor, and if he ever makes one, it will not be accepted by the workers. Workers find it safer to consult the manager rather than accept the decision of the supervisor. Responsibilities without authority would obviously make supervision ineffective and weak.

Therefore the manager should make it a point to delegate a certain amount of authority to these 'serang' in cases where only minor decisions are necessary. There are however problems as to what type of authority should be delegated to the 'serang' as the problems of supervision are still outstanding because of the vacant posts at the upper strata. Furthermore to have effective delegation of authority and therefore effective supervision, certain points should be made clear to all workers so that misunderstanding will not arise.

Firstly it is important to define responsibility of each supervisor in particular and to all workers in general. This is each position must be capable of clear definition, and its individual contribution to the overall objective of the dockyard must be readily apparent. It is no use giving a person the post if he is not qualified to shoulder all responsibilities that the post demands but with little
If responsibilities are ill-defined or in any way indefinite, this will result not only in confusion within the organisation but at the best, will lead to inhibited growth of the individual, and at the worst to the much greater ills arising from frustration and misdirection.

Secondly the structural composition should be defined. It is most important that the individual understand his relationship within the organisation to both his superiors and his subordinates as well as to the dockyard as a whole. The organisation chart, if it is being drawn properly and accurately fills the dual purpose of informing the individual not only of his own status and responsibilities but also of those of his co-workers so that he now has a full appreciation of the contribution which his function renders towards the overall project.

There must also be an attempt on the part of the management to define authority of each supervisor when determining the responsibility to be carried out by an individual: we must at the same time determine the authority which his position will carry. The field of responsibility and decision must of necessity be restricted to the field in which his position functions. Responsibility and authority should always be in balance. No individual can reasonably be expected to assume responsibility for any function unless also delegated the authority necessary for him to perform the function.

Lastly the management should try to have a clearly defined policy in writing for the purpose of directing behavior. At present there is no rigid and clearly defined policy in the dockyard. Most of the lower management workers are ignorant of the present policy of the dockyard. What they have at present in the dockyard is only a vague policy statements (Refer to Chapter II). It is therefore essential to have a clear policy statement which lays down a course of action to determine the path it expects to follow. This is done so that all concerned have a clear concept of what is expected of them with regard to performance.

C. Problems Of Supervision

Ineffective and weak supervision has been one of the main cause of the loss incurred by the dockyard. Basing on the framework given earlier in the Chapter, it is obvious that the dockyard does not have a proper system of supervision. This problem of supervision still exists and certain action should be taken by the management to overcome this problem.

There are a number of reasons given to the cause of this weak supervision.

1. Vacant Posts

As been stated earlier, most of the top posts in the dockyard are vacant and attempts to fill it have failed. These posts need people with professional qualifications in order for them to give expert advice. It is no use giving a person the post if he is not qualified for he has to shoulder all responsibilities that the post demands but with little
authority concerning his job. This is the reason why responsibilities and authority are not balanced in the dockyard because the ground level supervisors have to shoulder the responsibilities of their superiors. Supervision is affected in a way that the workers in the different sections are left without a qualified leader to supervise them in their job. At present the manager is the only person who is qualified to give professional advice on matters concerning technical difficulties. Obviously the manager cannot be expected to do all the top management supervision by himself. It has been suggested that the dockyard employ an assistant manager to manage all administrative work and a public relations officer to manage the question of clients and related subjects before the dockyard can find people to fill in these vacant posts. In this way the manager will be less burdened with administrative work and since he is the only technically qualified man, he could supervise the dockyard in a more efficient way.

2. Question Of The 'Serang' (Supervisors)

There are about 10 'serang' in the dockyard who are given certain responsibilities in supervising workers in the different section. In fact their responsibilities are very heavy due to the fact that they have to undertake certain functions that should have been the responsibilities of a more senior and more qualified man at the upper strata. They have little authority on the extra responsibilities which they have to undertake. Therefore any difficulties would be referred to the manager for solution.

Apart from being knowledgeable, a serang should also have a certain degree of leadership qualities because they should command the respect of their subordinates and instill in them the qualities of fellowship. It is only with good leadership qualities that a supervisor in the dockyard can effect any decision fairly, patiently and tactfully. Most of the 'serangs' have limited education and they have no proper training in the subject of supervision. The manager of the dockyard agreed that the 'serangs' were appointed only on the basis of experience and seniority and not on outstanding personality and merit. They had very little understanding of the concept of supervision. To them supervision is to see that all job allotted to them are done to the best of their ability without considering the manner in which they are done. For example in one instance in the blacksmith section where there were 11 workers, an order was issued by the manager to complete work within a certain time limit and the serang was to supervise the workers. The task was undertaken very strangely in the sense that most of the jobs were done by the serang with occasional voluntary help from the workers. The serang even continued work after office hours in order to complete the assignment in time. There was no instance here where supervision has been carried out effectively.

This problem could be eased by giving the serang a few days 'teach-in' so that they really understand the meaning, the methods and the importance of supervision. It is meaningless to appoint a supervisor if he does not know what is expected of him. In addition management should make it a point in future to choose among the workers,
those who have leadership qualities apart from technical skill to become the 'serang'. Apart from this, the management should also issue manuals as follows to all workers so that supervision could be made easier.

(a) Organisation Manual

The organisation manual should clearly define the relationships existing between all of the various functions and work areas incorporated in the overall business in such a way that each worker will have a clear conception of what is required of him and also of both his downwards and upward responsibilities.

(b) Policy Manual

This should be a guide to behavior. It defines the scope of the authority at various levels within the organisation, and also serves as a medium for ensuring consistency in decisions made by different supervisors. It also serves as a direct guide to decision making in those areas where specific types of decisions are likely to be recurrent. It gives consistency to decision's and reduces uncertainty and the impact of personal feelings among workers.

(c) Procedural Manual

This should define in some detail the manner in which routine operations are to be performed. In so doing, it eliminates the necessity for much low-level decision making as all have been stated in the manual and workers are sure of their actions. It also ends in eliminating errors and omissions and in the achievement of consistently high quality standards in the dockyard.

In the final analysis, for supervision to be fully effective, the top management posts that are vacant should be filled as soon as possible. This is important so that responsibilities would be commensurate with authority and thus delegation of authority could be more meaningful. There will be minimum problem of overlapping responsibilities if the vacant posts are filled.

D. Effects Of Proposed Building Re-structure On Supervision And Efficiency

1. Importance Of Reorganisation

The basis of good organisation can be set down in few words; that is, to work out the best methods and relationships for doing the jobs, to set right norms and to see that they are kept to. But the organisational problem is immense and calls for a wide experience of production methods within shipbuilding. The reorganisation of a shipyard with the many problems associated with it may often exceed the resources of its existing staff, burdened as they are with the day to day effort of administration. Therefore it is becoming increasingly common to call in consultants to assist with reorganisation. Some of the most
Most efficient shipbuilding companies in the world make a practice of calling in consultants from time to time in order to get a fresh look at their arrangements. There are of course limits to what can be achieved in this way. On occasion, the improvement effected may however be considerable. One of the smaller British yards noted for tackling unusual jobs was work studied, and as a result there was an improvement of overall productivity of 40%; in many departments, the improvement was greater than this and in one department output was boosted by 70%. This no doubt was an extreme example of successful reorganisation. There are many other instances where productivity has increased considerably, and "it is not unreasonable to suggest that British shipyard productivity could be increased by 15-20% ...... by intensifying the production effort on modern lines of control and by seeking more automatic aid. The outstanding fact is the lack of experienced managerial personnel to undertake the onerous task of either organising new departments or re-organising the old ones".

Basing top posts are still vacant. This point of view still holds true in 1971.

The MARD dockyard has recognised the importance of reorganising their management procedures in order to bring about the needed increase in efficiency and productivity. As a start the management intends to rebuild the building structure in the hope that future reorganisation of various departments would be made easier. Most of the present building structures are of semi-permanent nature. With re-organisation, new facilities will be provided and new up to date machines will be installed. A consultant has been summoned to draw the proposed layout of the dockyard. It has already been accepted by the management and work has already started. It is hoped that by 1972, replacement of the building structure would be completed.

If one were to look at the present layout of the dockyard (Refer Map 2.2) and compare it with the proposed plan for structures (Refer Map 4.2) one would see major changes in the building structure. Most of the proposed buildings would be permanent in nature and they are arranged in a way so that it would give maximum benefit to the dockyard.

The superimposed plan of the existing and the proposed structures (Refer Map 4.1) illustrate the building to be demolished and the actual appearance of the dockyard when the proposed plan is completed.

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4 Based on summary made by the manager on the need for re-organisation to the workers.

5 J.R. Parkinson, The Economics of Shipbuilding In United Kingdom, Cambridge University Press 1960, p. 129.

2. Main Existing Structures To Be Demolished

Boat Shop No. 2 will be demolished to make way for the proposed office and workshop. At present the office is situated in boat shop No. 3 which is of semi-permanent nature.

The general store and the lathe machine shop will also be demolished. In addition the woodmill, the blacksmith and welding shop, and the foundry will be demolished to make way for a slipway for repairing boats.

The present shore line will be reclaimed by constructing a retaining wall. This reclaimed land will give additional space for the proposed office and workshop.

3. Main Structures To Be Built

The most important addition to the existing structures, is the compressor and the winch which are for the purpose of hauling boats to the boatshop for repair or for launching new boats. At present this task is done manually. That is all workers will combine their strength in hauling the boats. If the boats are too heavy a rented crane is used. When the proposed plan is completed both the boatshops and the uncovered slipway will have a winch to perform this type of task.

An additional wooden jetty will be built at the end of the reclaimed land. The retaining wall will be extended and gates will be built to facilitate the hauling and launching of boats.

The manager when approached said that he had great hope and confidence that when the proposed plan has been completed, the dockyard will function more efficiently, and another attempt at re-organising the staff will be a success.

4. Effects Of Re-organisation

It is obvious that a number of working hours will be lost in the rebuilding process as workers will not be able to work smoothly due to demolition of buildings and the building of new ones.

When completed the dockyard will have a more efficient layout. For example all related workshops will be grouped together. This will bring about better supervision as workers will work near together under the watchful eye of the 'serang' or the works supervisor. There will be less wastage of time in carrying machines, apparatus or equipments to be fitted into the boat from one workshop to the other. There will also be greater co-operation and co-ordination among the workshop.

With proper layout, there will be more space for production. For example most of the secondary buildings are situated in the compound of the boatshop itself so much so that little space is left for the purpose of building a boat. In addition to this, new machines and tools will be installed. With mechanical and automatic aids, productivity will
increase as work hours will be saved.

One of the most important effects is the increased facilities for repair jobs. These facilities could in the final analysis bring about a favourable business situation in the dockyard because it has been realised that provision for repair jobs has a great future in the dockyard. There is still no proper organisation in the area of Kuala Trengganu to cater for repair services. At present repair jobs are done in any open space in the boatshop. Many repair jobs had to be delayed or turned down due to lack of space. With the completion of the new uncovered slipway, the dockyard will have a special place for repair jobs.

5. Opposition To Re-organisation

So far there has been no instance where workers opposed the re-organisation plan. The reasons may be that their security are not threatened as the manager assured them that no one would be dismissed or retrenched as a result of this re-organisation. In fact when the re-organisation process is completed, the dockyard plans to recruit more workers at all levels. However the management in the dockyard should not neglect the fact that opposition may arise in the future. Workers may want to oppose re-organisation because of the reasons below:

(a) they do not know what is expected of them,
(b) they do not know it is important,
(c) they do not know how to adapt and change to new conditions,
(d) they feel psychologically threatened.

The dockyard has never had a proper salary scheme until recently. Most of the workers are dissatisfied with the conditions that exist in the dockyard. Any attempts to effect change would be welcomed in the hope that they will get a better deal. The management must therefore take this opportunity and undertake re-organisation courageously. The chances are that it will not only succeed but it will also generally improve morale.

However the management, in the process of re-organisation, should make a point not to arouse any feeling of discontentment. This is because, the more new things that have to be adapted and learned, the greater will be the difficulty in getting it accepted and functioning effectively. Therefore to avoid any future opposition the management should try to make all the workers understand the purpose of re-organisation. They should also spell out concretely what will be expected of each level of management and what the benefits and cost will be. They should help people to change certain habitual ways of responding and to develop new responses and skills.

It is also important for the management to point out the disadvantages of the old system because people can easily visualise disadvantages in the new plan, whereas its superiority over the old will probably seem less real.
CHAPTER V

GENERAL ADMINISTRATION

Personnel administration is one of the foremost and essential tasks of any public or private organisation. The quality of an organisation depends a great deal on the quality of its personnel and therefore the organisation must ensure that there must be continued improvement in the quality and motivation of its personnel. In order to achieve this end, it is necessary for the organisation to ensure that there are sound selection and placement procedures; fair pay policies comparable to other organisation requiring the same qualifications, skills and abilities; opportunities for advancement and proper training, and in-service benefits. However to function efficiently, the organisation also needs a structure with clearly defined authority and responsibility. The structure of an organisation therefore plays an important part in determining the success of personnel administration. (This has been discussed in the proceeding Chapter).

A. Pay

1. General

The dockyard has never had a proper salary scheme until recently. Salaries were paid either on the basis of the manager's judgement or by following the general salary scheme introduced by MARA for all its staff. There were no proper increment for its staff. Most of the workers had to be contented with a salary scheme that was stagnant. In one instance (1963) the already impractical salary scheme was revoked and payments were made according to the whims and fancies of the manager. This was especially true in the case of manual workers.

In January 1968, due to unfavourable business conditions in the dockyard, the salary scheme was further reorganised in an attempt to lessen the fixed overhead cost. During the proceeding years, all manual workers were paid equally according to their task but this reorganisation made it necessary to differentiate workers in terms of grades. And each worker was classified into one of these grades by the manager. (Refer Fig. 5.1).

Until recently salary schemes offered to new appointments were being decided by the manager. The agreement regarding service was usually verbal. Therefore the contract was not binding and these workers were unable to demand better salary scheme or to have a document as a basis to justify their yearly increment. For example out of the 3 new administrative workers recruited 3 years back (1968), only 1 had experienced a $10/- increment in salary.
**FIGURE 5.1**

**MARA DOCKYARD: REVISED SALARY SCHEMES** FOR MANUAL WORKERS

<table>
<thead>
<tr>
<th>Post</th>
<th>Grade</th>
<th>Pay Per Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Electricians, carpenters, fitters,</td>
<td>I</td>
<td>5.50</td>
</tr>
<tr>
<td></td>
<td>II</td>
<td>4.50</td>
</tr>
<tr>
<td>painters</td>
<td>III</td>
<td>3.50</td>
</tr>
<tr>
<td>Managerial and professional</td>
<td>I</td>
<td>5.00</td>
</tr>
<tr>
<td>B. Others</td>
<td>II</td>
<td>3.50</td>
</tr>
</tbody>
</table>

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>190</td>
<td>107</td>
<td>107</td>
<td>14,176.79</td>
</tr>
</tbody>
</table>

*There is no mention whatsoever about increment.*

Source: The Dockyard's General File.

2. Salary Scheme

b) The dockyard has formulated a new and comprehensive salary scheme for its staff. (Refer Fig. 5.3). This scheme was supposed to be implemented on 1.4.71. However it has to face one snag - that is the disagreement from the dockyard's trade union. The union accused the management for not consulting them before deciding to implement them. The union concluded that "the deal was unreasonable and a smart way of exploiting the workers." However the manager had some justification when he accused the trade union leaders as being immature and short sighted in the sense that they had refused a legal and binding agreement with regards to their work in the dockyard. There was no proper salary scheme in the past and trade union demands had no substantiative factor. With the enforcement of the proposed salary scheme, the trade union will have a basis for reference in any conflict that occurs between the union and the management.

With the implementation of this salary scheme, the dockyard will have to pay an extra $6,560 as payment for salary. For example for the month of February 1971 the total payment for salary was $22,828.60 (Refer Fig. 5.2). With the new salary scheme total payment will be

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1 An extract from the minutes of meetings of the trade union dated 11.3.71.
§28,383.60.\textsuperscript{2} Here we have to assume that the manager’s salary remains unchanged.

\textbf{FIGURE 5.2}

MARA DOCKYARD : PAYROLL FOR MONTH OF FEBRUARY 1971

<table>
<thead>
<tr>
<th>Category Of Workers</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
<th>Salaries and wages paid</th>
<th>Mondays worked or paid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managerial and professional</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>1,200.00</td>
<td>1 month</td>
</tr>
<tr>
<td>Technical and Supervisory</td>
<td>8</td>
<td>8</td>
<td>-</td>
<td>2,340.00</td>
<td>&quot;</td>
</tr>
<tr>
<td>Clerical and related occupation\textsuperscript{1}</td>
<td>15</td>
<td>13</td>
<td>2</td>
<td>2,531.50</td>
<td>&quot;</td>
</tr>
<tr>
<td>General Workers\textsuperscript{2}</td>
<td>9</td>
<td>9</td>
<td>-</td>
<td>1,390.00</td>
<td>&quot;</td>
</tr>
<tr>
<td>Directly employed factory Workers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) semi-skilled</td>
<td>107</td>
<td>107</td>
<td>-</td>
<td>14,176.59</td>
<td>&quot;</td>
</tr>
<tr>
<td>b) unskilled</td>
<td>10</td>
<td>10</td>
<td>-</td>
<td>1,190.51</td>
<td>&quot;</td>
</tr>
<tr>
<td>Grand Total</td>
<td>150</td>
<td>148</td>
<td>2</td>
<td>22,828.60</td>
<td></td>
</tr>
</tbody>
</table>

\textsuperscript{1}includes clerks, typists, stenographers.

\textsuperscript{2}includes telephone operators, drivers, office boy, watchmen.

\textbf{Source:} Compiled With The Help Of The Administrative Clerk.

3. Overtime Pay

According to the new scheme, the management has the right to employ any worker on an overtime basis and payment will be according to the rules and regulations that are in force from time to time.

\textsuperscript{2}The figure is obtained by substituting the new salary scheme for all workers and totalling them up. The writer also assumes all workers receive their salaries without any increment yet.
<table>
<thead>
<tr>
<th>Post</th>
<th>Probationary Period</th>
<th>Salary Scheme (Monthly)</th>
<th>Length of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Architect</td>
<td>6 Months</td>
<td>To be decided by the Dockyard's Board of Directors</td>
<td></td>
</tr>
<tr>
<td>2. Assistant Architect</td>
<td>&quot;</td>
<td>250.00 x 15.00 - 400.00</td>
<td>10 Years</td>
</tr>
<tr>
<td>3. Factory Supervisor</td>
<td>&quot;</td>
<td>3.50 x 0.50 - 6.00 per day</td>
<td>10 &quot;</td>
</tr>
<tr>
<td>4. General Watchman</td>
<td>&quot;</td>
<td>250.00 x 15.00 - 400.00</td>
<td>17 &quot;</td>
</tr>
<tr>
<td>5. Senior Store Keeper</td>
<td>&quot;</td>
<td>130.00 x 10.00 - 300.00</td>
<td>15 &quot;</td>
</tr>
<tr>
<td>6. Store Keeper</td>
<td>&quot;</td>
<td>80.00 x 7.50 - 192.50</td>
<td>15 &quot;</td>
</tr>
<tr>
<td>7. Storeman</td>
<td>&quot;</td>
<td>200.00 x 10.00 - 360.00</td>
<td>15 &quot;</td>
</tr>
<tr>
<td>8. Section Head</td>
<td>&quot;</td>
<td>7.00 x 0.50 - 10.00 per day</td>
<td></td>
</tr>
<tr>
<td>9. Leading Hand</td>
<td>&quot;</td>
<td>230.00 x 10.00 - 380.00</td>
<td>15 &quot;</td>
</tr>
<tr>
<td>10. Works Supervisor</td>
<td>&quot;</td>
<td>150.00 x 10.00 - 250.00</td>
<td>10 &quot;</td>
</tr>
<tr>
<td>11. Serang Jurumudi</td>
<td>&quot;</td>
<td>125.00 x 7.50 - 200.00</td>
<td>10 &quot;</td>
</tr>
<tr>
<td>12. Assistant Serang Jurumudi</td>
<td>&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skilled Staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Fitter Mechanic</td>
<td>Grade B</td>
<td>4.00 x 0.25 - 4.75 per day</td>
<td></td>
</tr>
<tr>
<td>(b) Fitter Electrician</td>
<td></td>
<td>5.00 x 0.25 - 7.00 per day</td>
<td></td>
</tr>
<tr>
<td>(c) Carpenter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(d) Welder</td>
<td>Grade A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(e) Machinist</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(f) Boiler</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(g) Black Smith/T. Tembaga</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(h) Painter</td>
<td>6 Months</td>
<td>B 4.00 x 0.25 - 6.00 per day</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>A 5.00 x 0.25 - 7.00 per day</td>
<td></td>
</tr>
<tr>
<td>Post</td>
<td>Probationary Period</td>
<td>Salary Scheme (Monthly)</td>
<td>Length Of Service</td>
</tr>
<tr>
<td>---------------------------</td>
<td>---------------------</td>
<td>-----------------------------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>1. Manager</td>
<td>6 Months</td>
<td>To be decided by the Dockyard's Board of Directors</td>
<td></td>
</tr>
<tr>
<td>2. Assistant Manager</td>
<td>&quot;</td>
<td>300</td>
<td>10 Years</td>
</tr>
<tr>
<td>3. Personnel Officer</td>
<td>&quot;</td>
<td>350.00 x 15.00 - 500.00</td>
<td>10 &quot;</td>
</tr>
<tr>
<td>4. Accounts Supervisor</td>
<td>&quot;</td>
<td>250.00 x 15.00 - 400.00</td>
<td>15 &quot;</td>
</tr>
<tr>
<td>5. Office Supervisor</td>
<td>&quot;</td>
<td>(a) 100.00 x 7.50 - 212.50</td>
<td>15 &quot;</td>
</tr>
<tr>
<td>6. Clerk (M)</td>
<td>&quot;</td>
<td>(b) 130.00 x 10.00 - 280.00</td>
<td>15 &quot;</td>
</tr>
<tr>
<td>Clerk (F)</td>
<td>&quot;</td>
<td>(a) 80.00 x 7.50 - 192.50</td>
<td>15 &quot;</td>
</tr>
<tr>
<td>(a) 100.00 x 10.00 - 250.00</td>
<td></td>
<td></td>
<td>15 &quot;</td>
</tr>
<tr>
<td>7. Accounts Clerk</td>
<td>&quot;</td>
<td>220.00 x 15.00 - 400.00</td>
<td>10 &quot;</td>
</tr>
<tr>
<td>8. Junior Accounts Clerk</td>
<td>&quot;</td>
<td>200.00 x 10.00 - 350.00</td>
<td>15 &quot;</td>
</tr>
<tr>
<td>9. Financial Clerk</td>
<td>&quot;</td>
<td>220.00 x 15.00 - 370.00</td>
<td>10 &quot;</td>
</tr>
<tr>
<td>10. Typist</td>
<td>&quot;</td>
<td>100.00 x 7.50 - 212.50</td>
<td>15 &quot;</td>
</tr>
<tr>
<td>11. Clerk/Typist</td>
<td>&quot;</td>
<td>110.00 x 7.50 - 222.50</td>
<td>15 &quot;</td>
</tr>
<tr>
<td>12. Typist/Operator</td>
<td>&quot;</td>
<td>100.00 x 7.50 - 212.50</td>
<td>15 &quot;</td>
</tr>
<tr>
<td>13. Time Keeper</td>
<td>&quot;</td>
<td>3.50 x 0.50 - 6.00 per day</td>
<td>15 &quot;</td>
</tr>
<tr>
<td>14. Office Boy</td>
<td>&quot;</td>
<td>80.00 x 5.00 - 130.00</td>
<td>10 &quot;</td>
</tr>
<tr>
<td>15. Chief Draftsman</td>
<td>&quot;</td>
<td>300.00 x 15.00 - 450.00</td>
<td>10 &quot;</td>
</tr>
<tr>
<td>16. Draftsman</td>
<td>&quot;</td>
<td>200.00 x 10.00 - 300.00</td>
<td>10 &quot;</td>
</tr>
</tbody>
</table>
There are only a few instances where methods of overtime payment had been in force in the dockyard in 1947. One of these is the overtime payment for clean-up workers for the docking season. This overtime payment for the dockyard workers for clean-up duties was calculated as follows:

<table>
<thead>
<tr>
<th>Post-normal wage account</th>
<th>Probationary Period</th>
<th>Salary Scheme (Monthly)</th>
<th>Length of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) Apprentice</td>
<td>6 Months</td>
<td>2.50 x 0.25 = 3.75 per day</td>
<td></td>
</tr>
<tr>
<td>(a) Unskilled Staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b) Serviceman</td>
<td>6 Months</td>
<td>3.25 x 0.25 = 4.50 per day</td>
<td></td>
</tr>
<tr>
<td>(c) Fitter-mate</td>
<td>&quot;</td>
<td>3.00 x 0.25 = 4.50 per day</td>
<td></td>
</tr>
<tr>
<td>(d) Washer</td>
<td>&quot;</td>
<td>3.25 x 0.25 = 4.50 per day</td>
<td></td>
</tr>
<tr>
<td>(e) General Labourer</td>
<td>&quot;</td>
<td>3.50 x 0.25 = 4.50 per day</td>
<td></td>
</tr>
<tr>
<td>(f) Watchman</td>
<td>&quot;</td>
<td>8.00 x 7.50 = 192.50</td>
<td>15 Years</td>
</tr>
<tr>
<td>(g) Driver/Messenger</td>
<td>&quot;</td>
<td>3.50 x 0.25 = 5.00 per day</td>
<td></td>
</tr>
<tr>
<td>(h) Driver</td>
<td>&quot;</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: The Dockyard's General File.

Overtime is entitled to an increase in salary if he is passed an efficiency test given by the dockyard or if there is a positive change in the dockyard's rules and regulations. A dockyard worker can have his salary decreased if he is deemed unsatisfactory or if there is a change in rules and regulations affecting reorganisation of salary scales in the dockyard. If the new salary scheme is successfully implemented, there will be no more problem between the dockyard's trade union and management regarding yearly increases. This is because yearly increases are assured by the new salary scheme. However, one matter that needs to be solved is the question of workers who have been working in the dockyard for more than 10 years. They are only relevant for new appointments. Most of the workers have been working in the dockyard for more than 10 years.
However there was only one instance where methods of overtime payment was fixed and stated in black and white. This too affected the daily rated workers only. This was in 1967 where overtime payment was either 1½ or 1¾ or 2 times the normal wage according to the status of the affected workers. This overtime payment for daily rated workers for every hour of extra work was calculated as below:

\[
\frac{\text{Daily Wage} \times 26}{26 \times 8} = \$32.50 \times 1\frac{1}{2} \text{ or } 1\frac{3}{4} \text{ or } 2
\]

This scheme has been abandoned. At present payment depended upon the discretion of the manager. And at present with the support from the trade union, workers in the lower management level are able to claim a maximum of $1.25 per hour.

Payment from overtime work has become a permanent source of income to some workers as the dockyard had to employ these workers in order to finish building all boats according to the agreed date stipulated in the contract.

4. Increment

Any increment in salary should be based on the new salary scheme and every worker should have the right to claim a yearly increment as stipulated. However the manager has the power to stop any increment if he has good reasons to do so.

A worker is entitled to an increase in salary if he is promoted; if he has passed any efficiency test given by the dockyard or if there is any positive change in the dockyard's rules and regulations. Similarly a worker can have his salary decreased if he is demoted; if his work in any section is not satisfactory or if there is a change in the dockyard's rules and regulations affecting reorganisation of salary schemes.

If the new salary scheme is successfully implemented, then there will be no more problem between the dockyard's trade union and the management with regards to yearly increment. This is because yearly increment has been assured by the new salary scheme. However one outstanding problem that needs to be solved is the question of workers who have been working in the dockyard for a number of years. The new salary scheme is only relevant to new appointments. Most of the workers have been working in the dockyard for more than 10 years. To ask them to adopt the new salary scheme from the very beginning would mean havoc and to calculate their salary scale according to the number of years they have worked in the dockyard would mean that most workers would be earning the maximum salary possible. If this path is taken, then the management will have to reserve a large sum of money for payment of salaries. At present the dockyard is far from ready to undertake this task. Therefore a compromise should be arrived at

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3Taken from the service regulation form issued in 1967.
between the management and the workers for any deadlock would certainly threaten the success of the new scheme.

5. Methods Of Payment

Government form (Gen. 46) is used to record payment of salary for daily rated workers. The time for hours of work for these workers are obtained from the clock card in the watchman’s office. Because the deduction columns are not sufficient to include all deductions such as EFF (Employees' Provident Fund), payment for 'Tabong Haji', store equipments and co-operative society subscription, additional columns had to be made in other forms. This means that all names of workers and their salaries before any deduction have to be typed on all the forms. This will increase unnecessary work load.

Government form (Gen. 29 - Rev. 5/59) is used to record salaries for monthly paid workers. A 'Salary Book' is also used but it is not being kept carefully so much so that it is always found on the cabinet. This book is supposed to be very confidential.

It has been suggested by an accountant from MARA Headquarters during his visit to the dockyard on 13.5.70, that a new salary book should be provided both for the daily rated workers and the monthly paid workers. This new book should provide enough columns to include all deductions. These columns should as far as possible follow the pattern of government forms (Gen. 45) and (Gen. 29 - Rev. 5/59) that was being used at the time. It is unfortunate to note that this suggestion was not adopted and at the time of the writer's visit, the dockyard was still using the old salary book.

Furthermore there is no Employees History Records. Because of this it is difficult to ascertain whether a worker has been employed by the dockyard before or not. It is also difficult to know the salary situation of a worker, for example salary increment from year to year. If a worker quits his job, or is being retrenched, it is difficult to know the reasons for these actions. It is important that the dockyard keep an Employees History Records, so that these problems do not arise in future.

B. Conditions Of Work

1. General

Any appointment in the dockyard will be made by the Penguasa (Manager) and with the approval of the Director or Assistant Director concerned. (At present it is the Director of the Transport Division of MARA). However this is only a formality for the Penguasa has the authority to recruit anybody by only informing the Director at the MARA Headquarters.

The management has also the right to send any of its workers to any part of West Malaysia, East Malaysia or Singapore at any time. Also a worker is not entitled to receive any compensation or gratuity
if he is being dismissed from the dockyard and if the management feels that his dismissal is due to any of the 5 reasons given below:

(a) his productivity and efficiency is not satisfactory,
(b) his behavior and character is not satisfactory,
(c) he violates the in-service rules and regulations that are stated or otherwise,
(d) his behavior threatens the security of the dockyard,
(e) he is absent from work for 3 consecutive days without informing the management and without any acceptable reasons.

However for the first 4 reasons, there are no rigid criteria in deciding any decisions. This is thus left to the judgement of the manager. Fortunately there has been no instance yet where a worker was affected by this regulation.

2. Daily Working Hours

There has been so much change in the daily working hours in recent years that the workers (especially those at the lower management level) have become so confused that they have reached a stage of disinterestedness. Even with the trade union support, all efforts to get a formal assurance from the management that working hours should be more stable and consistent had failed. Most of the workers at present do their job to the sound of the bell. At the time-office where every daily rated worker has to sign and punch their time-card, a time keeper decides the hours of work by ringing a bell. Of course he has to get the orders from the manager.

For the past 4 years, working hours have changed yearly.

(Refer Fig. 5.4).

**TABLE 5.4**

<table>
<thead>
<tr>
<th>Year</th>
<th>Time</th>
<th>Rest Hours</th>
<th>Lunch Break</th>
<th>Hours Of Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>1968</td>
<td>8 a.m. - 5 p.m.</td>
<td>10.45 - 11.15</td>
<td>1 p.m. - 2 p.m.</td>
<td>7 1/2</td>
</tr>
<tr>
<td>1969</td>
<td>7 &quot; - 3 &quot;</td>
<td>10.45 - 11.15</td>
<td>1 &quot; - 1.15</td>
<td>7 1/2</td>
</tr>
<tr>
<td>1970</td>
<td>8 &quot; - 4 &quot;</td>
<td>11.45 - 12.15</td>
<td>-</td>
<td>7 1/2</td>
</tr>
<tr>
<td>1971</td>
<td>8 &quot; - 5 &quot;</td>
<td>10.00 - 10.30</td>
<td>1 &quot; - 2 p.m.</td>
<td>7 1/2</td>
</tr>
</tbody>
</table>

*This does not include Thursdays which are half-days.

Source: Compiled With The Help Of The Trade Union Secretary.
This change in working hours could have brought about an adverse effect on productivity for workers will have to get used to the new working hours. It is hoped that the management will perpetuate the existing working hours because the times are reasonable and there is ample time for the workers to rest and enjoy their lunch. This was not so in the case of the 1970 working hours. There was no time given for workers to take their lunch.

3. Working Hours During Fasting Months

The question of working hours during fasting months have become a controversy between the trade union and the management. In 1970, the trade union in the dockyard declared a work-to-rule attitude because the management refused to reduce working hours after informing the workers that working hours would be reduced from 8 a.m. - 4 p.m. to 8 a.m. - 1:30 p.m. The trade union based their argument in the context of past year experiences where working hours were reduced. The management thought that they were justified in not reducing the working hours because it was stated in the in-service rules and regulations that working hours will be as usual and that management has the right to change the time. The trade union took it for granted that since in the past, during every fasting month working hours were reduced, they saw no reason why the management refused to do so in 1970. In past years working hours during fasting months were from 8 a.m. to 1:30 p.m. This conflict between the union and the management caused so much confusion in the dockyard that it reached a stalemate. When the management stood firm with their decision, workers' support for the trade union disintegrated. However, the trade union leaders had promised that they will be more ready in the coming fasting months.

4. The Question Of Late Comers

The management saw it necessary to penalise late comers because a considerable amount of work hours have been lost unnecessarily in this way. For example for daily rated workers a system of deduction of working hours has been introduced. In 1967, all workers were required to report at their respective section 10 minutes before work start (7:00 a.m.). Any late comers will be penalised by a system of deduction as below:

<table>
<thead>
<tr>
<th>Late Arrival</th>
<th>Deduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) 7:00 a.m. - 7:30 a.m.</td>
<td>1 Hour</td>
</tr>
<tr>
<td>(b) 7:30 a.m. - 8:00 a.m.</td>
<td>2 Hours</td>
</tr>
<tr>
<td>(c) 8:00 a.m. - 9:00 a.m.</td>
<td>3 Hours</td>
</tr>
</tbody>
</table>

Workers that arrived after 9:00 a.m. will not be allowed to work on that day and they will be considered absent from work unless they had good reasons for doing so.
In 1969, the system of deduction was reorganised as follows:

<table>
<thead>
<tr>
<th>Late Arrival</th>
<th>Deduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Not more than 3 minutes</td>
<td>No deduction unless the worker does it on purpose.</td>
</tr>
<tr>
<td>(b) 6 min. to 30 min.</td>
<td>$\frac{1}{2}$ hour</td>
</tr>
<tr>
<td>(c) 30 min. to 1 hour</td>
<td>1 &quot;</td>
</tr>
<tr>
<td>(d) 1 hour to 1$\frac{1}{2}$ hours</td>
<td>1$\frac{1}{2}$ hours</td>
</tr>
</tbody>
</table>

The system of deduction in 1969 was less severe because there had been an improvement in punctuality. The management hopes to abolish this system with continued improvement in punctuality.

C. Recruitment And Training

1. Recruitment

The dockyard has no proper system of recruitment. Intake of workers depended very much on the immediate needs of the dockyard. This was especially true in cases of daily rated workers and manual labourers. When there were an excess of these workers, the dockyard took pains in retrenching or dismissing them. This was illustrated in 1968 when 54 workers were retrenched. This resulted in constant fluctuation in the total working force (Refer Fig. 5.5). There have been no difficulty in recruiting workers of the lower management category but for professional posts, recruitment is most difficult. No qualified person is willing to be employed by the dockyard. This is because of very low remuneration as compared to their counterparts in other fields which require the same qualifications, skills and abilities. This has also a damaging effect on the morale of other officers in the dockyard who are thus inclined to leave the service whenever the opportunity arises. In the course of the writer’s interview, all the administrative workers except the manager were prepared to leave the dockyard if they could find another source of employment. As a result of this problem many top posts in the dockyard are still left vacant. It is hoped that these posts will be filled when a group of MARA scholars have completed their training overseas.

2. Training

This is divided into two - that is in-service training and training before employment.

(a) In-service Training

At present this type of training is non-existent at the dockyard. This is very unfortunate indeed for workers are certain to find great difficulties in adapting his skills to changing techniques. This
**FIGURE 5.5**

**MARA DOCKYARD: LABOUR FORCE SITUATION SINCE 1966**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Executive</td>
<td>5</td>
<td>5</td>
<td>7</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Junior Executive and Clerical</td>
<td>33</td>
<td>32</td>
<td>32</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Manual Workers</td>
<td>141</td>
<td>139</td>
<td>84</td>
<td>114</td>
<td>121</td>
<td>114</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>179</td>
<td>176</td>
<td>123</td>
<td>149</td>
<td>156</td>
<td>149</td>
</tr>
</tbody>
</table>

1. Includes the post of manager, accountant, accounts clerk, administrative assistant, store keeper, chief draftsman.

2. Includes the post of chief serang, works supervisor, clerks, time keeper and typist/operator.

Note: In 1968 there was a drastic decrease in the manual work force due to retrenchment and dismissal.

Source: The Dockyard's General File.

will not only increase cost but also bring about problems of supervision as ideas and orders cannot be communicated effectively. Workers should be given in-service training or re-orientation from time to time so as to keep them in line with what is expected of them in relation to changing techniques. For lower management staff, this in-service training could be done in the dockyard itself by re-establishing a training section. During training, these workers should be given an allowance not much different from their salary so that their source of livelihood is not affected. If the dockyard finds it difficult to establish a training section, then these staff could be sent to any of the established yards in Singapore where there is a very efficient training system.

For top management level, it is hoped that the dockyard would organise a kind of study tour for them so that they are well informed and well versed with the latest trend in shipbuilding.

(b) Training Before Employment

At present, workers are being recruited from the 'kampung' yards. They come with very little knowledge of modern boat building. After recruitment, they are given 6 months probationary period to learn
the new techniques and to prove their worth before being accepted. These newly employed workers learn the trade with the help of more senior workers. This process is slow and not systematic. Furthermore, the workers will not be able to learn all the methods of the trade in such a short time. This is a disadvantage to the objective of the dockyard. The first necessity of any modern yard is to have skilled craftsmen, who also must have a wide knowledge of this trade. Therefore, to achieve this, the dockyard must have a training programme that should include the trades of fitter, turner, electrician, plater, shipwright, boilermaker, welder, coppersmith, blacksmith, patternmaker and moulder, founder and carpenter. This dockyard could follow the suggestion given by the 'Joint Committee For Apprenticeship Training For The Shipbuilding And Shiprepairing Industry', established in Singapore in 1958. All the necessary training that should be given to particular trades have been stated by the Committee. The time of completion for each training programme is 5 years. However, this time is too long for a small dockyard such as the MARA dockyard to afford. The time could be shortened to 2 to 3 years but all suggested subjects should be taught. If this is not possible, then the management in the dockyard should send apprentices to any of the yards in Singapore that offer these training facilities.

The dockyard has a proposed training programme for all prospective employees. In case of professional posts, the dockyard hopes to be able to fill in all vacant posts by 1975 when all of its sponsored scholars will have graduated. (Refer Fig. 5.6).

**FIGURE 5.6**

**MARA DOCKYARD : TRAINING PROGRAMME FOR DEGREE QUALIFICATIONS**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Marine Engineer</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Naval Architect</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Electrical Engineer</td>
<td>-</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Cost Accountant</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Production and</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Mechanical Engineer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Not all the scholars are expected to work with the dockyard.

Source: Dockyard's General File.

The dockyard has also prepared a training program for semi-skilled workers. This training program was supposed to start in January 1970, but until June 1971, nothing has been done to implement it. (Refer Fig. 5.7). This may be due to the lack of funds available. This program looks very encouraging and if it is adopted, the dockyard will have a pool of skilled craftsmen by 1975.

**FIGURE 5.7**
MARA DOCKYARD : PROPOSED TRAINING SCHEME
FOR SEMI-SKILLED WORKERS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Boat Builder</td>
<td>10</td>
<td>10</td>
<td>20</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Draftsman</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Electrician</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Welder</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Mechanic/Fitter</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>17</td>
<td>30</td>
<td>33</td>
<td>45</td>
<td>49</td>
</tr>
</tbody>
</table>

**Source:** Dockyard’s General File

**D. Promotion, Discipline And Benefits**

**1. Promotion**

A promotion plan is very necessary in the dockyard for it is only with a good system of promotion that prospective workers at all levels will be attracted and those already serving will be discouraged from seeking other sources of employment. This promotion plan basically can improve the quality of work in the dockyard. A well devised plan accomplishes this, firstly by securing the best persons to fill each vacancy of the higher levels of the service; secondly by increasing the efficiency of employees through incentive of advancement for superior work and thirdly, by improving the morale of service through the realization that promotion is a reward for meritorious service.

In the dockyard, there is a lack of advancement opportunities or promotion. Several reasons have been given. Firstly most workers are of the same age group and they have worked in the dockyard since its
establishment. By the time there are vacancies, due to retirement, most workers will also have to retire. Secondly most of the vacant posts require professional qualifications and therefore it is impossible for the existing workers to be promoted without those necessary qualifications. Thirdly, the dockyard is overstaffed. This is especially true in case of the lower management workers. There have been little instances of promotion in this category of workers. In fact in 1968, when the post of sub-serang (assistant supervisor) was abolished, 3 workers were denoted in the sense that they no longer held this office. They thus became ordinary semi-skilled workers earning a lower level of salary. In the administrative section, there have been a number of instances where the management took pains in promoting an employee to a vacant post. The post of the administrative assistant which needs only an ordinary school certificate qualification is still vacant. At present the general clerk does all the work of the administrative assistant without any acting allowance.

Without a good system of promotion, it will be difficult for the dockyard to get maximum level of productivity from the employees because workers will be demoralised when they see that their efforts are not being rewarded or recognised.

2. Discipline

"Disciplinary control is essential for the proper and efficient functioning of any organised activity. Discipline enforces conformation to a certain code of conduct and provides punitive measures for those who fail to abide by that code. Without such control no organised activity would remain functionally stable and efficient in the fulfilment of its purposes." 5

In the dockyard the code of conduct is categorically stated in the in-service rules and regulations. The power to penalise any worker is either entrusted to the manager or to the Disciplinary Board of the dockyard.

The manager has powers only in areas where minor things such as salary deduction for late arrivals, petty quarrels among workers are concerned.

The dockyard’s disciplinary board came into effect on 28.7.70 with the aim that all major penalties of the workers were to be discussed. All discussions accept the final decisions were to be recorded and kept secret.

(a) **Members**

Members of the dockyard will comprise of:

(i) **Pengasaa (Manager)**
(ii) **State MARA Officer**
(iii) **Section Head**
(iv) **Workers representative — observer**.

(b) **Function**

(i) to hear and discuss all offences committed by any worker,
(ii) to pass a fair judgement after hearing all accusations and defence of both parties.

(c) **Power**

(i) to acquit innocent workers and to advice or warn workers if their offences are not serious,
(ii) to penalise guilty workers by suspending 7 work days without pay,
(iii) if necessary the Board can with the agreement of the Director of the Transport Division, impose heavier penalties or to strip a worker from his post.

However the Director has the final say in cancelling the penalty or altering it. The affected workers can appeal to the Director in writing if they find the decision to be unfair and unsatisfactory. So far no one has yet been affected by this ruling.

3. **Benefits**

(a) **Holidays**

These holidays should be taken by the workers before that particular year ends. Any application for leave after the period would be deducted from the holidays of the following year. However there are two categories of holidays given to the workers. For those who have been working in the dockyard for less than 5 years, they are entitled to get only 7 days and for those who have been working for more than 5 years they are entitled to get 14 days holidays with pay. However no worker is entitled to get more than 2 days leave for one application.

(b) **Public Holidays**

All workers have the right to demand overtime pay if they are asked to work during public holidays and management cannot ask them to work for more than 5 days of the public holidays.
(c) **Sick Leave**

All workers are entitled to get 14 days sick leave with pay if they can produce a medical certificate from the general hospital or any other clinics that are recognised by the dockyard.

(d) **Hospital Treatment**

All workers are entitled to free medical treatment either in the general hospital or any other clinic recognised by the dockyard. However this excludes their family. If a worker has to be treated in the hospital, he is entitled to get not more than 60 days leave with pay in a year. However if the worker has been given 14 days sick leave during that particular year, he is only entitled to get another 46 days leave with pay. If the treatment takes more than 60 days, than the remaining days will be considered as sick leave without pay.

(e) **Loans**

Any worker who has finished his probationary period and has been accepted by the management can apply for a loan. This loan should only be for the purpose of buying a bicycle, motor-cycle, motor car or outboard motor. Terms of loans and repayment will be decided by the manager.

(f) **Co-operative Movement**

All workers in the dockyard are allowed and encouraged to be members of either the East Coast General Workers Co-operative Movement or any Co-operative Insurance Societies. Apart from this all workers are allowed to buy any apparatus and materials from the dockyard's general store with payment on an instalment basis.

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**4. History**

**1. Development**

The development of trade unionism in the dockyard can be divided into two stages. That is the period before the dockyard was turned into a project, and the succeeding period. (This is only a rough division as there was no clearly defined date with regard to the dockyard becoming a project.) Since the establishment of the dockyard and
CHAPTER VI

TRADE UNION

Trade unions are effective instruments for economic development by helping workers adjust themselves to the new industrial environment. It is well known that a very large percentage of the working class in any under-developed country is still rural in its origin, attitudes and background. On account of the disintegration of the village economy (partly due to the decay of the village and cottage industries), many of them go to urban areas in search of employment. They bring with them the attitudes and work habits of the old village life and, therefore, the whole working environment is completely strange to the uprooted yokels who finds himself in alien soil. Therefore he resents the imposed discipline which circumscribes his freedom, he toils at tasks that he often finds distasteful, and he can seldom be certain that his compensation is adequate to his needs and commensurate with his contribution. He desires but seldom attains, full security within a system which, if it remains dynamic, entails constant change. His natural state therefore, is customarily one of some degree of discontent. Trade unions, with their recreational, educational, and social activities, and more important, with their ability to instill a sense of belonging to the forlorn yokel, can minimise the adverse impact of these problems.

"A trade union is an association of work people possessing common interests based especially on their particular occupation or employment. It is the existence of common interest that is the important characteristic not whether the members are skilled or unskilled, manual or staff, or managerial or professional workers. This common interest may take the form of having common skills, having a common employer or working in the same industry."1

A. History

1. Development

The development of trade unionism in the dockyard can be divided in two stages. That is the period before the dockyard was turned into a project, and the succeeding period. (This is only a rough division as there was no clearly defined date with regard to the dockyard becoming a project.) Since the establishment of the dockyard and

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until recently, all trade union members were directly under the National Union of Mara Workers (Kesatuan Pekerja2 MARA). All dealings with the management were handled by this union with the help of an appointed representative from the dockyard. All subscription were collected and sent to the Union Headquarters in Kuala Lumpur. Although there were many disputes to be settled, very little had been done due to the problem of communication and the weakness of the organisation. When the dockyard was declared a project and expected to function independently on its own, the National Union of Mara Workers had no more connection with dockyard. As such the workers in the dockyard had to establish a trade union of their own.

The Kesatuan Pekerja2 Limbongan MARA, Kuala Trengganu was founded on 10.1.1970 and having its own constitution. Due to its smallness, this trade union applied to be affiliated to CUESPACS, (Congress of Union of Employees and Civil Servants) but this application was rejected. This rejection was based according to section 27 (3)(b) of the Trade Union Ordinance 1959 and as it has been modified by the Essential Regulation Act 1969. This ordinance states that any trade union that is incorporated cannot be affiliated to any national trade union, or a consultative body of which the membership is not limited only to the workers of that incorporated body. This smallness in its membership result in the weakness of the labour union. Often because of this weakness they are to all intents and purposes under the control or influence of the employers. Even if the trade union of the dockyard’s workers were connected with CUESPACS or any other large organisation the connection between them would always be loose and tenuous.

Membership is open to all the staff in the dockyard except those dealing with managerial work and security work which demand a confidential capacity. The management has the right to disallow anybody in this capacity to be a member of any trade union according to Clause 39 (b) of the Industrial Relations Act. However the management people at the dockyard are not consistent with their decision. For example certain staff of the same status and doing almost similar tasks are allowed to be members and others were barred. This includes 8 serang (supervisors), 1 clerk, and other 6 staff from other sections. There was suspicion that the management was trying to discriminate against influential staff in holding office in the union. However this hypothesis is yet to be proved.

Union membership has increased considerably through the years and at present the manpower strength is about 120 persons out of the total dockyard population of 149 persons.

If one considers the trade union in the dockyard in terms of members, one can easily say that it is strong but if one ponders into the past activities of the union, one will come to a conclusion that it is ineffective. This may be because many of the union leaders do not have the proper training and orientation. There is an apparent lack of proper accounting of union funds; there are surprisingly no books or records to speak of union meetings, and if there are any, aside from caucuses of a few of the leaders, the meetings are not properly co-ordinated,
Foundation of union policies is left to a few leaders. This is quite understandable in the light of the low literacy rate among the workers. In fact most of the unions are ignorant of various political, economic, social and administrative aspects of their organization. They are not aware of their problems and their duties and responsibilities as a body of workers. Usually the financial resources of the union are quite small and the expenses are quite high, so that the membership fees collected are not sufficient to pay for the necessary expenses. In some cases workers are even being asked to pay more than the membership fees collected. This further decreases collection and hence decreases the efficiency of the union.

**FIGURE 6.1**

**TRADE UNION: MEMBERSHIP INCREASE**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Membership</th>
<th>Field Workers</th>
<th>Management Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>1959</td>
<td>58</td>
<td>54</td>
<td>4</td>
</tr>
<tr>
<td>1964</td>
<td>84</td>
<td>77</td>
<td>7</td>
</tr>
<tr>
<td>1969</td>
<td>101</td>
<td>91</td>
<td>10</td>
</tr>
<tr>
<td>1971</td>
<td>120</td>
<td>103</td>
<td>12</td>
</tr>
</tbody>
</table>

1. This refers to workers that are semi-skilled and at the lower management level.

2. This refers to the serang (supervisors) and administrative workers.

**Source:** Kesatuan Pekerja2 Limbongan MARA; General File.

(a) To gain and maintain for its members a fair and suitable salary scheme, security of work and conditions and time of employment, and planned activities.

Even though the union is an organised labour movement, there is obviously lack of participation from the workers. Unlike workers in more developed countries, where they participate more actively and shoulder more responsibilities in their union, those that one finds in the dockyard are rather passive and are more prone to follow blindly what their union leaders say. This may be because of their background and lack of proper education. More important than this, the writer thinks that the workers join this venture as a matter of self-defence and merely for expediency and economic survival. This type of membership will readily disintergrate at the first sign of economic difficulties or at the slightest provocation by the management. This was illustrated in a case where 54 workers were retrenched in 1968. In that instance the trade union had no binding effect on its membership. The retrenched workers could not be defended and declaration of work to rule system did not suffice as the union had limited funds and workers had to earn some money to survive. If workers form unions in their desire to collectively assert their rights and to be heard in union, then the members can be expected to stick it out with their union through thick and thin. Here again the fundamental concepts of trade unionism should be instilled in the minds of the members.
Formulation of union policies is left to a few leaders. This is quite understandable in the light of the low literacy rate among the workers. In fact most of the workers are ignorant of various political, economic and social factors which shape their position and role in the industrial society. Thus one cannot assume that workers know their rights and privileges as embodied in various labour legislations and contractual arrangements made between their leaders and their employers. Also the insufficiency of funds and resources is a great problem in the union. Usually the financial resources of the union are no more than the membership fees collected, and furthermore collection is not done efficiently.

The fees charged in order for a person to become a member is $2.00 and the monthly subscription is $1.00. However membership is qualified by the rules and regulation of the union constitution.

The union is being headed by an elected president, vice-president, a secretary, an assistant secretary, a treasurer, and 7 committee members. These posts are honorary and those elected to office become the officials of the union.

2. Aims and Objectives

(a) To have an efficient and complete organisation for the workers in the dockyard for the purpose of enhancing the interest of its members in the field of business, sociology and general knowledge.

(b) To gain and maintain for its members a fair and suitable salary scheme, security of work and conditions and time of work that is reasonable; and giving of advice on matters concerning the above.

(c) To function as a communication channel between the management and the workers, and to strive hard in settling disputes in friendly and co-operative manner.

(d) To help make a success with money or otherwise the work and aspiration of any legal organisation or body that has the intention of advocating and enhancing union and members' interest according to the provision given in section 50 of the Trade Union Act 1959.

(e) To help improve the welfare of members in legal terms and in ways that is thought possible by the annual general meeting or by the conference of working committee, in terms of material benefits, social standing and education.

(f) To give legal aid to members in matters concerning their work in ways agreed by the working committee.

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2 An extract taken from the union Constitution, pp. 1-2.
To provide financial aid in periods of unnecessary suffering and during management and trade union conflict in ways agreed by the working committee.

(h) To have an organised rules and regulations for the welfare of union members in particular and workers in general.

(i) To provide for composing, printing, publishing and distributing any form of newsletters, magazines, newspapers or other publications with the agreement of the general annual meeting, to achieve the objectives of the union and for the benefit of its members.

(j) To have a welfare fund and to amend a reinforce rules and regulation to protect the fund. This rules and regulation cannot be enforced until it has been registered by the Registrar of Workers Union. It must also be agreed by the annual general meeting.

The aims and objectives as stated in the constitution include almost every possible activity that a union can undertake. However this does not necessarily mean that all that has been aimed at is being implemented. Implementation is done according to priorities which arise and according to availability of funds. Funds are very limited but there is considerable scope in ways that the union money could be spent.

Union funds could be spent in cases such as:

(a) Wage payments, allowance and expenditure to union officials.

(b) Payment for administrative cost of the union including payment to audits.

(c) Taking court action in matters concerning the union, or its members with the aim of getting and defending union rights in disputes between any union member with the management.

(d) Settling any disputes for the union or any of its members and helping any other unions or their members in cases concerning work crisis.

(e) Payment of compensation to members that have been affected and caused by union and management conflict.

(f) Payment of allowance to members or their dependence in cases of death, old age, sickness, and any unforeseen accidents or lost of jobs.

(g) Payment of subscription to national unions, advisory bodies or national solidarity of union workers that have been registered under the laws in the Federation; and payment to unions or organisation outside the states of Malaya, that have been approved by the Minister of Labour from time to time.

(h) Payment to the undersaid items:

(i) train and taxi fare, food and lodging, and other matters that will be decided by the union.

(ii) payment of compensation for the loss of salary due to union meetings or other meetings whereby the union is represented.

(iii) expenditure to create or to perpetuate advisory bodies or solidarity of union workers.

(iv) Composing, printing, publishing and distribution of any newspapers, magazines, newsletters or any other publications that are issued by the union to achieve the objectives or for the benefits of members according to the regulations that have been registered.

(j) Payment of subscription to any cultural or educational bodies that are registered under the law of the Federation, or any other bodies outside the country that have been approved by the Minister of Labour from time to time.

(k) For purposes of social, sports, educational or donations to members.

(l) To have a building for union administration.

B. Present Role And Suggested Role

The role of the union has been categorically stated in the aims and objectives of the constitution. However, the present role does not cover all the aspirations of the union. There is a conflict of priorities as to whether the union should devote all its limited funds and assets in achieving immediate needs or whether the union should first undertake the more abstract and intangible long term benefits. The final decision would naturally depend on the officials of the union for members are not yet in a position to voice their opinion with confidence and authority. More often than not all funds are spent in causes that are immediate in nature. It is either because these immediate benefits are more important at that time or that the leaders are eager to be acknowledged by the members for their work.

Most of the members are illiterate and uneducated. Therefore the first aim of the union and its leaders to set up a strong and compact organisation. This cannot be achieved if the members are illiterate, uneducated and does not know the real purpose of the union (Refer Fig. 6.2). For example many have the idea that the union will defend them in any cases that involve them and the management. This is a wrong attitude to follow for both the management and the employees have a set of rules that bind them into a contract. It is only when these contract is unnecessarily violated that there is any justification for union intervention.
<table>
<thead>
<tr>
<th>Level Of Education</th>
<th>No. Of Staff</th>
<th>Percentage</th>
<th>Union Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Level</td>
<td>2</td>
<td>0.8</td>
<td>-</td>
</tr>
<tr>
<td>College and Diploma</td>
<td>2</td>
<td>0.8</td>
<td>-</td>
</tr>
<tr>
<td>Upper Secondary Level</td>
<td>6</td>
<td>4.2</td>
<td>2</td>
</tr>
<tr>
<td>Lower Secondary Level</td>
<td>12</td>
<td>3.1</td>
<td>8</td>
</tr>
<tr>
<td>Primary Level</td>
<td>76</td>
<td>51.0</td>
<td>62</td>
</tr>
<tr>
<td>No Proper Education</td>
<td>51</td>
<td>34.1</td>
<td>48</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>149</td>
<td>100</td>
<td>120</td>
</tr>
</tbody>
</table>

**Source:** Compiled With The Help Of The Union Secretary And The Dockyard Administrative Clerk.

Union meetings are held at least once a month with an attendance that barely forms the quorum. Very often a meeting has to be postponed due to lack of quorum. After witnessing one union meeting and after consulting the members and its leaders, the writer concludes that a number of factors that could be overcome, have caused this disinterestedness.

(a) There is no life in the meeting and there are no important issues that the leaders could offer to members. Repetition of already discussed issues always occurs.

(b) Meetings are too long, workers who are already tired get bored quickly in hearing long speeches from the leaders.

(c) Meetings are held not according to the time stated, and the arrangement of agenda is not suitable. Meetings are not held in proper manner and the chairman had no proper control. Sometimes meetings are held without an agenda.

(d) Meetings are always prone to discuss individual problems. The chairman, secretary and other officials focus their attention on only a few individual's problems that do not benefit other members.

At present there are no long term activities that will bring
The meetings are sometimes being monopolised by the chairman or other officials. Members were not given the chance to participate.

Only certain members that have a personal relationship with the chairman were given the chance to talk.

Union meetings sometimes coincide with important events that take place in town. Such events may interest the members more than the meeting itself.

Therefore the task of trade union in the dockyard should be more than gaining material benefits for their members and enhancing their job security. The union should instill into the minds of its members a sense that he should become conscious of his civic, economic and moral duties and obligation to become better fit to exercise the rights and prerogatives as a citizen worker. Members who understand their rights, privileges, duties and responsibilities as part and parcel of the union, will be in a better position to take active participations there in. This should give birth to a sturdy organisation of dedicated members and responsible leaders. Enlightened members engender selflessness in themselves. They become united with the spirit of co-operation and loyalty, the two virtues that are indispensable in attaining an everlasting support for this worthy cause.

At present there are no long term activities that will bring about a needed breed of responsive members. Even though the union constitution does provide for activities such as cultural, educational or any technical programs that are of practical value to the members, they are considered as secondary priorities. This is rather unfortunate because this is a basis whereby a strong and dedicated member could be developed.

It is very important that a programme of continued education be established in the dockyard. Since a large number of the workers come from a group that have prematurely left school, then whatever education they have missed should be provided to them outside the classrooms. And considering the workers' plight, the chances of educating themselves would seem almost beyond reach except under the trade union auspices.

A trade union member, who is properly educated will in most probability, be a happy and productive worker, who can be relied upon to become a loyal union member and a responsible citizen. Constituents of this type will make up an immutable and dynamic union and a healthy citizenry.

The future of this trade union depends in a large extent on the interest and participation of the members. It is also true that only educated members could comprehend the interest, purpose and activities of the trade union. In other words flexibility of the union will depend on such members. History is full of examples of institutions
that have vanished because they ceased to be relevant to new circumstances or because they were an organisation too wedded to inflexible doctrines to respond to change. Therefore an issue of vital importance is that of ensuring that the movement could adapt to change. For example to function initially mainly as an extention of an institutions in giving all the services that could enlighten the members, and then to function as a representative body of the workers in settling disputes with the management.

C. Achievements

Since a separate union was established in the dockyard (10-1-70) the services that they have rendered to members are quite impressive. (Although this may not be the main priority that they should undertake).

The union has successfully arranged for medical facilities for the families of members with these different clinics. Payment for treatment could be made on a monthly basis. This was thought to be very necessary because certain workers and all the families of the workers do not get medical benefits from the dockyard. These clinics have offered them services.

The demand by the union that a reasonable rate for overtime work was also met by the management. Before workers have been unscrupulously exploited by the management in matters concerning overtime. At present lower management workers are entitled to $1.25 for every extra hour.

The union has also succeeded in demanding a half day work during fasting months with full pay. And the union has been assured by the management that workers who have passed the age of 55 years will not have to leave their jobs automatically. If they are asked to do so, reasonable compensation and gratuity should be given.

Housing allowance of $12.50 per month for lower management workers and $20.00 per month for administrative workers are given to workers as a result of union demands. However it will be more meaningful if the union undertakes more fundamental activities such as introducing a programme of education for the benefits of the members.

An educated and elect member could give considerable impact on the policies and practices of the dockyard. The management will have to formulate any policies with the interest of the elect workers in mind. The chances of an unscrupulous and unreasonable deal would be minimised for these education workers would always be ready to question any deal that is one-sided. An educated lot would also benefit the management as each worker is bound to be more productive and the communication system of sender - receiver - feedback would be more effective. In the final analysis personnel administration would be made easier because members will be more educated and matured enough to have a proper understanding of trade union activities and industrial management in industrial set up.
largely on the judgment of the manager. There are instances where salaries are devalued due to unfavorable business conditions. Apart from this the hours of work have constantly been altered. Workers no longer bother about these changes. They work casually to the order of the boss at the time of visit. No concrete plan is usually done by the manager. These new employees are usually recruited from the village boatyards. They have no proper training in the modern techniques of boat building. Most of the time they take up these new skills on their own initiative and the kinders of some senior workers. There are no proper training facilities in the dockyard to guide the new recruits.

CHAPTER VII

CONCLUSION

Summary

Kuala Terengganu was found to be the most suitable area for a dockyard in the east coast. Although it has been established for more than 18 years, it has never experienced a favorable business condition. This may be due to constantly changing policies whereby it has evolved from a training center to that of a full pledge commercial venture. Almost every aspect that has connection with the administration of the dockyard is still in a state of confusion. The question of leadership which is considered to be most important is given first priority in discussing the problems that exist in the dockyard. Basing on the conceptual framework on leadership, the writer finds that there is no proper leadership in the dockyard. The manager is a technical man and has no training in supervision and administration prior to his appointment. Apart from this, he has to shoulder almost all the management responsibilities due to insufficiency of staff at this level. The manager is thus overburdened with unnecessary tasks.

The organizational structure has also changed considerably due to the changing policies. At present the manager is supposed to be assisted by qualified section heads. Unfortunately, not even one of these posts have yet been filled. This brings about the problem of unbalanced allocation of authority and responsibilities. The manager is forced to delegate some responsibilities to the 'serang' (supervisors), but the 'serang' has no authority on the task in which they are responsible. This will in turn bring about the problems of supervision because effective supervision will only result when the 'serang' know their responsibilities and have authority on the subject they are dealing with.

The management at the dockyard also realized the importance of re-organization. This attempt at re-organization starts with the restructuring of the buildings in the dockyard. When completed most modern facilities will be available. Buildings in the dockyard will be permanent in nature and arrangements of the various workshops and offices will bring about more effective supervision, efficiency and thus better productivity. This building re-structure will be completed by the end of 1972.

The question of pay, conditions of work, recruitment and training, promotion, discipline and benefits are grouped together into the Chapter on general administration. There has never been a proper salary scheme until recently. Rate of payment to most workers depends

--- 65 ---
largely on the judgement of the manager. There are instances where
salaries are decreased due to unfavourable business condition. Apart
from this the hours of work have constantly been changed. Workers no
longer bother about these changes. They work casually to the sound of
the bell at the time office. Recruitment in the technical side is
usually done by the manager. These new employees are usually recruited
from the village boatyards. They have no proper training in the modern
techniques of boat building. The rate at which they take up these new
skills depend largely on their own initiative and the kindness of more
senior workers. There are no proper training facilities in the dockyard
that can guide the new recruits.

The chances of promotion is also very slim. Most of the posts
at the middle management level have been filled. Although vacancies
exist at the top management level, no staff can be promoted to these
posts because they do not have the qualification. There is also a
disciplinary board to penalise any wrong doers. However the board has
never applied this discretionary power on the workers. All workers are
entitled to the benefits offered by the management of the dockyard.
However these benefits are considered insufficient by the workers' union
in the dockyard.

The 'Kesatuan Pekerja2 Limbongan MARA' (trade union) was
established in 1970. Before that the workers were under the 'Kesatuan
Pekerja2 MARA Semenanjung' (Trade Union of MARA Workers). The present
trade union is very weak due to lack of funds and improper leadership.
In addition most workers do not know the actual rate of trade unionism
in their life. Most of the trade union demands and activities are short
term in nature and several of these demands have been met by the manage-
ment. 

Conclusion

Considering the problems that exist in the dockyard, the writer
has given several suggestions that could in one way or another lessen
the unfavourable conditions that exist there. These suggestions are
listed below.

1. The MARA dockyard should have clear-cut and rigid policies so
that workers will understand the purpose and objectives of the
dockyard. Constantly changing policies will confuse the
workers. The present policy to eventually hand over the dock-
yard to a private body should be upheld.

2. The present manager who is technically qualified will be a
perfect man to lead the workers if he is given an opportunity
to study the methods of supervision and administration. Certain
minor responsibilities should also be delegated to his subordi-
nates.

3. Vacant posts at the top management level should be filled as
soon as possible. In this way the manager's responsibilities
will be lessened and delegation of authority and responsibili-
ties would be balanced.
4. The attempt at re-organisation should not only end when building re-structure have been completed. Organisation structure of the dockyard should also be checked from time to time so that the most efficient and up to date set-up could be introduced.

5. The proposed salary scheme should be implemented as soon as possible so that workers will feel more secured. It can also form as a term of reference for settling any future conflict between the trade union and the management.

6. There should be no more changes in the hours of work for the present one is considered fair to the management as well as the workers. Any future changes in the working conditions should first have the consent of the workers through their trade union.

7. The function of the trade union in the dockyard should first be that of educating the members in matters concerning trade unionism so that they understand the purpose and function of trade union. Apart from this the trade union should try to help its members in improving their prospects by introducing educational classes. Demands which are immediate and short term in nature should not be given first priority at this period of its development.

Future Research

It has been said earlier that this exercise is not exhaustive as it deals with only certain aspects that have connection with personnel administration. Therefore future research should be more elaborate and concentrated. This would mean that each aspect would have to be done separately with greater emphasis on the effects of personnel administration on the business transaction and production capacity of the dockyard.
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