

**CHINESE PARTICIPATION IN COMMERCE & INDUSTRY:  
AN EVALUATION OF THE ROLE OF THE ASSOCIATED  
CHINESE CHAMBERS OF COMMERCE & INDUSTRY OF  
MALAYSIA (ACCCIM)**

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**Fulfillment of Graduation Exercise for  
B.A Arts & Social Science**

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**Session 1993/94**

## ACKNOWLEDGMENTS

First and foremost, I want to thank GOD for HIS most gracious mercy and strength for enabling me to complete this graduation exercise.

I would like to record appreciation of my thanks to my lecturer as well as supervisor, Dr. Hussain Mohamed for his supervision, patience in enduring the pace of my work and also for helping me to grasp new thoughts which have been of utmost help to me in completing this exercise. Also, I am thankful to Mr. Eow Bung Poo, Deputy Executive Secretary of the ACCCIM, for his sacrifice and untiring help whenever I needed help, especially the official documents of the ACCCIM.

I would also like to thank my parents who always support me and give me encouragement. Moreover, I am thankful to my beloved Suet Yann for her care, concern and love of which I am most grateful.

Once again, I would like to thank my GOD because the fear of the LORD is the beginning of wisdom, and the knowledge of the Holy One is insight. (PROVERBS 9).

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1993/94

## SINOPSIS

Perniaga Cina telah lama memainkan peranan yang penting dalam aktiviti perdagangan dan perindustrian di Malaysia sejak abad ke-19. Perkembangan itu adalah hasil daripada kombinasi faktor sejarah pada abad ke-19 dan awal abad ke-20, semasa Kolonial British menjajahi Tanah Melayu.

Kebanyakan perniaga Cina telah aktif menyertai perniagaan dan perdagangan. Ciri-ciri perniagaan Cina itu adalah kecil dari segi saiz perniagaan, keuntungan yang diperolehi, modal yang dilabur dan juga saiz gunatenaga.

Perniagaan Cina yang kecil itu adalah dioperasi secara *interlocked* dan *inextricably* berhubung dengan sistem clan dan lineage Cina. Lebih-lebih lagi perniaga Cina telah bersatu dan menubuhkan dewan perniagaan dan persatuan perdagangan untuk melindungi perniagaan mereka.

Oleh yang demikian, dewan perniagaan memainkan peranan penting bagi penyertaan perniagaan Cina dalam sektor perdagangan dan industri. Berdasarkan hujah tersebut, kajian ini telah dibahagiakan kepada enam bab untuk memberi satu gambaran yang lebih jelas dan sistematik.

Bab Satu merupakan satu pengenalan yang umum tentang objektif kajian ini. Ia juga membincangkan metodologi kajian, kepentingan kajian, dan juga masalah-masalah yang dihadapi semasa menjalankan kerja lapangan luar (fieldwork).



Bab Dua pula memberi satu huraian tentang latar belakang sosio-ekonomi perniaga Cina di Malaysia.

Bab Tiga pula merupakan satu penganalisaan tentang latar belakang penubuhan dewan perniagaan Cina dan juga tentang struktur organisasi. Gabungan Dewan-dewan Perniagaan dan Industri Cina Malaysia.

Bab Empat memberi tumpuan kepada fungsi dan pencapaian Gabungan Dewan-dewan Perniagaan dan Industri Cina Malaysia. Ia juga perhubungan dengan kerajaan.

Bab Lima adalah mengenai pola penyertaan Cina dalam perniagaan dan industri. Ia juga membincangkan pola penyertaan Cina itu dipengaruhi oleh Gabungan Dewan-dewan Perniagaan dan Industri Cina Malaysia.

Bagi kesimpulan pula, ia cuba memberi satu rumusan tentang kaitan ciri-ciri yang penting dari Bab Satu hingga Lima dan memberi satu gambaran secara menyeluruh tentang penemuan dalam kajian ini. Ia juga mengemukakan beberapa cadangan yang diharap dapat memaju penyertaan perniagaan Cina dalam sektor penyertaan perniagaan Cina dalam sektor perdagangan dan industri.



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## ABBREVIATIONS

ACCCIM	:	Associaled Chinese Chambers of Commerce & Industry of Malaysia.
AFTA	:	Asean Free Trade Area
AGM	:	Annual General Meeting
Asean-CCI:		Asean Chambers of Commerce.
CCI	:	Chinese Chamber of Commerce
CEPT	:	Common Effective Preferential Tariff
DPPMM	:	Dewan Perniagaan & Perusahaan Melayu Malaysia
EGM	:	Extra-Ordinary General Meeting
FMM	:	Federation of Malaysian Manufacturers.
IRPA	:	Intensification of Research for Priority Areas
ITAF	:	Industrial Technical Assistant Fund.
MCEC	:	Malaysian Chinese Economic Congress
NCCIM	:	National Chambers of Commerce & Industry of Malaysia.
NEP	:	New Economic Policy
SMIs	:	Small & Medium Industries

## CHAPTER I

### INTRODUCTION

#### 1.1 INTRODUCTION

Voluntary association is a group freely organized by citizens for the pursuit of some interests in contrast to a state established agency, provide some form of social services, control their own policy, and depend in part at least, upon financial support from voluntary sources with its own self-contained administrative structure and functionaries.<sup>1</sup>

In Malaysia, there are about 14 types of voluntary groups, voluntary organizations or voluntary associations, which from the sociological view act as secondary groups and from the political view have the characteristic of voluntary. These voluntary associations are namely, chambers of commerce and trade associations, dialect associations, clan associations, youth associations, students' associations, uniform associations, religious associations, sports associations, cultural associations, self-defense associations, women's associations, estates' associations, and comprised in voluntary categories are political parties.

The elite in Malaysia clearly has tried to shape the symbolic

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<sup>1</sup> Fairchild, Henry Praft, ed., "Dictionary of Sociology", Rowman and Allanheld, New Jersey, 1970, pp 17.



means of clubs and societies. The functions that they perform provide only one of several bases for distinguishing among voluntary associations. A separate classification scheme that has been quite productive is the instrumental-expressive dichotomy. Instrumental associations actively promote in the broader political system for the specialized and relatively tangible interests of their members. Expressive groups facilitate gratification of such less tangible needs as social interaction, status preservation, and self-actualization through the arts and recreation. For any individual, of course, an instrumental group may perform quite expressive functions. Also, it undoubtedly is true that most are not all associations regularly perform a mixture of functions, some expressive and some instrumental.<sup>2</sup>

Four major groups of voluntary organizations can be found in Malaysia, they are:

- (a) traditional voluntary organizations such as clan and trade associations;
- (b) activities based voluntary organizations such as sports associations;
- (c) welfare and service voluntary organizations to help the needy;
- (d) voluntary organizations involved in societal objectives such as combating drug abuse and environmental problems.<sup>3</sup>

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<sup>2</sup> Douglas, Stephen A. and Padersen, Paul, "Blood, Believer, and Brother : The Development of Voluntary Association in Malaysia", paper in International Studies, Ohio University, Ohio, 1970, pp 23.

<sup>3</sup> Mak, L. F., "The Sociology of Secret Societies : A Study of Chinese Secret Societies in Singapore and Peninsular Malaysia", Oxford University press, Kuala Lumpur, 1981, pp 28;

Among these four, the biggest are traditional voluntary organizations. Commerce and trade associations as part of traditional voluntary organizations can be further classified into two categories, namely, commerce voluntary associations that based upon occupation and commerce voluntary organizations that based upon trade region.

Commerce voluntary organization that based upon occupation refers to the "trade association" that is organized by a number of merchants or dealers who engage in a certain area. Overall, the objectives of trade associations are to enhance the merchants' benefits, redress the drawback between the merchants of the same profession, and strive for the improvement and development of commerce. In order to standardize respective business and refrain from contradiction, the merchants of the same profession shall observe the rules and regulations that draw up by the trade association respectively.

Commerce voluntary organization that based upon trade region refers to the "chambers of commerce" of the respective state and city in Malaysia. These regional voluntary organizations also can be classified into 3 types according to ethnic groups, namely,

- (a) The Associated Chinese Chamber of Commerce and Industry of Malaysia. (ACCCIM);
- (b) The Malay Chamber of Commerce and Industry of Malaysia;

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Tan, Thomas tsu-wee, "Singapore Modernisation: A Study of Traditional Chinese Voluntary Associations in Social Change" University Microfilms International, Michigan, 1985, pp 7.



- (c) The Associated Indian Chamber of Commerce and Industry of Malaysia.

Overall, the objectives of these chambers of commerce composed of the following:

- (a) improve and foster the national commerce and industry sectors;
- (b) responsible for the business consultation;
- (c) introduce and direct the domestic and foreign trade;
- (d) arbitrate and settle the disputes between members;
- (e) collect the business data for members reference;
- (f) organize trade exhibition and run the business training course;
- (g) convene the business conference and organize the business study tour to overseas.

Many scholars have observed that Chinese communities are noted for the number and variety of their voluntary associations.<sup>4</sup> Such associations are present in all aspects of social life and constitute the internal structure of the Chinese community. The ACCCIM is such a Chinese voluntary association representing the Chinese community as a whole, and the Chinese Malaysian businessmen in particular.

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<sup>4</sup> Cheng, H., "The Network of Singapore Societies", Journal of South Seas Society 6(2):10-12, Singapore, 1950, pp 10;  
 Freedman, Maurice, "Chinese Lineage and Society : Fukien and Kwangtung", Athlone Press, London, 1966, pp 38-39.



## 1.2 PURPOSE AND SCOPE STUDY

Several series of problems and issues can be proposed owing to this study, namely, what are the reasons that caused Chinese dominance of particular kinds of economic activity, especially in trade and commerce in Malaysia? Is the dominance of Chinese in trade and commerce, directly or indirectly influenced by the ACCCIM? Is the ACCCIM played an important role to assist the participation of Chinese in commerce and industry, especially the small and medium scale industries (SMIs)? Is the ACCCIM responsible to train the semi-skilled labor for the demand of human resource in commerce and industry? How could the ACCCIM foster closer business relations with Bumiputera communities, especially through joint ventures, so as to achieve Vision 2020?

Based on some of the problems and issues above, in this graduation exercise, the researcher studied the role of the ACCCIM in Chinese participation in commerce and industry, mainly from the sociological point of view. In particular this study focuses on :

- (a) The historical/structural and social/cultural factors of Chinese dominance of particular kinds of economic activity, especially in trade and commerce, in Malaysia;
- (b) A study of the formation, growth, development and organization structure of the ACCCIM, which has emerged as a leading Chinese voluntary association;
- (c) A study of the functions and achievement of the ACCCIM, which always maintain close relationship with other commercial and industrial organizations and policy maker;
- (d) The evaluation of the roles of the ACCCIM in the Chinese

participation in commerce and industry.

### **1.3 RESEARCH METHODOLOGY**

As the study on business organization is still not popular, and the academic research concerning the chambers of commerce in this country is greatly insufficient. Most of the information and data collected are primary and secondary respectively. Some background reading has also been done to supplement this study. Information and data were collected by intensive reading of the annual reports and magazines provided by the chambers. Constant reference to useful publications and books were also made. Discussion were also carried out with the secretary of the ACCCIM.

Most of the data are presented in table form and further illustrated by graphs and bar chart diagrams. This is to make the work of comparison easier and to have a clear picture of what is given. The researcher used and combined various methods of research methodology. Generally, three methods are used in this study, namely, content analysis, observation and interview.

#### **1.3.1 CONTENT ANALYSIS**

Content analysis is the most basic method in any study. The researcher has spent six months, from March 1993 to August 1993 in doing library research for the collection of secondary data. Within this period, the researcher collected information from the reference books, theses, press cuttings, magazines as well as reports and



working papers from the voluntary associations, in particular, the ACCCIM. The contents of the written materials noted above have been reflected in the researcher's analysis on the issues/problems of study, in order to get a clearer picture regarding the topic.

### 1.3.2 INTERVIEW

The researcher also spent three months, from March 1993 to May 1993 in doing fieldwork at ACCCIM, Selangor Chinese Assembly Hall for the primary data collection. Simple Random Survey method was not used in this study. Several key informants have been selected, to determine the validity and clarify any doubts of the secondary data. They are the Honorary Secretary General of ACCCIM, Deputy Executive Secretary of ACCCIM, a few Chinese entrepreneurs who had given speech at University of Malaya from 22 Sep 1993 to 10 Nov. 1993.

### 1.3.3 OBSERVATION

At the same time, the researcher had attended the 46th Annual General Meeting, which was held at the Batu Pahat Chinese Chamber of Commerce, Johor, on 13 Dec. 1992. Observation was utilized to determine the validity of the data obtained during the interview. This method is proved helpful to the researcher in obtaining a clearer picture regarding the role of the ACCCIM in the Chinese participation in commerce and industry.



## 1.4 PROBLEMS AND LIMITATIONS OF STUDY

The researcher encountered numerous problems as follow:-

- (i) The most difficult part of the study is the lack of proper records and limited references for the study, especially the records for the earlier period which were not available at all. Fortunately, there were articles contributed by the members in the Chambers' Magazine which made the information needed available.
- (ii) Another matter of concern to the researcher is lack of enough reference points concerning this study. There are very few theses on this: almost practically none in the Anthropology and Sociology Department of University of Malaya that have an in-depth study of Chinese participation in commerce and industry with regard to Chinese Chambers of Commerce. However, there are numerous reference books available in the library of University of Malaya. In spite of this, the researcher could not locate some of these reference books and it could hamper in a small way the progress of this thesis.
- (iii) Problems also arose due to language. This was because most of the articles, reports, bulletins and magazines were in Chinese. Therefore, translations was necessary. It took a long time for the researcher to do the translations works. However, there wasn't much of a problem in this as the researcher understands Chinese well and was to carry out the necessary translations.
- (iv) Another difficulty arose due to the fact that the Secretariat Office of the ACCCIM was very busy, especially the preparation and

Evaluation of the Second Malaysian Chinese Economic Congress(MCEC) and the 46th Annual General Meeting. It had resulted in the delay in the collection of information and data. Fortunately frequent visits were allowed.

## 1.5 DEFINITION OF CONCEPTS

In the context of this study, the terms "commerce", "business" and "trade" are used interchangeably to cover those activities which attempt to seek profit directly or indirectly involving goods, money or labor force to fulfill the demands and the economic development. All kinds of management, whether individual owner or partnership investment, are included in the category of commerce. Its scope comprise of agriculture, breeding, fishery, mining, hydroelectric and gas industry, manufacturing, processing, construction, transportation, insurance, finance, security, trading, mortgage, renting, publishing, hotel and catering, entertainment, advertising, international trade, etc.

The terms "voluntary organization", "voluntary society", "voluntary agency" or "voluntary association", in the context of social services, are used interchangeably to cover those bodies which provide some form of social service, which control their own policy, and which depend in part at least, upon financial support from voluntary sources.<sup>5</sup>

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<sup>5</sup> Roof, Madeline, "Voluntary societies and Social Policy", Routledge and Kegan Paul Ltd., London, 1959, pp xiii.



In the context of this study, only the terms "Chinese" or "Chinese Malaysian" are used interchangeably to cover those Chinese ethnic group in Malaysia. At one level, that of linguistic convenience, its introduction was understandable. There had been a proliferation of terms for the Chinese abroad like *Huashang* (Chinese trader), *Huagong* (Chinese coolie), *Huaqiao* (Chinese sojourner), *Huayi* (Chinese descent or re-migrant), *Huaren*, *Huamin*, *Huamang* (the last three are various ways of saying "Chinese" or "Chinese people") in addition to *min-Guangren*, *min-yueren* and *Tangren* (people from Fukian and Guangdong, who traditionally called themselves "people of Tang Dynasty"), *Zhongguaren* and none of them seemed accurate enough to cover all the Chinese living outside China.<sup>6</sup> The researcher shall not attempt any narrow definition of "Chinese migration" but try to introduce the subject in broad terms. broadly, Chinese migration refers to the departure from Chinese soil for the purpose of living and working abroad.

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<sup>6</sup> Wang, Gungwu, "China and the Chinese Overseas", Times Academic Press, Singapore, 1991, pp 7.



## CHAPTER II

### HISTORICAL BACKGROUND OF CHINESE TRADERS

#### 2.1 INTRODUCTION

The history of Chinese immigration to Malaya<sup>1</sup> has already been well-documented<sup>2</sup>. To trace the development of Chinese participation in commerce and industry in the country from those early days, one needs to understand the nature of Chinese society, at the same time as well as the attitude of the Colonial power toward the Chinese immigrants.

The early arrivals, whether from within the region or from China, were traders or descendants of traders or were related to traders and eager to learn to become successful traders themselves. Although there were many artisans and farmers amongst the new arrivals, they came to the region primarily to trade in the broadest sense of the word. Whether they were artisans with skills to produce goods for sale or cultivators who grew cash crops for trading

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<sup>1</sup> During the Colonial period, Malaysia was known as Malaya. After WarII it was renamed the Federation of Malaya. In 1963 it merged with two Borneo states (Sabah and Sarawak) and Singapore to form Malaysia. Singapore left the union in 1965. Today, the peninsula is known as West Malaysia while Sabah and Sarawak are known collectively as East Malaysia.

<sup>2</sup> See Bibliography in Purcell, Victor, " The Chinese in Modern Malaya", Donald Moore, Singapore, 1956.

purpose, they were effectively aspiring and potential merchants. This basic pattern of Chinese involvement in Southeast Asia, as traders or aspiring traders, had been present for nearly a thousand years. It is unlikely that anyone in the 1820s and 30s in Malaya could have expected the major changes, in this pattern which were about to take place.

The most important change after the 1840s was the increase in numbers of Chinese leaving China for Southeast Asia and elsewhere in the world. This was a massive movement and certainly not peculiar in the area around Malaya. Nevertheless, its effect on Malaya was probably greater than anywhere else. For one thing, it led to large numbers of Chinese arriving to work in Malaya or for the purpose of both business and employment possibilities through a new trade in Chinese labor.

## 2.2 PULL FACTORS

As for the pull factors, the main ones derived from western expansion in the Far East following the Industrial Revolution in Europe, the growing Southeast Asian markets, and the increasing demand for labor in tin mines and various kinds of plantations. The qualitative change in economic and trading conditions in the region led to a rapid growth in the demand for cheap labor which the Chinese in the region were able to supply by bringing in their own countrymen in increasingly large numbers.

One of the fundamental aim of colonization by the European powers was to secure supplies of raw materials and valuable



commodities to feed their industries. After Francis Light took possession of Penang in 1786 to use it as a port of call, it was soon found that Penang and its neighboring territories could also provide ample lands for cultivation of spice, Gambia, sugar, etc. for shipment to Europe. After the occupation of Singapore and Malacca by the British in the following years, it was further realized that the thinly-population territories of Peninsular Malaysia could be opened up for producing raw material and commodities needed by the Europeans. One of the ways to achieve this was to utilize the cheap native labor in the new plantations, mining operations and even trading firms established by the Europeans.

However, the Malay societies at that time did not provide easy and sufficient sources of labor force. The small Malay kingdoms and Malay village communities scattered in various riverside areas in Peninsular Malaysia at that time were so compact and close-knit by the feudal bondage that they could not be easily dismantled or broken up by the external forces. The Malays would prefer to move upriver or uplands to lead their traditional life rather than be subjugated as they did during the Portuguese and Spanish rules in Malacca in earlier years on the cue of the British expansion of rule over Peninsular Malaysia. The Malay economies were decaying while the Malay peasants and commoners were not free enough to move into other occupations since they were tied down to the small plot of land and bonded to their rulers. Faced with such a situation, the early British Administrators adopted a form of policy of "indirect rule" towards the Malay states. They tried to preserve the outward form of the traditional Malay political and economic structures but with the aim of placing the Malay societies under their control and



surveillance in a different way. Such a policy had further prevented or retarded the participation of the Malays in the new economic activities initiated by the Europeans<sup>3</sup>.

Obviously, in order to solve the problem of labor shortage, the early British Colonial administration had to adopt a policy of free immigration and free trade to attract immigrant laborers as well as immigrant small traders and artisans from other countries, especially from China and India where a surplus of manpower was in existence. This was the "pull" factors that caused the mass influx of Chinese immigrants into Peninsular Malaysia during the 19th century<sup>4</sup>. Though the Chinese traders had come to Peninsular Malaysia much earlier than arrival of the British, it was only under the early British rule that the mass Chinese immigration in a large scale was initiated<sup>5</sup>.

### 2.3 PUSH FACTORS

There were also "push" factors that contributed to the large and continuous exodus of the Chinese from the southern coastal regions of China during the 19th century and up to the first decades of 20th century which consequently produced a large pool of Chinese labor force as well as the Chinese business class widely spread throughout this country.

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<sup>3</sup> Purcell, Victor, "The Chinese in Malaya", OUP, Kuala Lumpur, 1976, pp 30-36.

<sup>4</sup> Wang, Gungwu, "The Culture of Chinese Merchant", Working Paper Series No.57, University of Toronto, New York, March 1990.

<sup>5</sup> Chin, John. M., "The Sarawak Chinese", OUP, Kuala Lumpur, 1981, pp 20.

The Chinese people in the southern coastal provinces in mainland China had been living intolerable socio-economic conditions admits internal turmoil's and external aggressions, unscrupulous exploitation by the feudal lords, land shortage and unemployment, miserable poverty and political persecution. Throughout the entire 19th century and up to the early 20th century, such a situation had basically remained the same. The poor peasants and even the ordinary traders found such a situation so unbearable that they were willing to migrate to other lands to seek a better life if they could be assured of a better prospect. That was why many Chinese poor peasants were so easily cajoled and cheated by the coolie recruiters and agents to leave their homelands and come to Nan-Yang ( which literally means southern sea and is used to refer to Southeast Asian Countries ) to work as "piglets" in the Chinese kongsis or European estates<sup>6</sup>. The life of these Chinese indentured laborers was miserable as shown by their nicknames "piglets". After the signing of "Nanking Treaty" as a result of the war the British navy during 1841-42, the Manchu Dynasty was forced to open six sea ports in Southern China, mainly in Kwangtung and Hokkien provinces, for traders with the British merchants. The following years had witnessed the overweaning of the Manchu Dynasty in confrontation with the foreign powers<sup>7</sup>. Such contacts with the west and the improvement of sea transportation had encouraged and facilitated the emigration. Southern coastal Chinese had thus been gradually wide opened to the outside world and the vast reservoir of her under employed labor

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<sup>6</sup> Purcell, Victor, "The Chinese in Southeast Asia", OUP, Kuala Lumpur, 1980, pp 115.

<sup>7</sup> Wang, Gungwu, "Community and Nation-Essays on Southeast Asia and the Chinese", Heinemann Education Book Ltd., Singapore, 1981, pp 25.



force had thus been made available to the world at large and to the not distant lands of "Nan-Yang" in particular.

## 2.4 SOCIAL-BACKGROUND OF THE IMMIGRANT CHINESE

Not only the junior members of the farmer class were drawn into this "mass exodus", the Chinese emigrants also included a large number of shop employees and petty traders who had some prior commercial experience before emigration. In traditional China the Chinese business class was considered to occupy a very low social status in the social hierarchy. This was particularly true for the small traders and vendors. As they were not wealthy enough to associate or join the officialdom, they also suffered under the deterioration socio-economic conditions and political turmoil at that time and would emigrate to seek better prospect of given the opportunities.

Maurice Freeman in his study on the background of the economic sophistication of the overseas Chinese remarked that the success of many first-generation immigrant Chinese in Southeast Asia not only rested on their capacity to work hard which was "founded in a discipline acquired at home", but also because "they were highly sophisticated in the handling of money"<sup>8</sup>. However nobody can acquire such a so-called "highly sophisticated" knowledge of handling money unless he has been exposed to and experienced in

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<sup>8</sup> Freedman, Maurice, "The handling of money : a note on the background of the economic sophistication of overseas Chinese", Reproduced in "Reading in Malayan Economics", edited by J. H. Silcock, Eastern Universities Press Ltd., Singapore, 1961, pp 38.



the commercial and the business transactions. As pointed out earlier, many immigrant Chinese in Nan-Yang did experience such commercial exposure or training before their migration.

Apparently, many Chinese immigrants brought with them some sort of rudimentary training in business and being immigrants in a different country they were free from feudal bondage or restrictions and had much greater freedom in their choice of occupations. These immigrant Chinese therefore became the best candidates to take up the occupations as the commission agents and employees of the European firms or as the middleman and vendors for the distributions or retailing of the manufactured goods as well as for the collection of the local produces.

In fact, the Chinese merchant class had been known in China since Chou Dynasty during 1122-246 B. C.<sup>9</sup> Chinese classics, fictions, literature and historical records written during various old dynasties have been found to contain many narration of the Chinese merchants and traders, either big or small, including the small businesses such as tea houses, restaurants, lodging houses, artisans, goldsmiths, iron smiths and the like. The precepts on the ways to do business and to accumulate wealth given by a successful big merchant called *Taw-Chu-Kong* who lived in the period of warring states (approximately 481-222 B. C.) have been passed down to the Chinese descendants. Even in today's Malaysia, many Chinese educated traders and merchants still regard the precepts as "golden rules" in managing

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<sup>9</sup> Shih, Kuo-heng, "The early development of the modern Chinese business class" in "The Rise of the Modern Chinese Business Class", Institute of Pacific Relations, New York, 1949, pp 21.

their business . One can easily find a scroll with frame contain *Tow-Chu-Kong* 's presents hung up on the wall inside a local Chinese shop. However, what is of paramount importance is that, although the Chinese merchants and traders had been in low social status and faced with various restrictions and oppressions in the old feudal societies, their trading activities had been continuously in existence for thousands of years and the business class as a distinctive group had never been wiped out even when faced with the aggressions of the western colonial power during the 19th century.

In fact, for East Asia, the Chinese merchants clearly led the way and, after the twelfth century, they had become the leading merchants in Southeast Asia as well<sup>10</sup>. There was external confirmation, largely in western writings, that Chinese merchants were increasingly active, especially in Southeast Asia, where the Portuguese and Spanish, followed quickly by the Dutch and the English, came to control most of the key trading ports. In all these ports, the Chinese merchants provided experience, skills and momentum. And western officials and traders acknowledged that the Chinese were the most dynamic group in the region. The Chinese merchants emerge as Ingenious and adventurous traders who had remarkable flair for profit-seeking and risk-taking under conditions that were often dangerous if not actually hostile. Western writing not only commented on Chinese courage, adaptability and entrepreneurship. They also confirmed those qualities of industriousness, thrift, honesty, trust and loyalty which bound most of them and gave their leaders strength and boldness. And, most of

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<sup>10</sup> Wang, Gungwu, "Chinese and Chinese Overseas", Times Academics Press, Singapore, 1991, pp 188.



all, they noted the way the Chinese merchants organized themselves<sup>11</sup>. There were guild-like associations and coalitions of various kinds.

Under such comparatively "favorable" historical and cultural backgrounds, it was to be expected that a large portion of the Chinese population in general and the Chinese emigrants in particular should have been exposed to the business culture and experiences.

## 2.5 THE CHINESE BUSINESSMEN IN MALAYSIA

The position of Malaya ensured that it became the largest number of new Chinese who, on the one hand, severed the labor supply and enabled the settled Chinese there to become richer and more successful, and on the other; provided a new reservoir of entrepreneurial talent and the next generation of merchants for Malaysia. It is a measure of the stability of British rule in the Settlement, and in particular their control over the economic growth of Malaya, that original settled Chinese families were able to hang on to economic power alongside their British counterparts for at least another generation. And it was not until the end of the nineteenth century that the fresh blood from China was able to claim an increasingly large share of the Malaysian economy.

Due to the various "push and pull" factors, the Chinese immigrants consisting of peasants, laborers and petty traders moved

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<sup>11</sup> *Ibid.*, pp 190.



into the Peninsular Malaysia to fill in the vacuum. With the prior rudimentary commercial experience and knowledge, many Chinese immigrants could set up their own small business with comparative ease than the people of the native communities at that time under the favorable conditions of the British rule. They had also become suitable candidates to work in the European agency firms established in the straits settlements which were the commercial and trading centers in this part of the world at that time and were also the entry points for the Chinese immigrants. Once their position in the commerce and trade was established, the Chinese traders could and would strengthen their footholds and multiply their numbers in a comparatively easier way through the operations of various social institutions such as their kinship and clan systems.

## 2.6 CONCLUSION

These socio-historical factors help towards the understanding of the maintenance of traditional social institutions, in particular Chinese chambers of commerce, amongst the Chinese migrants in Malaya. The process of in-migration assumes a certain pattern which is conducive to the reactivation and rejuvenation of traditional forms of social behavior.

Firstly, the majority of these Chinese migrants fall in the age group of nineteen to twenty-five and are mostly unmarried, migrating singly without their families. This increases their dependency on other kinsmen who are settled in this settlement. The need to have some form of social and emotional stability cannot be

satisfied by the immediate family unit so that voluntary association become crucial to the young Chinese migrants.

Secondly, these migrants, come into Malaya without much preparation by way of formal training in certain trades or occupations or the possession of an educational background which can adequately prepare them for a good job in this settlement. This again increases their dependency on kinship and traditional voluntary associations, in particular, trade associations, or more briefly, Chinese chambers of commerce.

Thirdly, the Chinese kinsmen of one particular lineage or cognatic descent group migrate into Malaya at different times and set themselves up in different sections of the town so that it creates the need to organize certain forms of social activity to ensure that one keeps abreast of all ones kinsmen in Malaya.

Consequently, Chinese dominance of particular kinds of economic activity, especially in trade and commerce are influenced by the historical/structural and social/cultural factors of Chinese migrants in the early settlements. As the Chinese participate in commerce and trade, various Chinese voluntary associations, in particular, chambers of commerce are formed for mutual responsibility, collective help and help to alleviate financial difficulties which individuals may continually be faced with.

For the discussion of the formation, growth, development and organization structure of these Chinese voluntary associations, in particular the ACCCIM, the researcher will discuss in chapter three.



## CHAPTER III

### ORGANIZATION STRUCTURE OF THE ACCCIM

#### 3.1 INTRODUCTION

The motive behind the chamber of commerce movement is as old as man's tendency to group together whenever he shares common interest with others. But to go back to 1599 is far enough to see its formal beginnings. This was the year in which the Town Council of Marseilles appointed a separate committee or chamber, which it called *Le Chamber du Commerce*, to regulate the commerce and customs of that part. It became, in fact, an adjunct of Government and soon after, other chamber were formed in France with similar powers. The semi-official nature of these French chambers set the pattern for their future development throughout the countries of the continent.

In Britain, on the other hand, the chambers developed as voluntary associations, with the objective of influencing government rather than acting as its agency. The first British Chambers of Commerce was formed in Jersey in 1768. From that time on, new chambers sprang up in rapid succession in the major trading centers in Britain<sup>1</sup>.

In the whole region of Malaysia, especially urban areas, various

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<sup>1</sup>DPPMM, "Rules and Regulations", Kuala Lumpur, 1968, pp 80.



Chinese associations were established with respective objectives and based upon multiform relationship. This was caused by the Chinese living circumstance which involved elements such as kinship, social class, dialects or language, economic situation, etc. Nevertheless, these thousand of Chinese associations can be classified into three categories as below,

- (a) Associations which based upon dialect or language relation groups,
- (b) Associations which based upon clan, or more exact the family name,
- (c) Associations which based upon trade and occupation<sup>2</sup>.

### 3.2 HISTORICAL BACKGROUND

Associations which based upon trade usually shall be found in urban areas only, especially the commercial centers. Members of such associations consists of traders who active in respective commercial sphere. Usually, two types of membership are accepted to participate in such associations, namely, membership which registered under trader's name, and membership which registered under shop or company's name.

Usually, these Chinese trade associations shall endeavor to assemble all Chinese traders under their protection. With objective to strengthen the members relationship but also to unify their members. Frequently, members of such associations shall organize

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<sup>2</sup> Kua, Kia Soong, "A Protean Saga, the Chinese School Of Malaysia", The Resource and Research Centre, Kuala Lumpur, 1990, pp 18.

certain activities to encourage and to enlarge business respectively. As a result, most of the members of Chinese trade associations shall cooperate efficiently.

On the condition that execution of new commercial rules and regulations which shall cause negative effects to traders, these Chinese trade associations shall deputize traders concerned and have dialogue with authoritative sides so as the relevant rules and regulations would be abolished or amended.

The oldest Chinese voluntary associations which have the elements and characteristic of trade association stated above was *Cheng Hoon Teng* ( 青 雲 亭 ) in Malacca, an oldest Chinese organization in Malaya in early seventeenth century. Anyway, due to the *Cheng Hoon Teng* only gave priority to *Hokkien* traders at that time, the most celebrated trade associations in Malaysia are the Chinese chambers of commerce, which spread everywhere<sup>3</sup>.

Together with Chinese chambers of commerce, there are also miniature Chinese trade associations, such as Accated Water Manufacturers Association, Bicycle & Motorcycle Dealers Association, Coffee Shop & Restaurant Merchants Association, Furniture Merchants Association, Freight Handing Association, Goldsmith Merchants Association, Hawkers Association, Liquor Merchants Association, Master Builders Association, Petrol Dealers Association, Rubber Dealers Association, etc.

Consequently, existing plenty of occupation associations in

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<sup>3</sup> see Winstedt, R., "A History of Malaya", London 1935, pp 140.



Malaysia, some are established by employers and some are founded by employees with the aims to take care of the members' welfare respectively. All these occupation associations are under the leadership of Chinese chambers of commerce.

Chinese chambers of commerce are established at district level, such as The Batu Pahat Chinese Chamber of Commerce. Also at state level, for example, there are The Johore Associated Chinese Chamber of Commerce, The Kuala Lumpur & Selangor Chinese Chamber of Commerce & Industry, etc. The principal leadership at national level shall be known as The Associated Chinese Chambers of Commerce and Industry of Malaysia, hereinafter referred to as the " ACCCIM ".

The ACCCIM was founded in 1947 as a society under Malayan Societies Act. The registered address of the ACCCIM was at the Chinese Assembly Hall, No.1, Jalan Maharajalela, Kuala Lumpur, which shall not be changed without the prior approval of the registrar of societies. Under the voluntary system of Chambers of Commerce in Malaysia, the ACCCIM is an autonomous private sector organization that virtually represents more than 20,000 Chinese Malaysian companies, individuals and trade associations in particular, and the Chinese business community in general.

Membership of the district level Chinese Chambers of Commerce shall be opened to Chinese shops and individual traders. At the state level Chinese Chambers of Commerce, besides the Chinese shops and individual traders, membership shall consist of Chinese trade associations and occupation associations in the mentioned state. Moreover, Chinese Chamber of Commerce at district



level also under the command of the state level Chinese Chambers of Commerce, except Batu Pahat Chinese Chamber of Commerce, Klang Chinese Chamber of Commerce, Kluang Chinese Chamber of Commerce and the North Perak Chinese Chamber of Commerce.

The ACCCIM is the parent organization of the Chinese Chambers of Commerce in the country. In fact it is the only central Chamber of Commerce that has complete regional representation in the country. It has seventeen constituent chambers located separately in the thirteen states of the nation (Kuala Lumpur Chinese Chamber of Commerce combine with Selangor Chinese Chamber of Commerce) and four Chinese chambers of commerce from four districts, namely Batu Pahat, Klang, Kluang and Taiping (North Perak). These four district level Chinese chambers of commerce followed to be part of the ACCCIM on account of their founder roles of the ACCCIM. Consequently, these four district level Chinese chambers of commerce have the same status with the other state level Chinese chambers of commerce.

### 3.3 OBJECTIVES

The ACCCIM's objectives as promulgated in its Rules are namely,

- (1) To promote liaison and cooperation among the various Chinese chambers of commerce in Malaysia for the protection, promotion and advancement of all interests of their members in respect of commerce, industry, primary industries and other economic activities;

- (2) To study and formulate views, observations and recommendations of the Malaysian Chinese business community and the Government or other public/private sector organizations, and in furtherance of this object to contribute towards the development of national economy and promotion of national unity;
- (3) To collect, collate and disseminate and other economic sectors;
- (4) To liaise with other Chambers of Commerce or economic organizations. In particular, to organize or participate in meeting relations to economic matters, trade missions and exhibitions and other activities relevant to the promotion of economic cooperation;
- (5) To promote social welfare activities as well as organize or sponsor manpower training programs or seminars beneficial to the economic development of the nation;
- (6) To arbitrate in the matter of disputes between members (with the consent of both parties) and to perform other service pertinent to the function of a chamber of commerce.

As a result, from the objectives itself, one can say that the ACCCIM has played the characteristics of the voluntary associations which a group freely organized by citizens for the pursuit of the relationships of inter stimulation response and common interest in contrast to a state established agency with its own self-contained administrative structure and funtionaries<sup>4</sup>.

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<sup>4</sup> Fairchild, H. P., ed, "Dictionary of Sociology", Rowman & Allanhelf, New Jersey, 1970, pp 16.

### 3.4 MEMBERSHIPS

Memberships of the ACCCIM shall be classified into two categories namely,

#### 1 Constituent Members;

Any Chinese Chamber of Commerce and Industry or Associated Chinese Chamber of Commerce and Industry at state level in Malaysia is eligible to apply to become a constituent member of the ACCCIM. Notwithstanding this provision, all state, district or town level admitted as constituent members before the said provision becomes operative shall continue to become members of the ACCCIM. The ACCCIM comprises the following seventeen constituent Chambers, namely,

The Associated CCC of Sarawak;

The Kuala Lumpur & Selangor CCC & Industry;

Penang CCC;

Perak CCC;

Sabah United CCC;

Malacca CCC;

Negeri Sembilan CCC & Industry;

Johore Associated CCC;

Kelantan CCC;

Kedah CCC & Industry;

The Pahang Associated CCC;

Trengganu CCC;

Perlis CCC & Industry;

The North Perak CCC;

Klang CCC;

Batu Pahat CCC;



Kluang CCC<sup>5</sup>.

## 2 Associate Members;

Any trade and/or industrial association of a national scale in Malaysia may apply to become an associate member of the ACCCIM. However, the majority of membership of such association shall comprise of ethnic Chinese.

All constituent members shall have right to speak, vote, elect and be elected at general assembly; to submit proposals for discussion by the central committee or general assembly and to enjoy all the services provided by the ACCCIM. All associates members shall have the right to attend the general assembly (their delegates shall be of ethnic Chinese) and submit proposals for discussion by the central committee or the general assembly, and to enjoy all the services provided by the ACCCIM expect the right to vote, elect or be elected at the general assembly.

### 3.5 GENERAL ASSEMBLY (ACCMIM)

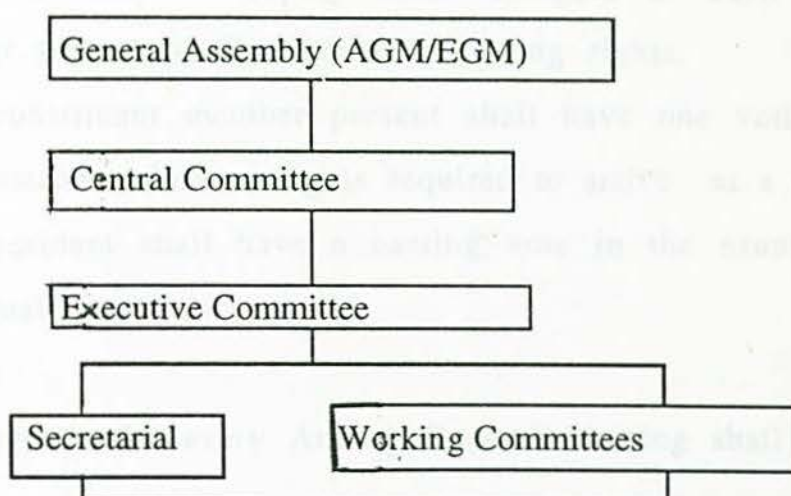
An Annual General Meeting of the representatives of members shall be held annually at a venue in the location of the member meeting it. The quorum for an AGM shall be nine constituent members. The Rules of procedure for the conduct of the AGM shall also include the followings:-

<sup>5</sup> Interview with Dato' Soong Siew Hoong, Hon. Secretary General of ACCCIM, on 22 Sep 1993.

### 3.5 ORGANIZATION STRUCTURE

**Table 3.1**

The Organization Chart of the ACCCIM<sup>6</sup>



The General Assembly (Annual General Meeting or Extraordinary General Meeting) of members shall constitute the supreme authority of the ACCCIM. All business arising in between the general assemblies shall be transacted by the central committee and the Executive Committee.

#### 3.5.1 GENERAL ASSEMBLY (AGM/EGM)

An Annual General Meeting of the representatives of members shall be held annually at a venue in the location of the member hosting it. The quorum for an AGM shall be nine constituent members. The Rules of procedure for the conduct of the AGM shall inter alias, include the followings:-

<sup>6</sup> ACCCIM, "Rules and Regulation", pp 10.

- (a) Each and every member present shall elect a chief delegate and deputy delegate to participate in the discussion of the various business.
- (b) Other representatives shall have the right to speak subject to obtaining prior consent from their respective chief delegate.
- (c) Only the chief or deputy chief delegate of each constituent member present shall execute its voting rights.
- (d) Each constituent member present shall have one voting right in each instance when voting is required to arrive at a decision.
- (e) The president shall have a casting vote in the event that there are equal votes.

The agenda for every Annual General Meeting shall include the followings:-

- (a) to receive and to adopt the Annual report and the audited accounts for the preceding term/year;
- (b) to discuss the proposals submitted by members;
- (c) to decide the venue for the following Annual General Meeting;
- (d) to elect ACCCIM office-bearers;
- (e) to appoint Hon. Auditors/paid auditor.

Proposals submitted by all members shall reach the ACCCIM secretarial by the date stipulated by the central committee. The central committee may consolidate proposals of similar nature to facilitate discussion at the Annual General Meeting.

The President shall convene an Extra-ordinary General Meeting as and when he deems necessary. The President shall convene an Extra-ordinary General Meeting at the joint request of any four



constituent members provided that the matter to be discussed shall not contravene any provisions of the ACCCIM Rules. Notice of meeting shall be given to all members within 21 days from the date of receipt of such request. The quorum and rules of procedure of EGM shall be the same to that of the AGM.

### 3.5.2 THE CENTRAL COMMITTEE

The Central Committee shall consist of the current presidents of all constituent members (Chambers). The Central Committee shall elect from among its members, once every two terms at an annual general meeting the following office-bearers of the ACCCIM:-

The President

The Deputy President

Four Vice President

The Hon. Treasurer.

During the period under review the ACCCIM Central Committee as follow:-

The Associated CCC of Sarawak	: Tan Sri Wee Boon Ping
Kuala Lumpur & Selangor CCC & Industry	: Mr. Ngan Ching Wen
Penang CCC	: Datuk Tan Kok Ping
Perak CCC	: Dato' Yau Sow Thoo
Sabah United CCC	: Datuk Mohd. Sari
Malacca CCC	: Mr. Goh Kok Kee
Negeri Sembilan CCC & Industry	: Dato' Lee Choon
Johore Associted CCC	: Dato' Low Nam Hui
Kedah CCC & Industry	: Mr. Tan Huat Sheng
The Pahang Associated CCC	: Mr. Lai Swee Ching
Kelantan CCC	: Mr. Yap Kian Chiaw

Trengganu CCC	: Mr. Chin Kong Nam
Perlis CCC & Industry	: Mr. Khor Seong Mooi
The North Perak CCC	: Mr. Chuah Thean Seng
Klang CCC	: Mr. Yeoh Joo Chuan
Batu Pahat CCC	: Mr. Ng Eng Sos
Kluang CCC	: Mr. Luah Seng Leong

The Central Committee shall meet at least three times during each term of office. At least 10 days' notice of meeting shall be given to all Central Committee members and the quorum shall be nine Central Committee members.

### 3.5.3 EXECUTIVE COMMITTEE

Besides, the Central Committee may appoint Prominent individuals who have made outstanding contributions to the ACCCIM to be Honorary Presidents or Executive Advisers of the ACCCIM. Specific duties or assignments for an Hon. President or Executive Adviser shall be determined by the Central Committee.

The Executive Committee and the Office Bearers of the ACCCIM as follow:-

#### Executive Committee

President	: Tan Sri Wee Boon Ping
Deputy President	: Mr. Ngan Ching Wen
Vice President	: Datuk Tan Kok Ping
	Dato' Yau Sow Thoo
	Datuk Mohd. Sari bin Datuk Haji Nuar
	Mr. Goh Kok Kee

Dato' Lee Choon

Dato' Low Nam Hui

Hon. Treasurer : Mr. Yap Kian Chiaw

Hon. Secretary General : Dato' Soong Siew Hoong

### ACCCIM Office Bearers

Honorary Presidents : Datuk Koh Pen Ting

Datuk Choong Han Leong

Executive Advisors : Tan Sri Dato' Wong Tok Chai

Tan Sri Lim Geok Chan

Presidents : Tan Sri Datuk Wee Boon Ping

Vice- Presidents : Datuk Tan Kok Ping

Dato' Yau Sow Thoo

Datuk Mohd. Sari

Mr. Goh Kok Kee

Dato' Lee Choon

Dato' Low Nam Hui

Hon. Treasurer : Mr. Yap Kian Chiaw

Hon. Secretary General : Dato' Soong Siew Hoong

Deputy Hon. Secretary General : Mr. David Chua Kok Tee

The ACCCIM President shall, with the concurrence of the Central Committee, appoint an Hon. Secretary General and a Deputy Hon. Secretary General, and establish Working Committees relevant to the ACCCIM's activities. The Convenors and Deputy Convenors of such Working Committees shall also be appointed by the President with the concurrence of the Central Committee. As a result the Executive Committee shall consist of the President, the Deputy President, four Vice-Presidents, The Hon. Treasures and the Hon.



Secretary General of the ACCCIM.

The President shall lead the ACCCIM and supervise the management of affairs of ACCCIM, to be the principal representative of the ACCCIM in dealing with external affairs and to convene and preside at General Meeting and Central Committee Meetings. Also, the President shall establish Working Committees and honorary posts whenever necessary, to nominate Honorary Advisers, Hon. Secretary-General, Hon. Deputy Secretary-General, the Convenors and Deputy Convenors for respective Working Committees for approval of the Central Committee, and engage or dismiss the paid staff and to deal with matters pertaining to remuneration and fringe benefits of the paid staff of the ACCCIM, the engagement or dismissal of the Executive Secretary shall require the approval of the Central Committee.

The Honorary Treasurer shall take charge of the ACCCIM's moneys, vouchers and accounts submit monthly statement of income and expenditure to the Central Committee, prepare the duly audited Annual Balance sheet for the approval of the Central Committee and the Annual General Meeting and formulate ACCCIM Budget for approval of the Central Committee.

The Honorary Secretary-General shall on the direction of the President, attend to the routine affairs of the ACCCIM and supervise the paid staff. The Honorary Secretary-General shall be an ex-officio member on the various meetings of the ACCCIM, he shall have the right to speak but no right to vote<sup>7</sup>.

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<sup>7</sup> Interview with the Deputy Executive Secretary of the ACCCIM, Encik Eow

### 3.5.4 WORKING COMMITTEE

The covenors of Working Committees shall be entitled to attend and speak ex-officio at meeting of the central and Executive committees. However, they shall have no voting right as in the case of the Hon-Secretary General. The Convenors shall be responsible for their respective Working Committees and shall at the direction of the President, attend the Central Committee meeting to present reports on the activities and progress of their respective Working Committees.

The Deputy Convenors shall assist the Convenors of the respective Working Committees in carrying out various functions and in the absence of the Convenors to assume their duties respectively. During the period under review, the ACCCIM has thirteen Working Committees as follows:-

- Finance and Planning Committee;
- Commerce Committee;
- Industry & Human Resources Development;
- Public Relation Committee;
- Agriculture Committee;
- ASEAN Affairs Committee;
- ACCCIM Planing Committee on Technical & Vocational Train;
- National Economic Policy Committee;
- Working Committee on Sixth Malaysia Plan;
- ACCCIM 2020 Study Group;
- Organizing Committee for the Second MCEC;
- Construction and Property Committee;



## Legal Affairs Committee.

The Finance and Planning Committee shall study matters relevant to the financial aspects of ACCCIM organization and make appropriate recommendations to the Central Committee on the strengthening of ACCCIM's financial position. Also, on the direction of the Central Committee, to assist the Honorary Treasurer in discharging his duties. The working committee of Finance & Planning Committee as follow:-

Convenor : Mr. Yap Kian Chiaw

Deputy Convenor : Mr. Chua Beng Thian.

The Commerce Committee shall study and formulate views on issues pertaining to Government policies, legislation, regulations and other factors affecting the wholesale, retail, import and export trade, and the related services. Also, the committee shall make appropriate recommendations and propose various measures on the commercial sector and the related services to the Central Committee and on the direction of the latter organize or arrange specific function there on. The working committee of Commerce Committee as follow:-

Convenor : Mr. Mew Jin Seng

Deputy Convenor : Dato' Lim Yak Hua.

The Industry and Human Resources Development shall identify problems affecting the manufacturing sector and related supporting industries and services, in particular, to highlight the principal issues and problems affecting the small and medium sized industries, to propose measures and take appropriate action for their development and advancement in line with the national industrial development



program.

Also, the Industry & Human Resources Development shall identify problems and issues relating to human resources development, in particular, to highlight the problems of shortages of skilled and semi-skilled labor, to propose measures and take appropriate action to develop and train manpower, to upgrade manpower resources in technical and vocational fields in line with the national human resources development program. Later on, the committee shall make appropriate recommendations above to the ACCCIM Central Committee for consideration and on its direction, take appropriate action on accredited recommendations. In furtherance, shall encourage all trade associations/industry group under the aegis of the respective constituent chambers to act accordingly. The working committee of the Industry & Human Resources Development as follow:-

Convenor : Dato' Soong Siew Hoong

Deputy Convenor : Mr. Loh Nam Hooi.

The Public Relations Committee shall make reception of and meetings with foreign visitors and missions from abroad. Also the committee shall handle the organization of functions and implement community-oriented and welfare activities that could further enhance and project the image of ACCCIM on the direction of the Central Committee. The working committee of the Public Relation Committee as follow:-

Convenor : Mr. Chin Kok Howe

Deputy Convenor : Mdm. Lee Yow Chee.

The Agriculture Committee shall study and formulate views on issues pertaining to policies, legislation, regulations and other factors affecting food, agriculture, forestry and primary commodities sectors. Also, to make appropriate recommendations and propose various measures on agricultural development to the Central Committee, and on the direction of the latter, organize or arrange specific functions there on. The working committee of the Agriculture Committee as follow:-

Convenor : Mr. Lim Fung Chee  
Deputy Convenor : Mr. Yeoh Chip Tong.

The ASEAN Affairs Committee shall on behalf of The ACCCIM Central Committee in respect of all ASEAN matters not requiring a policy decision. The committee shall be responsible in coordinating and monitoring ACCCIM's participation/ representation in all activities of NCCIM Working Groups on ASEAN matters namely:-

- NCCIM Working Group on ASEAN industry cooperation;
- NCCIM Working Group on ASEAN Trade;
- NCCIM Working Group on ASEAN Food, Agriculture & Forestry;
- NCCIM Working Group on ASEAN Transportation & Communication;
- NCCIM/ASEAN vis-a-vis third Country Business/Economic Councils.

Also, the committee shall make appropriate recommendation whenever deemed necessary for the consideration of the ACCCIM Central Committee pertaining above and on its direction take actions on accredited recommendations. During the period under review, the working committee of the ASEAN Affairs Committee as follow:-



Convenor : Mr. Lee Keng Bin  
 Deputy Convenor : Mr. Toh Peng Hoe.

The ACCCIM Planning Committee on Technical and Vocational Training shall formulate an ACCCIM 5-year plan for Technical and Vocational Training which will service to complement and supplement Government efforts in increasing the pool of sub-professionals and skilled workforce so crucial in the achievement of Malaysia's industrial development goals.

Also, this committee shall draw up action plans- interim and long term on the following areas:-

- Awareness creation of Government's industrialization objectives, role and importance of Small & Medium Scale Industries (SMIs), employment and entrepreneurial opportunities, technology, productivity.
- Advise and encouragement to public, in particular parents and youths on the prospects of pursuing vocational/ technical education.
- Access adequacy/suitability of Government's Technical & Vocational Training Institutes vis-a-vis industrial needs; where deemed appropriate to work to tandem with existing institutes towards rationalizing/revamping existing curricula and training programs<sup>8</sup>

During the period under review, the working committee of the ACCCIM Planning Committee on Technical and Vocational Training as

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<sup>8</sup> Sin Chew Jit Poh, 20 Aug 1992- remark by Mr. Ngan Ching Wen, Deputy President of The ACCCIM at the 2nd MCEC.



follow:-

Chairman : Dato' Soong Siew Hoong

Members : Mr. Goh Bok Yen

Dr. Yeah Oon Lee.

Other Working Committees as follow:-

National Economic Policy Committee:

Advisor : Tan Sri Dato' Wong Tok Chai

Chairman : Mr. Ngan Chin Wen

Deputy Chairman : Tan Sri William Cheng Heng Jem.

Working Committee on Sixth Malaysia Plan:

Convenor : Mr. Ngan Chin Wen

Deputy Convenor : Mr. David Chua.

ACCCIM 2020 Study Group:

Convenor : Datuk Tan Kok Ping

Deputy Convenor : Dato' Soong Siew Hoong.

Organizing Committee for the Second Malaysia Chinese Economic Congress:

Chairman : Mr. Ngan Chin Wen

Deputy Chairman : Dato' Soong Siew Hoong

Construction & Property Committee:

Convenor : Mr. Chua Kok Tee

Deputy Convenor : Datuk Lim Gait Tong.

Legal Affairs Committee:

Convenor : Mr. Low Hop Bing

Deputy Convenor : Ms. Chong Pit Fong.

From the data stated above, the Working Committees have the representatives from various state/district level Chinese Chamber of Commerce. As a result, it shown the highly cooperation between various regional Chinese trade associations in the whole country. It is therefore built up a network of economy consultation, interaction and mutual help to the Chinese Malaysian businessmen.

### 3.6 CONCLUSION

From the sociological point of view, it would be quite interesting to say a few words about the social structure and the units in which the ACCCIM formed. Despite the growing industrialization and specialization of the economy, the Chinese businessmen still maintain a number of traditional social institutions, particularly those oriented around the regional and occupation<sup>9</sup>. The main traditional principles of organization based on seniority, generalized reciprocity, mutual help and cooperation are very much adhered to by the Chinese Malaysian. The traditional regional institution of commerce which to the Chinese embodies a tie sometimes as sacred as that amongst members of a lineage group is also strongly maintained amongst the Chinese in Malaysia. This however, does not mean that Chinese here are not also involved in activities which are nation-directed for they also acquire

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<sup>9</sup> See Bibliography in Purcell, V., "The Chinese in Malaya", OUP, K.L.1967.

membership in nation-based Chamber of Commerce. However, their affiliation to such associations particularly the ACCCIM appear to be more neo-traditional than non-traditional for their leadership is acquired through the status of the Chinese entrepreneurs, as the regional Chinese Chamber of Commerce did, except that here, they perform the functions more organized and stratified with its own self-contained administrative structure and functionaries.

The function of Voluntary Associations from the general to the specific can be seen in psychological as well as social order. The general function is to provide a sense of belonging and social support to the members. The specific function is to provide a sense of belonging and social support to the members. The general function is to provide a sense of belonging and social support to the members. The specific function is to provide a sense of belonging and social support to the members.

The role of voluntary associations can be seen at three levels. First, associations may perform functions for the whole social system. Second, associations may perform functions for the whole social system. Third, associations may perform functions for the whole social system.

1. Stephen A. Douglas & Paul Hirsch, "The Chinese Chamber of Commerce: A Study of the Development of Voluntary Associations in Singapore", Paper presented at the 1970 Conference, Singapore, 1970, pp. 2.



## CHAPTER IV

### FUNCTIONS AND ACHIEVEMENT OF THE ACCCIM.

#### 4.1 INTRODUCTION

The functions of Voluntary Associations from the general to the specific and relate to psychological as well as societal needs: provide information about housing, job, opportunities, and other bewildering aspects of the new setting; facilitate fraternal relationships and fellowship; promote a sense of security; channel mutual aid and welfare (including such diverse activities as gift-giving and, in the domain of spiritual welfare, prayer-offering), make status more visible and comprehensible; provide a means for the formulation and expression of self - interest; facilitate exchanges of goods and services; afford a mechanism for social control and resolution.<sup>1</sup>

There are at least three levels at which voluntary associations may have an impact. First, associations may perform functions for the whole social system. Second, associations make contributions, presumable both positive and negative, to the lives of both affiliated and unaffiliated individuals in the social system. Finally,

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<sup>1</sup> Stephen A. Douglas & Paul Pedersen, "Blood, Believer, and Brother: The Development of Voluntary Association in Malaysia", Paper in International Studies, Ohio University, Ohio, 1970, pp.9

the functions of voluntary associations may be understood in terms of the group interests which they represent.<sup>2</sup>

The ACCCIM as the headquarters of various regional Chinese Chambers of Commerce in Malaysia, always focus its efforts on consulting and representing Chinese businessmen to manage the socio-economy affairs and routines which affect national economy land, Chinese commerce and industry sectors,. For the past forty-five years, the ACCCIM has managed to overcome various problems. These problems comprise of commerce and industry rules and regulations, export and import trading, transportation, labor, etc.

In the process of handling such problems, the ACCCIM usually facing difficulties, especially after the independence of Malaysia, the station which economy control the politics, has changed to the circumstance which politics allocate the economy. The previous executive committee have tried to innovate the strategies, so as to solve the problems which faced by the Chinese commerce and industry sectors.

The major projects which have carried out by the ACCCIM are namely, the promotion of small and medium scale industries (SMIS) and human resource development, Technical and vocational development plan and Second Malaysian Chinese Economic Congress.

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<sup>2</sup> Nicholas Babchuck and Charles K. Warriner, "Signposts in the study of voluntary Groups" sosiological Inquiry, spring 1965, pp 135-137.



## 4.2 PROMOTION OF SMALL SCALE INDUSTRIES (SMIS) HUMAN RESOURCE DEVELOPMENT

Most of the Chinese businesses are sole proprietorship. In the Chinese societies, there is an aphorism saying that, "every body is boss". It implicate that there is no Chinese who willing to become labor, if possible, every Chinese ambitions to become boss. There is a more accurate colloquial saying that, "it is better to be the Chicken's head rather the buffalo's tail." That is to say that a leader who give orders is better than the follower who always obey the instruction. It implicate that although the business is small, one can be the boss who give orders. This ideology effectuate the existence of small and medium scale industries to a great extent. The characteristics of these sole proprietorship businesses are small capital, small size, and easy to enter the field.<sup>3</sup>

According to table 7-1, Sixth Malaysian Plan (1991 - 1995), the main type of businesses in Malaysia are sole proprietorship. In Peninsula Malaysia, 82.3 percent of retail business organizations and 4.5-9 percent of percent of wholesale business organizations are sole proprietorship. In Sabah and Sarawak, the percentage of retail business organizations is 86.2 percent and the wholesale business organization is 33.7 percent. This percentage

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<sup>3</sup> Interview with the Deputy Executive Secretary of the ACCCIM, Encik Eow Sung Poo on 14.4.1993.



shown that the domestic commerce sector is controlled by the traditional family beside businesses.<sup>4</sup>

From the facet of ownership to ethnic, the Chinese controlled majority of detail and wholesale business organizations in Malaysia. In Peninsula Malaysia, Bumiputera owned 32.3 percent of retail business organizations, Chinese controlled 60.8 percent and India 6.3 percent. In Sabah and Sarawak, Bumiputera ownership was lower namely 17.4 percent and Chinese was 79.3 percent.<sup>5</sup>

The above supporting industries and services are commonly refereed to as small and medium scale industries which have shareholders fund of RM2.5 million on less, and which also make up about half of the Federation of Malaysian Manufacturers' (FMM) membership and over 95% of the ACCCIM membership.<sup>6</sup> The important contribution of SMIs in the developed and developing countries has been acknowledged. In the last few years, the Malaysian Government too has been taking measures to nurture and up-grade the capabilities of SMIS. The following statistics reflects the status of the SMIS in Malaysia:

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<sup>4</sup> Please refer to appendix

<sup>5</sup> Ibid, pp.242

<sup>6</sup> Speech by Dato' Soong Siew Hoong, Honorary Secretary General, the ACCCIM, on 22.9.93

Table 4.1

SMIs in Malaysia According to Total Employment Size Group  
(1988)

Total Employment Size Group	Groups Domestic Product	Value Added	Total Employment	Fixed Assets
<b>Total</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>
Below 49	2.39	7.07	11.66	6.30
50-99	2.88	9.99	11.75	9.02
100-199	5.52	18.08	18.02	14.86
200-499	5.60	24.00	20.05	29.30
500 +	7.98	40.36	38.51	40.52

Source: Industrial Surveys, Department of Statistics.

Compared to the newly industrialized economics of South Korea, Taiwan, Hong Kong and Singapore, Malaysia is a new player in the area of developing SMIs. The buoyant economy in Malaysia during the last few year has highlighted the importance and urgency of a strong SMIs base. At the same time, the large numbers of industrial investments in the country during the last few years have Newell areas of weaknesses among the Malaysian SMIs.

Some of these shortcomings and weaknesses are being addressed by the Government. But a great deal more still need to



be done by both the public and private sectors if we are to create dynamic SMIs to achieve the 2020 vision. Private sector trade organizations like the Federation of Malaysian Manufacturers (FMM) and the ACCCIM have in the past few years been playing a leading role to coordinate and guide the private sector to work closely with policy makers toward this common objective.

One of the aims and objectives of 2020 vision is to build a strong, competitive, vulnerable and flexible economy. It is a high technology industrialized economy. The small and medium scale industries are important driving forces in the national economic development. The majority of the SMIs are Chinese enterprise, the SMIs play important role in the industrialization process under the 2020 vision.

It has to be acknowledged that the Chinese entrepreneurs did not emphasize management modernization and human resources training. Many of the entrepreneurs still maintain their traditional and family style of management. The ACCCIM Industry and Human Resources Development Committee had over the past several years been advocating and implementing human resources training in the SMIs. The ACCCIM has targeted 1989-1990 as the period for promoting SMIs, and 1991-1995 for implementing the five-year development plan for technical and vocational training. The ACCCIM has repeatedly emphasized the need to break away from the traditional method of management, and to move ahead with modernization; improving the



management methodology; emphasizing human resources development; using scientific technologies to improve productivity to keep abreast with the fast high technology development trend in Malaysia and the world.<sup>7</sup>

During the period under review, the ACCCIM Industry and Human Resource Development Committee continued to step up efforts and direct activities towards the promotion of SMIs and in the area of human resource development. It took cognizance that the industrial sector would continue to provide the main stimulus to the growth of the Malaysian economy and in consonance with this, the development of small and medium size industries (which constitute 80 percent of manufacturing establishment), would continue to contribute towards a more dynamic and comparative industrial sector through supportive and complementary role.

The committee had met regularly in various verges namely, Kuala Lumpur, Kuching, Kota Bharu and Kuantan. Interchamber linkage facilitated the implementation of a wide range of activities and programs, in particular, the ACCCIM 5 year Development Plan on Technical and Vocational Training. The Major issues highlighted and deal with the period under review included the following the policy measures outlined on the Sixth Malaysian Plan and second outline Perceptive Plan (whereby the committee studied and in response it presented a proposed Action Plan to the

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<sup>7</sup> Text of speech by Tan Sri Datuk Wee Boon Ping, President fo ACCCIM, at the opening ceremony of the second MCEC on 18th August, 1992, ad Kuala Lumpur Hilton Hotel.

central committee for endorsement), the Industrial Technical Assistance Fund (ITAF), Intensification of Research for Priority Areas (IRPA), the Agreement of Common Effective Preferential Tariff (CEPT) for the establishment of the Asian Free Trade Area (AFTA) - its implementation and implication on the private sector.

Other major activities undertaken by the committee included the following:<sup>8</sup>

Table 4.2

Activities Undertaking by the ACCCIM Industry & Human Resource Development Committee

(i) Publications: - Compilation of speeches/texts on small and medium Industries in Malaysia	Jan 1992
- Project Proposal on the Establishment of SMI Resource & Advisory Center	March 1992
- 3rd Issue of the Industry & Human Resource Development Newsletter	July 1992

<sup>8</sup> Thhe ACCCIM, "45th Annual Report 1991/92" ACCCIM, Kuala Lumpur 1992, pp.26

(ii) Seminars/Talks: - Briefing on the facilities and services by Telekom Malaysia. Kuala Lumpur 13th Jan 1992 Talk and Demonstration of latest development in office Automation	
- Co-organising of seminar on customs and Export Documentation by Constituent Chambers.	19th May 1992 20th May 1992
- Development of SMI in an Industrialized Country held in Kuantan	20th Sept 1992
(iii) Visits:- - Visit to inter Pacific Packaging Sdn. Bhd.	30 May 1992
- Visit to New Tong Fong Plywood Sdn. Bhd.	19 Sep 1992
- Visit to Perwaja Steel Sdn. Bhd.	20 Sept 1992

Special emphasize was given to the promotion of various schemes provided by Government to assist the development of small and medium sized industries (SMIs). The ACCCIM industry and Human Resource Development committee propose to organize a road show for the promotion of Industrial Technical Assistance Fund (ITAF). Fiscal Incentive for SMIS. The Road show was



expected to be held between October 1992 - January 1993, topics to include:

- Industrial Adjustment Fund
- Reinvestment Allowance
- Double Deduction for expenses on training
- Human Resource Development Fund
- Intensification of Research for Priority Areas (IRPA)

As a result, from the above data, one can see that the ACCCIM is always try its best to promote the development of small scale industries (SMIs) and the human resource development in the Chinese business community. It shown that how the Chinese Malaysian businessman first adapts his business practices to the technical and organizational requirements of these industries, such as the ways in which he attempts to cope with the growing size and complexity of modern firms. The businessmen always try his best to move further away from the small - or medium scale family firm engaged in commerce, towards modern technology-based manufacturing for foreign markets.

#### 4.3 5-YEAR TECHNICAL AND VOCATIONAL DEVELOPMENT PLAN

All ACCCIM's constituent chambers gave full support to the "5-year Technical and Vocational Development Plan" since its implementation of the plan. It was obvious that the

implementation of 5-year plan was given special emphasis by all constituent chambers. A lot of activities relating to Technical and Vocational Training and Human Resource Development were during the period.

At the same time, the Planning Committee for Technical and Vocational Training, had also reviewed the 5-year Plan with the objective and Goals namely:

- (1) to complement and supplement the efforts of the government in training more technicians.
- (2) to create more employable school leavers by providing them technical and vocational training.
- (3) to increase the numbers of technicians and skilled workers.
- (4) to improve on the opportunities and potential for self-employment and entrepreneurship, especially in the small and medium scale industries.
- (5) to upgrade and retrain members to increase their capabilities in receiving new technologies.

In the first year plan of action, namely 1991, the ACCCIM had established a planning committee on Technical and Vocational Training, it also established the Industry and Human Resource Development Committee comprising representatives of all the 17 constituent chambers.

In the second year which is 1992, the ACCCIM had set up a Resource and Advisor Center for small and medium scale

Industries and Human Resource Development. Also, the ACCCIM had set up Technical and Vocational Scholarship Fund and Co-ordinate Technical and Vocational Training Courses with government and private institutions.

In the third year plan of action, the ACCCIM has set up a registry of public and private Technical and Vocational Training Institutions in Malaysia. The ACCCIM Also encouraged and assisted trade organizations on firm to make use of training facilities offered by the 59 vocational schools. 9 technical schools and 7 polytechnics under the Ministry of Education as well as the 10 Industrial Training Institutes under the ministry of Human Resources.

Malaysia's chosen path is towards industrialization as envisioned in vision 2020 announced by the Prime Minister in February 1991. ACCCIM's responsibility is to see that its members become key players in this great endeavor.

As a step towards realizing the objective of being a developed country ACCCIM have put up this 5-YEAR TECHNICAL AND VOCATIONAL TRAINING DEVELOPMENT PLAN.

ACCCIM always work in tandem with their constituent chambers in particular and their members towards the successful implementation of this plan. In order to train the ACCCIM industry and Human Resource Development Committee members



and their executive secretaries respectively, to facilitate the implementation of the 5-year plan, ACCCIM Planning Committee for Technical and Vocational Training had successfully organized a workshop on 28th March 1992, which took place in Hilton Hotel, Kuching.

As a follow-up, the ACCCIM also made a feasibility study on the application of computer Assisted Instruction system for Technical and Vocational Training/Education.

#### 4.4 SECOND MALAYSIAN CHINESE ECONOMIC CONGRESS AND STATEMENT

The NEP, which was implemented in 1970 had stipulated that by 1990, the Bumiputras should own at least 30 percent of the equities in commercial and industrial establishments in the country.<sup>9</sup> The Chinese business community had supported the policy. It also supported the objectives of the NEP which was aimed at eradication poverty, restructuring of society and to achieve national unity irrespective of race. However, during the implementation process of the NEP, the authorities concerned had over emphasized the interest of the Bumiputras. The Chinese felt that their interest were not taken into consideration. Therefore the first MCEC was convened to draw the government attention to the diamond of the Chinese business community.<sup>10</sup>

<sup>9</sup> Mohd. Fauzi Haji Yaacob, "Perniaga dan Perniagaan Melayu" Dewan Bahasa dan Pustaka, Kuala Lumpur, 1989. pp.120.

<sup>10</sup> The Memorandum of 1st MCEC, which submitted on 31 Jan 1980 to the Government of the Federation of Malaysia by the ACCCIM, pp.33.

Subsequent to that, ACCCIM prepared a memorandum outlining to 10 resolutions the congress had adopted, entitled "Towards faster economic growth and greater national unity." Dato Sri Dr. Mahathir duly considered the memorandum and pointed out that it was government's principles to formulate moderate policies acceptable to all races. Problems were sure to crop up in the process of implementation and it was impossible for the government to meet every demand of the masses.

In 1993, the prime Minister proposed the Malaysian Incorporated Concept and privatization programs of public bodies. Before this, he advocated a series of new concepts and policies, including "clean, efficient and trustworthy government," "leadership by example" and "look east" policy. These new concepts and policies are but the government's answers to the recommendations from ACCCIM and the Chinese Community; and the physical measures taken to correct the deviations occurred in the implementation process of NEP.

In March 1983, the ACCCIM sent another delegation to meet Dato Sri Dr. Mahathir to put forward their views on the current economic situation and the problems faced by the Chinese business community. The ACCCIM requested the government to reelect the strict control over trade and industrial development and to further amend the Industrial Coordination Act. The ACCCIM also proposed to the government to increase the ceiling of



permit control by the foreign investment committee from one million ringgit to the five million ringgit. Since May 1989, the government had formed several public-private sector consultative bodies. And up to date, the ACCCIM has been invited to sit on 18 committees or councils of such nature.

The government had formed a National Economic Consultative Council in January 1989, comprising members of political parties, trade associations and societies to listen to views and opinion on national economic policies for 1990". The ACCCIM was one of the trade associations invited to sit on the council. The Prime Minister initiated the formation of yet another body, namely the Malaysian Business Council comprising members of senior government officials and top entrepreneurs of all races. At the inaugural ceremony of the council, the Prime Minister launched the vision 2020.

These are indications that the Prime Minister had duly considered the memorandum of the first MCEC.<sup>11</sup> Government policies had been changed from emphasizing on restructuring of society, compulsory Bumiputra Participation, and trade and industrial strategies to economic growth, encouraging genuine cooperation between the Bumiputras and Non-Bumiputras. The Industrial Coordination Act and many other ordinances and regulations had been amended. The various industrial assistance

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<sup>11</sup> Goh, Bok Yen, "Government policies, programmes and public sector cooperation in implementation process towards achieving sustainable growing" working paper of the 2nd MCEC on 18 August 92 and 19 August 92, at Kuala Lumpur Hilton Hotel.



and incentives were no longer based on racial priority. The government re-organized and strengthened the civil services considerably to meet the requirements of the trade and industrial sectors.<sup>12</sup>

The 2nd Malaysian Chinese Economic Congress organized by the ACCCIM was held on 18-19 August, 1992 in Kuala Lumpur. It was attended more than 1,000 delegates comprising representatives of Chinese Chambers of commerce throughout the country, senior government officials, representatives of Malay and Indian chambers of commerce, trade associations as well as entrepreneurs, and academicians. YAB Dato; Sri Dr. Mahathir, Primes Minister of Malaysia officiated the opening of the congress. The closing ceremony was officiated by YAB Dato Sri Dr. Ling Liong Sik, Minister of Transport.<sup>13</sup>

With the main theme "National Development Towards 2020" the congress deliberated on a number of important topics which included the economic integration of various ethnic groups, the prospects and role of the Chinese business community, the fostering of Bumiputras and non-Bumiputras economic cooperation<sup>14</sup> Strategies of SMIs development, the industrialization tread, the development of science and technology, the issues arising from policy implementations by the

<sup>12</sup> Nanyang Sian Pau, 20 Aug 1992.

<sup>13</sup> Ibid, 19 Aus 1992.

<sup>14</sup> David Chua, Deputy Secretary General, ACCCIM, " A Review of the 3rd Bumiputra Economic Congress Resolutions and their implication on Future Policy Formulaltion" working paper of the 2nd MCEC on 18-19 Aug 1992.

public sector, the 3rd Bumiputra Economic Congress resolutions<sup>15</sup> and the impact of global economic changes on this country. The congress was conducted through plenary and workshops sessions. Simultaneous translation in Mandarin, English and Bahasa Malaysia, was provided.

After two days of deliberations, the congress adopted the reports of 3 workshops and passed ten resolutions as follows:-

1. The congress fully supports "Vision 2020" proposed by Prime Minister and urges the Chinese business community to respond more positively and further strengthen cooperation with other ethnic groups towards achieving the 9 challenges envisaged in "Vision 2020".
2. The congress fully supports the formulation of policy that promotes genuine joint-venture and economic integration of all races, and urges the government to consult various chambers of commerce and industry when formulating such policy and guidelines to ensure its successful implementation.
3. The congress urges the government to review and amend the existing laws, regulations and administrative practices that control or regulate commerce and industry to ensure that they are consistent with the objectives of NDP, DPP2 and Vision 2020.

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<sup>15</sup> Daro' Soong Siew Hoong, Hon Sec-Gen, ACCCIM, " Small and Medium Enterprises - strategies for Accelerated Development", working paper of the 2nd MCEC.



4. The congress urges the government to accelerate the implementation of human resource development plan, particularly in respect of expanding as well as establishing more new centers for technical and vocational training; government should also encourage establishment of private colleges and universities in order to resolve the problems of acute shortage of trained manpower.
5. The congress urges the small and medium enterprises to take prompt action to modernize or reform their operations and methods of production, adopt new science and technology as well as to enter new markets so as to stand up to the increasingly severe competition of the business world.
6. The congress urges the Chinese Business Community to inculcate the good traditional values of trust, honesty, diligence, resilience, austerity etc. in the course of their entrepreneurial development and modernization.
8. The congress fully supports ACCCIM President Tan Sri Datuk Wee Boon Ping's proposal to set up a "Malaysian Chinese Economic Development Centre" to assist Chinese business community in evaluating government policies, improving information exchange, developing international market as well as fostering Bumiputra and non-bumiputra joint-ventures in line with national economic development.
9. The congress urges the government to promptly establish a national consultative and monitoring council, in which business communities of various races are represented, to



ensure successful implementation of NDP and realization of vision 2020.

10. The congress delegates ACCCIM the task of drafting a memorandum based on the resolutions passed and the reports, by various workshops adopted by the congress for presentation to government and take appropriate steps to achieve the objectives of the congress.

As a result, the of the second MCEC, whether measure from the domestic economy situation, foreign economy circumstance or the formulation of proposition, all have significance in a certain sense. These could be seen from the actively participation of politicians and entrepreneurs from various ethnic groups to this congress. Moreover, the inauguration of Prime Minister shown that the importance of second MCEC.

Fourteen years ago, the first MCEC which organized by the ACCCIM, has regarded as the sharp blade which dissect the Chinese dilemma, and proposed important resolutions. The refine, the organized of second MCEC would be the bugle call which motivated the national economy situation to new era.

1. The Malay Chamber of Commerce and Industry of Malaysia

2. The ACCCIM

3. The Associated Indian Chamber of Commerce and Industry

#### 4.5 RELATIONSHIP WITH OTHER CHAMBERS OF COMMERCE

The presentational, consultative and servicing functions of the ACCCIM have been widely acknowledged. It maintaining close rapport and consultation with government and its agencies on a wide spectrum of subject affecting all sectors of the economy. It constantly formulates views and proposals on behalf of members to respond to policies measures and implementation exercise of the government within the framework of the New Economic Policy, the Malaysia Incorporated Concept, Look East Policy, Privatization Program and so on. As the ACCCIM is an organization that brings together diversified interests of the business community including wholesale and retail sector, foreign trade sector, industrial sector, services as well as the primary sector of economy. It endeavors to recognize divergent view point and economic interests to the advantage of all.

As central decisions concurring economic policy and the like are taken up as national level, the ACCCIM works in close co-operation with the national chamber of commerce and industry of Malaysia (NCCIM) which is an apex organization comprising five principal sector bodies namely:

1. The Malay chamber of Commerce and Industry of Malaysia
2. The ACCCIM
3. The Associated Indian Chamber of Commerce and Industry.

4. The Malaysian International chamber of commerce and industry.
5. The Federation of Malaysian Manufactories.

It is at the NCCCIM level that the above private sector organizations can adopt a common position vis-a-vis government and its various ministries, agencies on legislative and administrative issues attesting the business community as a whole.

The ACCCIM has representation on NCCIM council, NCCIM Executive committee, NCCIM standing Committee and NCCIM working Committee. As ACCCIM operates on the principle of shared responsibilities and obligations, the ACCCIM has participated actively in the NCCIM working Group on ASEAN Food, Agriculture and Forestry and the NCCIM working Group Australian and Pacific Relation.

As a result, the ACCCIM always work in close collaboration the NCCIM in its multifarious activities and in monitoring the tasks as allocated, and encouraging active participation by its members in all NCCIM activities.

The ACCCIM also seek to collaborate internationally and maintains liaison with a number of Chambers of Commerce overseas and other economic organization. The ACCCIM's involvement in ASEAN affairs in principally through the NCCIM





TABLE 4.3

## ACCCIM Representatives on NCCIM Working Committee

ACCCIM Representatives on NCCIM Council	
Member	Alternate
Tan Sri Lim Geok Chan (until 31.7.1992)	-
Dato' Soong Siew Hoong (wef 1.8.1992)	-
Mr. Ngan Ching wen	Mr. Mew Jin Seng
Datuk Tan Kok Ping	Mr. Chin Kok Howe
Dato' Lee Choon	Mr. David Chua Kok Tee
Mr. Jimmy Yeoh Joo Chuan	Mr. Lee Keng Bin
ACCIM Representatives on NCCIM Executive Committee	
Member	Alternate
Tan Sri Wee Boon Ping	-
Tan Sri Lim Geok Chan (until 31.7.1992)	Dato' Lee Choon
Dato' Soong Siew Hoong (wef 1.8.1992)	
Mr. Ngan Ching Wen	Mr. Chin Kok Howe
ACCIM Representatives on NCCIM Standing Committee	
Malaysia-Taiwan Standing Committee (MTSC)	Mr. Ngan Ching Wen Tan Sri Lim Geok Chan (until 31.7.1992) Dato' Lee Choon (wef 1.8.21992)

MTSC Joint Working Group (estb. Sept 1992)	Dato' Lee Choon
Malaysian-Korea Economic Cooperation Committee	Mr. Chin Kok Howe
Malaysian-Bangladesh Standing Committee	Mr. Mew Jin Seng Mr. Toh Pang Huat
Malaysian-India Joint Business Cooperation Committee	Mr. Tan Yew Thong
Malaysian-Pakistan Joint Economic Cooperation	Mr. toh Pang Huang
<b>ACCIM Representatives on NCCIM Working Committee</b>	
* Fiscal & Monetary Policies committee	Mr. Mew Jin Seng Mr. Francis Lim
* Trade & Industry committee	Mr. Ngan Ching Wen (Convenor) Dato' Soong Siew Hong Mr. Tan Kai Hee Mr. Ong Kim Seng (Secretary)
* Public Relations Committee	Mr. Chin Kok howe (Convenor) Mr. Raymond Wong fook Khean
* Finance Committee	Mr. Ngan Ching Wen (Convenor) Mr. Chin Kok Howe Mrs. Helena Ooi
* International & Asean Affairs Committee	MR. Ngan Ching Wen (Convenor) Mr. Lee Keng Bin Mr. Chin Kok Howe
- Working Group on Asean Industrial Cooperation	Mr. Tan Yew Thong Mr. Yap Chee Keong
- Working Group on Asean Trade	Mr. Raymond Wong Mr. Lim Guan Teik Mr. Tan Kai Hee
- Working Group on Asean Food, Agriculture & Forestry	Mr. Ngan Ching Wen (Convenor) Mr. Lee Keng Bin (Deputy Convenor)
- Working Group on Asean Transportation & Communication	Mr. goh Bok Yen Mr. Khoo Chong Keow



- Working Group on Australia and Pacific Relations	Mr. Chin Kok Howe (Convenor) Mr. Lim Fung Chee Mr. Larry Low Hock Peng
- Working Group on Relations with Europe	Mr. Lee Keng Bin
- Working Group on Japan and other Asian Countries	Tan Sri Lim Geok Chan
- Working Group on North & South American Relations	Mr. ngan Ching Wen Mr. Chin Kok Howe
* Editorial Committee	Mrs. Helena Ooi

#### 4.6 RELATIONSHIP WITH THE GOVERNMENT/POLICY MAKER

The ACCCIM also has representation on Government Organized Councils, boards and committees, namely,

National Heroes Welfare Trust Fund, Prime Minister Department.

Organizing Committee for the 5th Malaysia Incorporated Games, Prime Minister Department.

Public-Private sector consultative Panel

Ministry of Home Affairs

Public-Private Sector Consultative Panel,

Ministry of Finance

National Consultative Panel,

Royal Customs and Exercise Department.

Consultative Panel,

Inland Revenue Department

National Consumers' Advisory Council.

Ministry of Trade and Industry

Malaysian Export Trade Center Steering Committee,

Ministry of Trade and Industry,

Industrial Advisory Council(IAC),

Ministry of Trade and Industry.

Export Promotion Council,

Ministry of Trade and Industry,

Poison Board, Ministry of Health.

During the period under review, the ACCCIM is actively engaged in a number of consultations and dialogues with the Government and related quasi-government bodies on policy issues, legislation, industrial and trade issues and other related matters concern to the business community.

The ACCCIM also maintained close rapport with visitors which included representatives of business organizations and trade commission personnel at home and abroad. The ACCCIM was also involved in the reception of visiting trade and investment missions either along or in conduction with other constituent members of the National Chamber of Commerce and Industry of Malaysia(NCCIM).

TABLE 4.4

The Calender of Major issues/events Undertaking by the ACCCIM

Date	Ministry/Organisation	Purpose of Meeting
13.1.92	Telekom Malaysia	Briefing on the operations and services provided by Telekom Malaysia to members, ACCCIM Industry & Human Resources Development Committee.
16.1.92	Bank Negara Malaysia	Discussion on Draft Foreign Investment Committee (FIC) Guidelines for the Regulation of Assets, Mergers & Takeovers.
28.1.92	Ministry of Defence (Ex-warriors Affairs Division)	Warriors Day Appeals Fund 1992 - Fund Raising Project Sub-Committee Meeting. (Attended by Mr. Raymond Wong)
11.2.91	Ministry of International Trade & Industry (MITI)	Dialogue with YB Minister of MITI
13.2.92	Ministry of Defence (Ex-warriors Affairs Division)	Fund Raising Dinner in conjunction with Warrior's Day Appeals 1992.(attended by Mr. Raymond Wong)
19.2.92	Ministry of Defence (Ex-warriors Affairs Division)	fund Raising Project Sub-Committee meeting. (attended by Mr. Raymond Wong)
3.3.92	Ministry of Defence (Ex-warroprs Affairs Division)	Fund Raising Dinner 1992.



17.3.92	Malaysian Business council (MBC) - Working Committee on Accelerated Industrialisation Drive, Export Enhancement, Economic Liberalisation & International Economic Relations	1st Meeting of the Working Committee chaired by Minister MITI, Dato' Sri Rafidah Aziz, The meeting was attended by ACCCIM President Tan Sri Wee Boon Ping.
19.3.92	Prime Minister's Dept	Meeting between members of the Malaysian Business Council and YAB Prime Minister. (attended by Tan Sri Wee Boon Ping)
30.3.92	Ministry of Home Affairs	Meeting of the Public-Private Sector Consultative Panel. (attended by Mr. Ngan Ching Wen)
12.5.92	Royal Customs & Excise	Public-Private Sector Consultative Committee Meeting (attended by Mr. Wong Yim Fat)
13.5.92	Implementation Co-ordination Unit, Prime Minister's Dept.	Special Meeting to discuss the development of Franchise System. (attended by Mr. Tan kai Hee)
15.6.92	Prime Minister's Dept	Organising of 5th Malaysia Incorporated Games 1992 (attended by Dato' Lee Choon)
18.6.92	ministry of International Trade & Industry	To discuss bilateral trade and economic issues between Malaysia and People's Republic of China. (attended by Mr. Tan kai hee)
21.9.92	Ministry of Finance	Pre-Budget Dialogue 1993 (attended by Mr. Mew Jin Seng)

31.7.92	MBC Working Committee on An Accelerated Industrialisation Drive, Export Enhancement Economic Liberation & International Economic Relations.	Meeting focussed discussion on "The Non Financial Services Sector".
4.8.92	Ministry of Domestic Trade & Consumer Affairs	Discuss matters relating to Packaging of Consumer Products in non-standard sizes.
17.8.92	Malaysian Business Council (ISIS)	3rd Meeting of the Council chaired by YAB Prime Minister (attended by Tan Sri Wee Boon Ping/Tan Sri Lim Geok Chan)
7.9.92	MBC Working Committee on An Accelerated Industrialisation Drive, Export Enhancement Economic Liberation & International Economic Relations	Meeting was chaired by YB Dato' Seri Rafidah Aziz, Minister of MITI. Meeting focussed attention on role of domestic private investment in the accelerated industrialisation drive (attended by ACCCIM President Tan Sri Wee Boon Ping)
2.10.92	Ministry of Home Affairs	Public-Private Consultative Panel Meeting.
17.10.92	Ministry of Domestic Trade & Consumer Affairs	Discussion on issues relating to Trading Sector (wholesale & retail)
22.10.92	Department of Statistics	First Dialogue with private sector organisations on International Trade Statistics (attended by Mr. Francis Lim)
10.11.92	Royal Excise & Customs Dept.	Public-Private Consultative Panel Meeting.



27.11.92	Ministry of International Trade & Industry (MITI)	Briefing on Common Effective Referential Tariff (CEPT) for Asean Free Trade Area (AFTA) (attended by Dato' Soong Siew Hoong)
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TABLE 4.5

Reception of Incoming Missions/Visitors Undertaking by the ACCCIM

DATE	NAME OF VISITOR/DELEGATION	PROPOSE OF MEETING	FUNCTIONS ORGANISED
7.1.92	6-member delegation from International Trade Research Inst (ITRA), Ministry of Foreign Economic Relations & Trade (MOFERT) led by Mr. Liu Ze Pu, Director ITRI	Courtesy call; brief on latest economic developments in PRC, trade & investment opportunities.	Received by Mr. Ngan Ching Wen, Dato' Lee Choon, Public Relations Committee, KLSCCI members. Lunch hosted by Executive Advisor Mr. Lim Geok Chan.
16.1.92	Mr. Haris Ahmad, Representative, Commerce International Merchant Bankers Bhd (CIMB)	Briefing on Financial Facility of European Commission International Investment Partners.	Received by Dato' Soong Siew Hoong.



14.2.92	Representative, Overseas Chinese Credit Guarantee Fund, Taiwan.	briefing on availability and application of such Fund by businessmen.	Received by Dato' Soong Siew Hoong and Mr. David Chua
19.2.92	7-member delegation from Ningxia Hui Autonomous Region, led by HE Mr Bai Lichen.	Courtesy Call	Dinner hosted by ACCCIM
25.2.92	8-member delegation Mauritius led by Mr. Chand Bhadain, Chairman, Mauritius Export Development & Investment Authority (MEDIA)	Briefing on Trade and Investment Opportunitites in Mauritius.	Received by Dato' Soong Siew Hong, Members Public Relations Committee, KLSCCI members, Dinner hosted by Dat' Soong Siew Hoong.
5.3.92	6 member delegation from Mauritius led by Hon. Noel Lee Cheong Lem, Minister of Tourism	Promotion of World Chinese Conference to be held in Mauritius and participation by ACCCIM	Meeting arranged, Received by Mr. Ngan Ching Wen, Mr. Chin Kok Howe, Members of Public Relations Committee.

10.3.92	9-member delegation from PRC led by HE Mr. He Guangyuan, Minister of Machinery & Electronic Industry of China.	Courtesy Call, Discussion on bilateral trade & investment enhancement.	Received by ACCCIM President Tan Sri Wee Boon Ping, Mr. Ngan Ching Wen and Dato' Soong Siew Hoong.
19.6.92	7-member delegation Hangshou Electronic & Instrument Industry Mission, PRC, led by Mr. Tu Xin-Gen.	Courtesy Call, Promotion of Bilateral Trade & Investment.	Received by Dato' Soong Siew Hoong, Mr. Chin Kok Howe and members, Public Relations Committee.
8.7.92	5-member delegation Foreign Economic & Trade Commision, Fujian Province, led by Mr. Wang Bei Hui, Vice Director.	Courtesy Call.	Received by Mr. Ngan Ching Wen, Members Public Relations Committee.
28.7.92	20-member delegation from China Council for the Promotion of International Trade (CCPIT) led by Mr. Liu Zongxu	Courtesy Call.	Received by Mr. Ngan Ching Wen, PR committee, KLSCCI Members.

4.8.92	7-member delegation from CCPIT Machinery & Electronics Sub-Council led by Mr. Li Pao Zhen (Vice-Chairman).	Courtesy CALL	Received by Dato' Lee Choon, members Public Relations Committee, KLSCCI members.
12.8.92	Visit of HE Mr. Yao Yi Lin, Vice Premier People's Republic of China	Business Meeting. Briefing on the Economic/Political Developments in China (organised by NCCIM).	Lunch hosted by ACCIM.
1.9.92	Delegation from Canterbury Chamber of Commerce & Industry, New Zealand led by Mr. John Francis	Business meeting.	Received by Mr. Chin Kok Howe, Chairman, ANZBC Malaysia Chapter.
7.10.92	4-member delegation from China Council for the Promotion of International Trade (CCPIT) led by Mr. Liu Song Xu.	Courtesy Call	Received by Dato' Soong Siew Hoong, Mr. Chin Kok Howe & Mr. Tan kai Hee.
8.10.92	6-member delegation from Bank of China, PRC led by Mr.		DINNER HOSTED BY ACCCIM.



14.10.92	HE Mr. Jolsvhi, Ambassador of Hungary and Mr. Robert Paar, Commercial Counsellor.	Courtesy Call.	Received by Dato' Soong Siew Hoong.
16.10.92	Mr. Francis Sermet, Delegate From Nauchatel Government, Switzerland	Courtesy Call. Briefing on business plan offered by Nauchatel Government, Switzerland.	Reveived by Dato' Soong Siew Hoong.
19.11.92	Fujian CCPIT Delegation led by H.E. Chen Guang Yi.	Courtesy Call. Briefing.	Received by President and Central Committee, Lunch hosted by ACCCIM.

#### 4.7 CONCLUSION

To sum up the discussion in this section, it would seem from the functions of the ACCCIM and the relationships with particular bodies that Chinese economic behavior has started determine more by prevailing socio-economic and political circumstances, than by ethnically-define cultural, social or psychological characteristics, though there are obviously interactions between the two sets of factors. The Chinese businessman first adapts his business practices to the technical and organizational requirements of these industries, such as the ways in which he

attempts it cope with the growing size and complexity of modern firms. Then as he moves further away from the small or medium scale family from engaged technology-based manufacturing for foreign markets, he finally abandons are dominated by increasing objective cross-ethnic class similarities.

The future of Chinese economic activity in Malaysia depends on a combination of market forces and government policy. Government policy, namely the New Economic Policy has been important in breaking down actual on potential Chinese monopolies of cooperate ownership and industrial employment. Chinese businessmen had to adapt their traditional business practices as well as the cooperation with other ethnic to the needs of large, modern, technology-based, and foreign-oriented industry.

<sup>1</sup> H. H. K. 'The Chinese in Malaysia', London, 1954, pp. 119.

<sup>2</sup> H. H. K. 'The Chinese in Malaysia', London, 1954, pp. 119.

<sup>3</sup> H. H. K. 'The Chinese in Malaysia', London, 1954, pp. 119.

## CHAPTER V

# CHINESE PARTICIPATION IN COMMERCE AND INDUSTRY

## 5.1 INTRODUCTION

Michael Banton points to the significance of the voluntary associations mentioned "not as social institutions but also as embryonic bearers and creators of culture".<sup>1</sup> Besides, according to Linda Lim, Chinese dominance of particular Kinds of economic activity, especially in trade and commerce, may be attributed to a variety of overlapping historical/structural and social/cultural factors.<sup>2</sup>

Overall, there is four characteristics for the Chinese Participation in commerce and industry, namely:

- (a) The spirit of Chinese kin culture; the Confucianism has influenced the Chinese businessmen.
- (b) Favors and Personal Relationships.
- (c) Power Centralization in the hand of the company chairman and a few relatives.
- (d) Small and medium scale industries.

These four characteristics are closely bound up and caused the participation of Chinese in commerce and industry always in the small and medium scale category. According to the survey

<sup>1</sup> M. Banton, "West African City", London, 1957, pp.219.

<sup>2</sup> Linda Y.C. Lim & Peter L.A. Gosling (eds), "The Chinese In South East Asia", Vol.1, Maruzen, Singapore, 1993, pp 24.



undertaken by the Ministry of Trade and Industry in 1988, among the 28,335 firms, 92.6 percent is small and medium scale industries, and provided 40.2 percent of working opportunity in the country. The survey in 1989 shown that, among the 13,992 small and medium scale industries, 69 percent is family operation and sole proprietorship. These small and medium scale industries concentrate their business in four industries, namely, agriculture industry, timber industry, metal industry and construction industry.<sup>3</sup>

## 5.2 THE SPIRIT OF CHINESE KIN CULTURE

As the paper by Barton, Omohundro, Gosling, Hafner and Linda pointed out, the Chinese here superior access to capital and credit, through family and kin groups, and associations based on common dialect group, clan or surname, and locating of origin in China.<sup>4</sup> They reflect the patrilineal organization of mainland Chinese Society. but their formation and economic significance are the direct consequence of Chinese immigrant and minority status in Southeast Asia, which probably makes them more important in the existed mainly for urban migrants in commercial. Migrants in a strange land, like rural migrants in a strange city, look to their "Own Kind" for identification and support, are often recruited for overseas employment by relatives clan members and neighbors, and linguistically can initially communicate only with members of the same dialect group. Thus the much-observed "clannishness" of the Chinese overseas is more a product of their being migrants -

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<sup>3</sup> See Sin Chew Jit Poh, 25th Aug. 1993.

<sup>4</sup> Op-cit, pp.26

in this case international migrant rather than the rural-urban migrant common in China itself - than it is of their being Chinese. Dialect group monopolies of particular occupations and lines of business reflect the natural and historical tendency to find employment among those who speak the same language.

As shown in chapter Two earlier, in those early settlements, the Chinese were organized according to their clan and district associations Provincial (*Sheng*) associations were formed by the cantonese and Hokkiens as their numbers increased and before long there were dialict (*Tong Xiang*) associations too, clan associations arose through the necessity for mutual aid and ancestral worship. At the same time, trade and professional guilds were also formed.<sup>5</sup>

This process of immigration also assumes a certain pattern which is conducive to the reactivation and rejunevation of traditional forms of social behavior. Firstly ,the majority of these Chinese migrants fall in the age group of nineteen to twenty five and are mostly unmarried , migrating singly without families. Thus increases their dependency on other kinsmen and friends who are settled in Malaya. The need to have some form of social and emotional stability cannot be satisfied by the immediate family unit so that kinship ties become crucial to the young. Chinese migrant in the early settlements.

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<sup>5</sup> Kua Kia Soong "A Protean Saga. The Chinese Schools of Malaysia" The Resource and Research Centre, Kuala Lumpur, 1990. pp.18.



Secondly, these migrants, come into Malaya without much preparation by way of formal training in certain trades or occupations or the possession of an educational background which can adequately prepare them for a good job in this settlements. This again increases their dependency on kinship ties.

Thirdly, the Chinese kinsmen of one particular lineage or cognatic descent group migrate into Malay at different times and set themselves up in different sections of the town so that it creates the need to organize certain forms of social activity to ensure that one keeps abreast of all one kinsmen in this settlements. This has the effect of not only reestablishing old ties with kinsmen whom one has been separated from a considerable time but also of reactivating soilalties amongst those who have already settled and one in contact with one another in Malaysia.

As a result, Chinese kin groups and associations are used by upwardly mobile migrants to forge networks of information, credit and business contacts which serve them well on establishing their own businesses, particularly in trade, where credit is especially important. The participation in social relationships gives the Chinese businessman better access to information about prospective business partners, particularly their credit-worthiness, and provides multiple sanctions to enforce credit transactions. This reduces the risk, and therefore the cost, of credit, and gives "a tremendous competitive advantage" to Chinese traders.<sup>6</sup>

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<sup>6</sup> Linda Y.C. Lim, op-cit, pp.25.



### 5.3 FAVOURS AND PERSONAL RELATIONSHPHS

Personal relationships are intimate and informal contacts between human beings.<sup>7</sup> Chinese social networks clearly give them one important economic advantage over other ethnic groups, in access to labor, credit, information, market outlets and security. These personal relationships are necessary to ensure trust between business partners in the industries, these techniques represent applications of sociology, social psychology, economics, and political science as well as of the special skills of social engagement, favors and gifts giving. As a result, a Chinese businessman always try his best to build effective politicians, the royal family, government officers, bank officers and others who are assumed will give him assistance and grant.

The process of personal relationships involved the contact between the commercial activities and the social activities, it take a long time and lots of money. Personal relationships also require favor offering.

As a result, for Chinese business in Malaysia, this study shows the continued interlocking of business and social interests at the highest corporate levels. Increasingly, as market forces spread, business enterprises expand, and national political social and economic integration develops on is fostered by the state, such networks begin to cross ethnic boundaries.

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<sup>7</sup> Henry Pratt Fairchild (ed), "Dictionary of Sociology" Rowman and Allanheld, New Jersey, 1970, pp 217.

As shown in chapter three earlier, the ACCCIM has, in general, three ways to fulfill the function of personal relationships of Chinese businessmen, Firstly, the ACCCIM provide a focal point for the organization and expression of specific interests within the community and between different sections of its and stratified self-contained administrative structure.

Secondly the ACCCIM provide a platform from which some community needs may be made known to powerful individuals and organizations within the Chinese community.<sup>8</sup> This association exists in a social system which is so far as the member are concerned largely unstructured by ties of reciprocity between politicians, professionals, and other similar roles.<sup>9</sup> Few socially binding obligations exist between most of the members of the association outside of the rather fragile framework of the association itself.

thirdly, the ACCCIM provide a series of institutions in which the economic ambitions can acquire prestige and influence.

#### 5.4 POWER CENTRALISATION

The operation of a small family business is based on the proprietor's family and kinship relations which mentioned early. As a result, there is a close inter-locking or inter-action of family function and economic functions within the small business

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<sup>8</sup> J. Clyde Mitchell, "Social networks in Urban Situation", Manchester University Press, Manchester, 1969, pp 131.

<sup>9</sup> Alice G. Dewey, "Leadership and the control of leaders"



enterprise concerned.<sup>10</sup> This has been considered as one of the drawbacks that impede the efficiency of the small family business operation. In a large modern business corporation, family and kinship function of the proprietorship and the workers' households or families have been separated and disentangled from the economic functions of the business enterprise concerned and this is considered as one of the important exercises of rationalization which have enabled the business enterprise to increase efficiency, profitability and scale of operation substantially.

As a result, the Chinese family business enterprise is a business unit cum family-household unit. A Chinese household is usually a family or kinship grouping as pointed out by Maurice Freedman in his study on the Chinese family system in Singapore.<sup>11</sup> In such a family operation business, usually the father - husband is the owner and he manages its duly operations.

When his business expands, he may employ additional assistants or apprentices recruited from his relatives or clansmen. In any event, it is the combination of the proprietorship and the labor force in one family-household or kinship unit that reflects the characteristics of power centralization of the small family business. What is important here is that the business functions and the family-kinship functions are indispensable to each other.

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<sup>10</sup> Lim Ban Beng, "A Socio-economic study of the Chinese family business with particular reference to the coffeeshop trade", M.A., Thesis, University Malaya, 1979, pp. 291.

<sup>11</sup> Freedman, Maurice, "Chinese Family and Marriage in Singapore" The Majesty's stationary office, 1951, pp.40.



Consequently, the power centralization of the Chinese businessmen has caused the existence of the small and medium scale industries which have shareholders fund of RM 2.5 million or less, and which also make up about half of the Federation of Malaysian Manufacturers' (FMM) membership and over 95 % of the ACCCIM membership which mentioned earlier in Chapter Four.

## 5.5 SMALL AND MEDIUM SCALE INDUSTRIES

Between the top and bottom levels of Malaysia economic structure there is a middle level or small - and medium - sized enterprises, engaged in commercial and relatively simple industrial activities. There, more capital, technology, external inputs and marketing outlets, and so on, are required than at the bottom level, presenting enterprises and individuals at the bottom. Level with barriers to entry. Chinese business is concentrated there. Historically determined ethnic advantage enable Chinese firms to penetrate the barriers to entry at this level of economic activity, often by participating in Chinese associations and social relationships which can provide easier access to necessary factors of production, mainly capital and credit.

These small and medium scale industries always face the problems of management and operation. In the area of research and development (R & D), the local SMIs do not have the capability in terms of human or financial resources to conduct in house R & D. The Government has under the 5th Malaysian Plan and the 6th Malaysian Plan allocated RM 400 million and RM 600

million respectively for the program known as Intensification of Research in Priority Areas. (IRPA). About 40% are earmarked for industry related research. These Funds are additionally given to government research agencies and universities to conduct R & D that will have industrial relevance and commercial viability.

However, an efficient mechanism is still wantly to breach the gap between the public sector research agencies which complain of the lack of private sector involvement in their research programs.

Because of the relatively short history of industrialization in this country, vertical linkages of SMIs to the large industries is rather weak. This may be attributed to the fact that local SMIs have still to be educated on the importance of total quality control, comperitivenerss and delivery schedules.

Human Resource development, R & D, latest science and technologies, are the pre-requisites in creating dynamic SMIs. A quick way to acquire such technology would be to have joint venture enterprises with foreign manufacturers which posses them and better still, also provide market access for the manufactured products.

## 5.6 CONCLUSION

The two main features of the discussion in this section has been, first, the characteristics of traditional Chinese small and medium scale family business, which until now still influence 95



percent of the ACCCIM membership and providing more than 40.2 percent of the working opportunity in this country. Chinese businessmen had to adapt their traditional business practices to the needs of large, modern, technology based, and foreign oriented industry.

Second, the high degree of interdependence between the Chinese participation in commerce & industry and the Chinese voluntary association, in particular the ACCCIM. The higher the degree of Chinese participation in commerce and trade association, the more will traditional Chinese voluntary trade association, in particular the ACCCIM be found to take on syncretic forms based on the structural and functional characteristics of modern associations.

As discussed in the previous chapters, the ACCCIM had given the government's active encouragement of modernization, in particular joint-venture between Bumiputras and non Bumiputras towards vision 2020 by proving both economic and non-economic opportunity conditions. It is not surprising that many successful Chinese entrepreneurs (who dominate the Chinese participation in commerce and industry) are leaders and members of the ACCCIM.



## CHAPTER VI

### CONCLUSION

#### 6.1 EVALUATION AND RECOMMENDATION

The Government has, over the last few years, created the environment and impetus for industrial and economic development in Malaysia. As Malaysian entrepreneurs, the Chinese businessmen should positively respond as equal partners in progress with the Government to maintain political stability, suppress racial and religious extremism, a clean and efficient administration. The Chinese businessmen must also help create better investment environment, build more and better infrastructure and utilities, to constantly improve with latest science and technology to cope with ever changing market demands.

There is a need for a comprehensive and urgent program in human resource development both in the public and the private sectors, to create a science and technology culture among Malaysians if the Chinese businessmen want to have dynamic SMIs. Also, the promotion of good work ethics and moral values must be in tandem with industrial development.

In the light of the rapidly changing environment, the Malaysian Chinese Community would need to adapt a more positive outlook towards the events that will shape the national and economic environment. The capacity to adopt to changes is

the essence of life. The Chinese community in Malaysia, in particular the commercial and industrial community have successfully faced many challenges to reach the present status amongst other community. They have together contributed to national and economic development besides improving their economic position.

As the nation moves further ahead towards achieving new goals and ideals, the Chinese community must broaden itself to meet the changing environment and continue to make its positive contributions.

In the Chinese there still exists underlying fears of further erosion of its economic position, psychological or real. In order to mobilize the Chinese community to contribute towards the national objectives, there should be greater positive encouragement and recognition of the role of Chinese community in national development and increase the active participation of the Malaysian Chinese in sectors and services where Malaysian Chinese representation is still relatively insignificant.

For the community as a whole, the Chinese businessmen should institutionalize the manner they can cooperate with Bumiputera and Indian. In particular, they should modernize and upgrade their community network, the network of guilds and associations. The network should be modernized and transformed from a network of meeting place into centers of information on technology, trading practices, and exporting market opportunities with access to all members. At the same time these guilds and



associations should cooperate and work together with their Malay chamber of commerce and industry to start multi-ethnic projects at the local, state and federal levels including bidding for privatized projects and public as well as private-sector contracts. Training sessions for the local community including the Malays and the Indians should also be conducted by these guilds and associations so that the Chinese can share with them the knowledge and expertise of the network. More importantly, the process also enables the non-Chinese to understand the Chinese network structure and could remove all unnecessary fears and prejudice with respect to their perception of Chinese "close shop" network.

Consequently, the trade organizations in Malaysia in particular ACCCIM, must quickly formulate plans and strategies in the areas outlined above, so as to create dynamic SMIs in meeting the Challenges and opportunities of AFTA by the year 200s, and from there to be an industrialized and developed country by the year 2020.

## 6.2 CONCLUSION

The phenomenon of Chinese participation in commerce and industry must be understood as both a social and historical process, as the study of the role of the ACCCIM has demonstrated.

As a social process, the spirit of Chinese family-kin culture, and the self-contained administrative structure and functionaries of the voluntary associations, in particular the ACCCIM,

individualize Chinese participation in commerce and industry. The ACCCIM reflects this process in the sense that they attract Chinese traders on a voluntaristic basis, providing concrete methods both of problem-solving and of social interaction in economic activity, especially in trade and commerce.

As a historical process, under the "pull and push" historical and cultural backgrounds, it was to be expected that a large portion of the Chinese population in general and the Chinese migrants in particular should have been exposed to the business culture and experiences. Traditional voluntary associations, in particular Chinese chambers of commerce help migrants to create traditional institutions within their new environment and in the traditional milieu itself they may reinforce traditional values and institutions.

In other words, Chinese social organization is either necessary or sufficient as an explanation of Chinese economic dominance or monopoly of particular lines of business in Malaysia.



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## APPENDIXES



# APPENDIXES

馬來西亞中華工商聯合會  
THE ASSOCIATED CHINESE CHAMBERS OF COMMERCE  
AND INDUSTRY OF MALAYSIA

(Registered in Malaysia under the Societies Act, 1966)

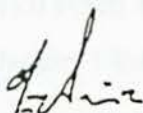
審計師報告  
REPORT OF THE AUDITORS TO THE MEMBERS

本公司經審查過馬來西亞中華工商聯合會截至一九九一年十二月卅一日止資產負債表及損益計算表與附屬的備註，並獲得一切所需的資料及解釋。

根據所知及該會所呈賬目記錄，本公司認為這份資產負債表及損益計算表與附屬備註是依據該會章程適當的擬出，並反映出該會在1991年12月31日時的正確經濟狀況和收支盈餘數額。

We have examined the accompanying balance sheet and income and expenditure account together with the notes thereon for the year ended December 31, 1991 with the books and vouchers of THE ASSOCIATED CHINESE CHAMBERS OF COMMERCE AND INDUSTRY OF MALAYSIA and have obtained all information and explanations we have required.

In our opinion, the accompanying balance sheet and income and expenditure account together with the notes thereon are properly drawn up in accordance with the rules of the Association and so as to give a true and fair view of the state of affairs of the Association at December 31, 1991 and of the excess of expenditure over income for the year ended on that date.



YOONG SIEW WAH & COMPANY

No. AF: 0097

Public Accountants

Auditors

Kuala Lumpur  
3 Jun 1992.



馬 來 西 亞 中 華 工 商 聯 合 會  
THE ASSOCIATED CHINESE CHAMBERS OF COMMERCE AND INDUSTRY OF MALAYSIA  
(Registered in Malaysia under the Societies Act, 1966)

一九九一年十二月卅一日止資產負債表  
BALANCE SHEET AS AT DECEMBER 31, 1991.

	備 注 NOTE	1991 \$	1990 \$
<b>FIXED ASSETS 綜合資產</b>	2	41,938.16	23,269.87
<b>UNQUOTED INVESTMENT 投資</b>	3	250,000.00	250,000.00
<b>CURRENT ASSETS 來往資產</b>			
Interest receivable 應收利息		5,014.13	5,459.00
Sundry deposits 各項按積金		2,300.00	2,300.00
Fixed deposit with licensed 定期存款 finance companies		592,000.00	672,000.00
Cash at bank 銀行存款		98,275.74	47,409.77
Cash in hand 現款		500.00	500.00
		<u>698,089.87</u>	<u>727,668.77</u>
<i>Less: 減</i>			
<b>CURRENT LIABILITIES 來往負債</b>			
Other creditors and accrued charges 其他債權人及應計費用		22,446.35	3,831.45
Taxation 稅務		5,287.42	3,133.84
		<u>27,733.77</u>	<u>6,965.29</u>
<b>NET CURRENT ASSETS 淨來往資產</b>		670,356.10	720,703.48
		<u>962,294.26</u>	<u>993,973.35</u>
 Represented By:			
<b>ACCUMULATED FUND 積底</b>			
Balance as at January 1 結存		151,973.35	77,808.39
<i>Add:</i>			
Excess of (expenditure over income)/ income over expenditure for the year 是年虧損		(31,679.09)	30,558.21
Waiver of debts by creditor 服務劃消		—	43,606.75
		<u>120,294.26</u>	<u>151,973.35</u>
<b>BUILDING FUND 建會所基金</b>		842,000.00	842,000.00
		<u>962,294.26</u>	<u>993,973.35</u>

MR. NGAN CHING WEN  
Deputy President

DATO' SOONG SIEW HOONG  
Hon. General Secretary

MR. YAP KIAN CHIAW  
Hon. Treasurer

馬 來 西 亞 中 華 工 商 聯 合 會  
THE ASSOCIATED CHINESE CHAMBERS OF COMMERCE AND INDUSTRY OF MALAYSIA  
(Registered in Malaysia under the Societies Act, 1966)

一九九一年十二月卅一日止損益計算表  
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED DECEMBER 31, 1991.

	備 注 NOTE	1991 \$	1990 \$
<b>INCOME 收入</b>			
ACCCIM 41st annual dinner 馬華工商聯合會第41周年紀念宴會費		-	10,000.00
ACCCIM neckties 商聯會領帶		20.00	60.00
Celebrities Dinner 慶祝宴會費		1,931.50	-
Certification of documents 簽證文件		4,759.80	3,500.95
Dividend received (gross) from unquoted investment 股息		15,000.00	12,500.00
Fixed deposit interest 定期存款利息		45,045.57	38,321.02
Honorific Board fees 牌匾費		340.00	-
Industrial Technical Assistance Fund Seminar 中小型工業技術援助基金研討會		1,760.70	-
Provision for doubtful debt written back 呆賬準備		1,020.00	-
Subscriptions received 會費		389,000.00	392,000.00
Training Programme on:			
Management Information System and 管理資訊系統			
Marketing Strategies Seminar 與行銷策略講座會		4,346.24	1,869.75
		463,223.81	458,251.72
<b>EXPENDITURE 支出</b>			
23rd International Chinese Newspaper Convention Dinner 年會嘉賓宴會		-	14,133.52
ACCCIM-Vietnam Trade Mission 商聯會訪問越南貿易代表團		3,352.55	-
ACCCIM's Strategic Proposals for 商聯會對2020年理想目標策略性建議報告書			
Vision 2020 Report		10,660.00	-
Advertisement fees 廣告費		409.00	2,566.70
Air fare 飛機票		1,306.00	2,883.00
Asean CCI meeting expenses 亞細安工商聯合會會議費		9,468.49	6,136.10
Audit fees 查賬費		2,400.00	2,400.00
Bank charges 銀行用費		242.30	157.64
Bonus 花紅		30,920.00	28,940.00
Celebrities Dinner expenses 慶祝宴會費		-	16,980.45
Depreciation 折舊	4	4,659.80	2,585.54
Dinner fees 宴會費		14,008.98	2,698.00
Donation 樂捐		50,000.00	50,000.00
Electricity 電費		6,000.00	6,000.00
Employees provident fund contributions 公積金		24,382.00	20,472.00
Fixed assets written off 綜合資產劃消		-	63.24
General repairs and maintenance 維修費		2,799.10	1,532.80
Gifts and souvenir 禮品費		2,944.33	1,272.16
Honorific board fee 牌匾費		-	255.00
Hotel accommodation 住宿費		3,274.77	3,838.32
Insurance 保險		3,291.68	2,752.06
Loss on sale of fixed asset 銷售綜合資產虧損		366.91	-
MAJECA annual subscription 馬日經濟協會會費		500.00	500.00
Medical fees 醫藥費		654.00	964.00
Miscellaneous expenses 雜用		5,834.09	2,598.05
NCCIM annual subscription 全國工商總會會費		10,000.00	10,000.00
Newspaper and publications 書報費		4,964.00	2,807.20
Office rent 租金及潔淨費		21,600.00	21,600.00
Postages, telephone and telegrams 郵電費		14,041.18	11,137.81
Printing and stationery 文具印刷		22,205.55	8,571.30
Salaries and allowances 薪金及津貼		221,000.00	185,665.00
Service tax 服務稅		10.00	-
Tax consultation fees 所得稅呈報費		250.00	250.00
Travelling expenses 代表旅費		13,081.80	9,887.20
		484,626.53	419,647.09
		(21,402.72)	38,604.63
<b>Taxation 稅務</b>	5	10,276.37	8,046.42
Excess of (expenditure over income)/ income over expenditure for the year 是年虧損		(31,679.09)	30,558.21



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備 注  
NOTES TO THE ACCOUNTS – DECEMBER 31, 1991.

1. ACCOUNTING POLICIES 會計政策

1.1 Fixed Assets and Depreciation 綜合資產與折舊

Fixed assets are stated at net written down value at January 1, 1979 less sales since with subsequent additions stated at cost. Depreciation of fixed assets is calculated on a reducing balance method at the following annual rates:

Furniture and fittings 傢俬及配備	10%
Office equipment 辦事處設備	10%

1.2 Investments 投資

Investments are stated at cost and provision is made for any diminution in value of investment which is considered to be permanent.

Dividend income is included in the income and expenditure account on the receipt basis.

1.3 Subscriptions 會費

會費乃根據當年現收款額為賬目記錄原則。

Annual subscriptions are accounted for on the receipt basis and no apportionment is made for annual subscriptions received in advance.

1.4 Taxation 稅務

The current taxation is based on the estimated chargeable income for the year and represents income tax at current rates.

2. FIXED ASSETS 綜合資產

1-1-79 賬面

	淨值扣除銷售 Net written down value at 1-1-79 less sale since	逐年增購原值 Subsequent additions at cost	累積折舊 Accumulated depreciation	淨賬面價值 Net written down value
1991	\$	\$	\$	\$
Furniture and fittings 傢俬及配備	7,014.82	17,127.00	14,326.69	9,815.13
Office equipment 辦事處設備	—	44,636.80	12,513.77	32,123.03
	<u>7,014.82</u>	<u>61,763.80</u>	<u>26,840.46</u>	<u>41,938.16</u>
1990				
Furniture and fittings 傢俬及配備	7,014.82	15,817.00	13,236.12	9,595.70
Office equipment 辦事處設備	—	27,151.80	13,477.63	13,674.17
	<u>7,014.82</u>	<u>42,968.80</u>	<u>26,713.75</u>	<u>23,269.87</u>



3.	UNQUOTED INVESTMENT 投資 (非掛牌股票)	1991	1990
		\$	\$
	“商聯控股有限公司”股票 250,000 股		
	250,000 shares of \$1 each in 每股成本為 \$1.00		
	Unico Holdings Berhad, at cost	<u>250,000.00</u>	<u>250,000.00</u>
4.	DEPRECIATION 折舊		
	Depreciation charge for the year: 是年折舊		
	Furniture and fittings 傢俬及配備	1,090.57	1,066.18
	Office equipment 辦事處設備	3,569.23	1,519.36
		<u>4,659.80</u>	<u>2,585.54</u>
5.	TAXATION 稅務		
	Current year	10,537.42	8,046.67
	Prior year	(261.05)	(0.25)
		<u>10,276.37</u>	<u>8,046.42</u>

The provision for taxation is in respect of non-business income earned.

Unabsorbed tax losses and capital allowances which are available for set-off against future chargeable business income for which the tax effects have not been recognised in the accounts amounted to approximately \$66,500 (1990: \$35,290).

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一九九一年十二月卅一日止收入報告表  
RECEIPTS ACCOUNT  
FOR THE YEAR ENDED DECEMBER 31, 1991.

	1991 S	1990 S
Balances at January 1: 上年結存		
United Malayan Banking Corporation Berhad 合衆銀行	47,409.77	89,012.92
Cash in hand 現款	500.00	500.00
ACCCIM 41st annual dinner 商聯會第 41 周年紀念宴會費	—	10,000.00
ACCCIM neckties 商聯會領帶	20.00	60.00
Celebraties Dinner 慶祝宴會費	1,931.50	—
Certificate of origin 原產地證書	4,219.80	2,414.95
Divided received from unquoted investment (Net) 股息	9,750.00	8,125.00
Fixed deposit interest received 定期存款利息	45,490.44	42,132.16
Fixed deposits withdraw 提出定期存款	80,000.00	—
Health certificate 衛生證書	540.00	1,086.00
Honorific Board fees 牌匾費	340.00	—
Industrial Technical Assistance Fund Seminar 中小型工業技術援助 基金研討會	1,760.70	—
Other debtor 其他債務人	1,020.00	—
Proceed from sale of fixed asset 銷售綜合資產	2,500.00	—
Subscriptions received 會費	389,000.00	392,000.00
Training Programme on:		
Management Information System and 管理資訊系統 Marketing Strategies Seminar 與行銷策略講座會	4,346.24	1,869.75
	<u>588,828.45</u>	<u>547,200.78</u>

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一九九一年十二月卅一日止支出報告表  
PAYMENTS ACCOUNT  
FOR THE YEAR ENDED DECEMBER 31, 1991

	1991 \$	1990 \$
23rd International Chinese Newspaper 第 23 屆世界中文報業年會嘉賓宴會 Convention Dinner	—	14,133.52
ACCCIM — Vietnam Trade Mission 商聯會訪問越南貿易代表團	3,352.55	—
Advertisement fees 廣告費	409.00	3,204.20
Air fare 飛機票	1,306.00	2,883.00
Asean CCI meeting expenses 亞細安工商聯合會會議費	6,468.49	7,549.62
Audit fees 查賬費	2,400.00	2,000.00
Bank charges 銀行用費	242.30	157.64
Bonus 花紅	30,920.00	28,940.00
Celebraties Dinner expenses 慶祝宴會費	—	16,980.45
Dinner fees 宴會費	14,008.98	2,698.00
Donation 樂捐	50,000.00	50,000.00
Electricity 電費	6,000.00	6,000.00
Employees provident fund contributions 公積金	44,356.00	37,212.00
Employees' income tax deduction 職員所得稅	15,744.86	15,001.09
Fixed deposits 定期存款	—	80,000.00
Furniture and fittings 傢俬及配備	1,540.00	1,140.00
General repairs and maintenance 維修費	3,269.10	1,062.80
Gifts and souvenir 禮品費	2,735.33	1,272.16
Honorific Board fees 牌匾費	—	255.00
Hotel accommodation 住宿費	2,962.91	3,838.32
Insurance 保險	3,291.68	2,752.06
MAJECA annual subscription 馬日經濟協會會費	500.00	500.00
Medical fees 醫葯費	654.00	964.00
Miscellaneous expenses 什用	5,796.09	2,628.05
NCCIM annual subscription 全國工商總會會費	10,000.00	10,000.00
Newspaper and publications 書報費	4,943.60	2,810.20
Office equipment 辦事處設備	24,885.00	—
Office rent 租金及潔淨費	21,600.00	21,600.00
Postages, telephone and telegrams 郵電費	14,510.19	10,936.57
Printing and stationery 文具印刷	16,674.10	8,414.42
Salaries and allowances 薪金及津貼	185,281.14	153,923.91
Tax consultation fees 所得稅呈報費	250.00	250.00
Tax paid 稅務	2,872.79	—
Telephone deposit 電話按機金	—	300.00
Travelling expenses 代表旅費	13,078.60	9,884.00
Balances at December 31: 結存		
United Malayan Banking Corporation Berhad 合衆銀行	98,275.74	47,409.77
Cash in hand 現款	500.00	500.00
	<u>588,828.45</u>	<u>547,200.78</u>



# 馬來西亞中華工商聯合會章程

## 第一章：總 則

### 第 一 條：（甲）名稱

本會定名為「馬來西亞中華工商聯合會」；簡稱「馬華工商聯合會」。

### （乙）標誌

本會標誌包括兩弧形上下相對，由一直綫銜接，中間貫串一圓圈如圖。標誌顏色為金色。



### 第 二 條：註冊會址及會議地點

本會註冊會址設在吉隆坡美芝路一號中華大會堂。註冊會址未經社團註冊官批准不得更改。任何由本會舉辦之會議或活動得于註冊會址或由中央委員會、執行委員會或有關工作組所隨時決定之其他地點舉行。

### 第 三 條：宗旨

（甲）促進馬來西亞各地華人商會及商團的聯絡與合作，共同維護及爭取屬會會員在商業、工業、原產業及其他經濟活動方面的權益和發展；

（乙）研討及擬定馬來西亞華人工商界對國內社會經濟發展問題的見解和建議，藉以促進與政府或其他機構或團體間的了解與合作，共同致力於發展國民經濟和加強全民團結；

（丙）匯集、整理及傳播有關工商及其他經濟活動的資料；

- (丁)聯絡其他商會或經濟團體，主辦或參加經濟會議、工商考察團、工商展覽會及其他有關促進經濟合作的活動；  
(戊)提倡社會福利事業及主辦或協辦有利于國民經濟發展的人力訓練計劃或研討會；  
(己)在各造同意下協助會員調解糾紛；並推行其他一般性的商會任務。

## 第二章：會 員

### 第 四 條：會員資格

#### (甲)基本會員

凡馬來西亞境內的全州性華人總商會或商會聯合會，均得申請加入為基本會員，惟在本條例生效以前加入為本會基本會員之商會，不論州屬、縣屬或埠屬，一概成為本會基本會員。

#### (乙)附屬會員

任何馬來西亞全國性商團，其會員大多數為華裔者，均可申請成為本會附屬會員。

(丙)基本及附屬會員之入會申請書需呈交給義務總秘書，由後者提交中央委員會考慮。中央委員會有權拒絕任何申請而無需說明理由。

### 第 五 條：入會基金

凡獲准加入本會為會員者，一概須繳納入會基金一千元。

### 第 六 條：年捐

- (甲)基本會員每單位年捐三千元，須于每年四月底之前繳清。  
(乙)附屬會員每單位年捐二千元，須于每年四月底之前繳清。  
(丙)任何會員連續二年未繳年捐者，中央委員會有權取消其會員資格。

### 第 七 條：特別捐及基金

(甲)本會在會務開銷有不敷時，中央委員會得要求全體會員及其屬下之單位，包括個人捐助特別捐。

(乙)本會可設立會所基金及供社會福利、慈善和經濟用途之各別基金，並有權推行各種計劃以向公眾人士籌措上述各項基金，惟在有須要時，得取得有關當局之批准。有關基金，包括會所基金之管理及章則，由中央委員會全權處理。

### 第 八 條：退會

任何會員如欲退出本會，須事先致函通知本會會長，並交清其年捐、所認捐之特別捐及其他欠款，經中央委員會核准後方為有效。

### 第 九 條：會員權利和義務

#### 權利

(甲)所有基本會員，在大會中享有發言、表決、選舉與被選，及享有本會所提供的一切服務，以及提呈提案予中央委員會或大會討論的權利。

(乙)所有附屬會員有權參加會員代表大會（其代表必須是華裔），並呈遞建議供中央委員會或會員代表大會討論，同時享有本會所提供之一切服務，惟無在大會表決、選舉或被選之權利。

#### 義務

(丙)凡本會會員（基本及附屬會員），須遵守本會章程及會員代表大會或中央委員會所通過之一切議決案。

## 第三章：組 織

第 十 條：(甲)本會以會員代表大會為最高決策機關，會員代表大會休會期間，一切重大之事務由中央委員會及執行委員會處理。



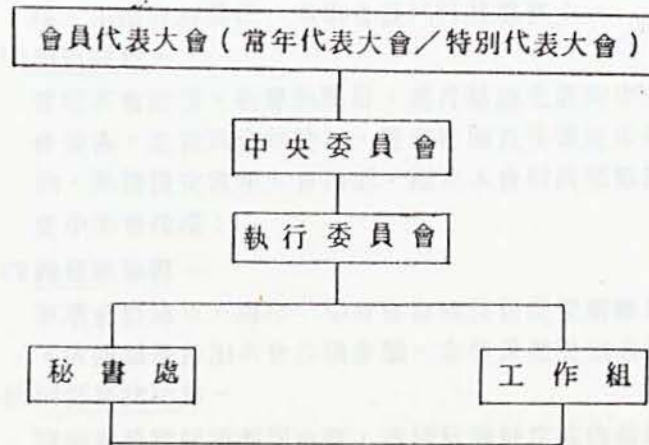
中央委員會由全體基本會員（商會）之在任會長組成。  
中央委員會得于每兩屆常年會員代表大會上由上述第十條(2)項規定的成員中選出本會下列義務職員：

- 1 名會長
- 1 名署理會長
- 4 名副會長
- 1 名財政

此外，中央委員會可敦請德高望重、對本會有特出貢獻之人士出任名譽會長或執行顧問。名譽會長及執行顧問之特定任務得由中央委員會決定之。

- (1) 會長在中委會之同意下，得委任正副義務總秘書各一名，並視工作需要設立各工作組，如財務策劃組、公共聯絡組、商務組、工業組、農業組等等。各該組正副主任人選亦由會長提名交中委會核准。
- (2) 執行委員會由會長、署理會長、4 名副會長、義務財政及義務總秘書聯合組成。
- (3) 各工作組主任可依據職權參加中央委員會及執行委員會會議，惟與義務總秘書一樣，有發言權而無表決權。

本會組織系統如下：



#### 第四章：會議

第十一條：(1) 常年會員代表大會，每年輪值在承辦大會的會員所在地召開一次，召集大會的通告至少須于開會日前卅天發出。  
(2) 凡會員（基本及附屬會員）得派代表參加，人數不限。  
(3) 經查核之全年賬目需于每年寄給全體會員。

(4) 至少須有九位基本會員的代表出席，方能成會。

(5) 會議議事細則如下：

- 1. 在席的會員每單位得推舉一名首席代表、一名副首席代表，參加討論各事；
- 2. 其他代表在徵得其首席代表同意時，可享有發言權；
- 3. 唯有基本會員的首席或副首席代表才能參加表決或選舉；
- 4. 表決或選舉權乃以在席的基本會員為計算單位，每單位一票；
- 5. 若表決或選舉結果，出現票數相等的局面，則大會主席可投一決定票。
- (1) 每屆常年會員代表大會的議程需包括下列項目：
  - 1. 接納常年會務及經會計師查核之全年賬目報告；
  - 2. 討論各會員提案；
  - 3. 決定下屆大會舉行地點；
  - 4. 每兩屆根據第十條(4)項選舉本會之義務職員。
  - 5. 委任義務查賬／審計師。
- (2) 各會員提案，須于中央委員會規定的期限內寄達本會秘書處。凡抵觸或超越本會章程或逾期呈來的提案，中央委員會有權拒絕之。中央委員會亦可將性質相同的提案歸納為綜合提案，以便大會討論。

#### 第十二條：特別會員代表大會

- (1) 會長認為需要時，得隨時召開特別會員代表大會；
- (2) 四名基本會員可聯名要求召開特別會員代表大會，若其要求開會討論的事項未抵觸到本會章程任何條規，則會長得于接到要求後的廿一日內印發通告召集之；
- (3) 特別會員代表大會的法定出席人數和議事規則與第十一條(1)項及(4)項的規定相同。



第十三條：中央委員會會議，每屆至少舉行三次，會議通告至少于開會十日前發出，法定出席人數為九名中央委員。

## 第五章：職 權

### 第十四條：(甲)會長一

1. 領導本會，督促一切會務進行；
2. 對外為本會當然代表；
3. 召開會員大會及中央委員會會議，及為各該會議的當然主席；
4. 視工作需要設立義務職位，以及各工作組，並推舉出任名譽顧問、正副義務總秘書及各工作組正副主任的人選，提交中央委員會通過委任之；
5. 任免本會受薪職員及處理其薪金待遇事宜。惟任免執行秘書，須提交中央委員會通過。

### (乙)署理會長一

協助會長辦理會務，遇會長缺席或告假時，代其執行職務；

### (丙)副會長一

協助會長辦理會務，遇會長及署理會長同時缺席或告假時，則由會長委任一名副會長代行其職務；

### (丁)義務財政一

管理本會款項、收據與賬目，逐月結進支表向中央委員會報告，並結具全年總結，經會計師查核後交中委會接納，然後提交常年大會通過，擬定本會財政預算案，提交中委會核准；

### (戊)義務總秘書一

秉承會長命令，處理一切日常會務及督促受薪職員工作。依據職權參加本會各項會議，有發言權惟無表決權；

### (己)副義務總秘書一

協助義務總秘書辦理會務，遇總秘書缺席或告假時，代行其職務；

### (庚)工作組主任一

出長各別工作組，在會長指示下，得列席中央委員會會議，作出有關其工作組活動和進展報告。

### (辛)工作組副主任一

協助各自工作組主任辦理各有關事務，遇主任缺席或告假時，代行其職務。

## 第六章：任 期

第十五條：本會所有義務職員及工作組成員任期概為兩屆，連選得連任。一屆是指由一次常年會員大會至另一次常年會員大會的期間。

## 第七章：資金運用及產業受托

第十六條：本會所有收入款項，須以本會名義存入由中央委員會指定的銀行。提款支票須會長、財政、義務總秘書或中央委員會指定的其他義務職員中的任何兩名聯署，方為有效。義務財政可隨時保留不超過五百元的現款，作為零用，會長、義務財政或義務總秘書可批准每月經常支出不超過三千元的額外開支，每次超過三千元的額外開支，須由中央委員會批准。

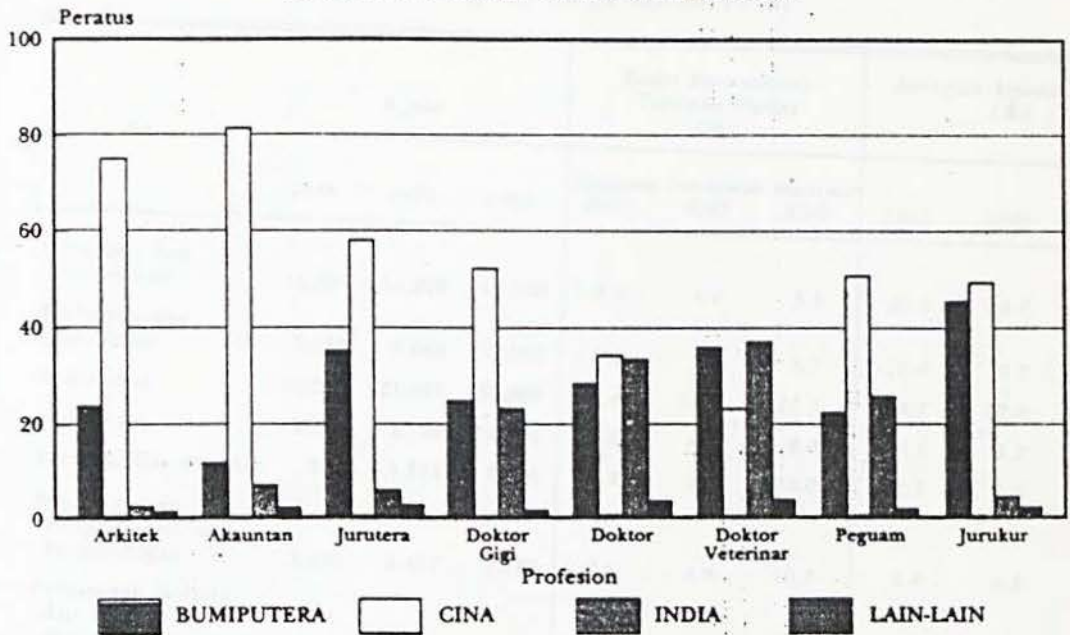
第十七條：在有需要時，本會得委任產業受托人四位，由常年會員代表大會推選之，任期為四屆，連選得連任。產業受托人須依據政府受托條例，負責保管本會一切不動產業。除非得到會員代表大會授權，產業受托人不得變賣，轉讓或抵押本會的產業。如受托人因死亡、辭職或因犯罪、破產、神經錯亂、失蹤達一年之久或不遵守本會章程任何條規被解職而造成空缺時，會員代表大會可另委他人遞補之。

## 第八章：附 則

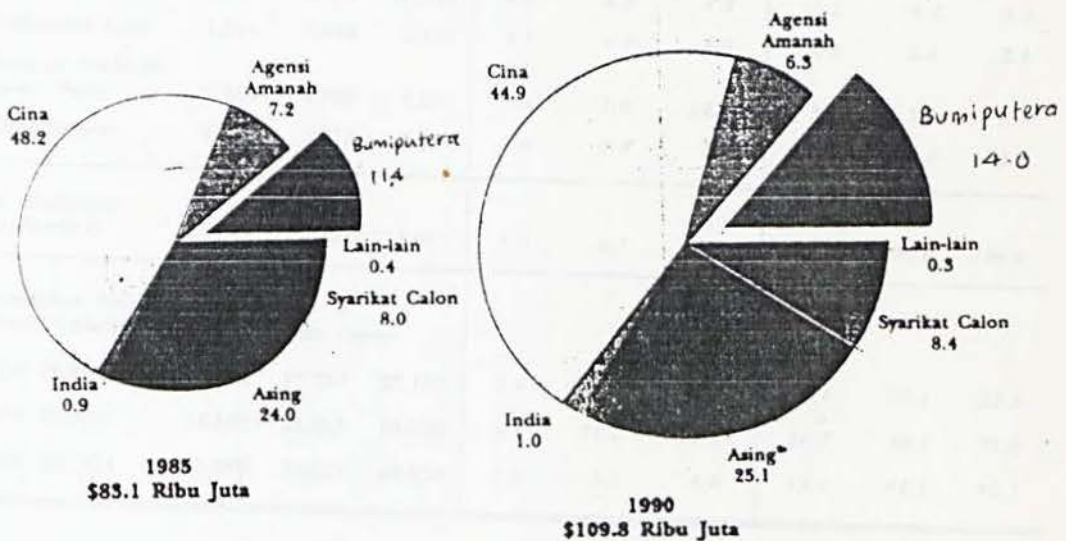
第十八條：(甲)本章程如有未盡善處，得由執行委員會提議修改，交會員代表大會出席會員單位三分之二贊同及社團註冊官批准後，方為有效。

(乙)本會任何事務，在章程範圍內未有明文規定者，中央委員會有權處理之。各會員需遵從中央委員會所作的決定，除非或至到有關決定被會員大會的議決案推翻。

CARTA 1-4  
 AHLI-AHLI PROFESIONAL BERDAFTAR  
 MENGIKUT KUMPULAN ETNIK, 1990



CARTA 1-5  
 HAKMILIK MODAL SAHAM MENGIKUT KUMPULAN ETNIK, 1985-90  
 (peratus)





JADUAL 1-2

KELUARAN DALAM NEGERI KASAR MENGIKUT INDUSTRI ASAL, 1985-95  
(mengikut harga tahun 1978)

Sektor	\$ juta			Kadar Pertumbuhan Tahunan Purata (%)			Bahagian kepada KDNK (%)		
	1985	1990	1995	Matlamat Pencapaian Matlamat			1985	1990	1995
				RM5	RM5	RM6			
Pertanian dan Perhutanan	11,854	14,829	17,580	2.6	4.6	3.5	20.8	18.7	15.5
Pertombongan dan Kuari	5,958	7,688	8,280	3.1	5.2	1.5	10.4	9.7	7.3
Pembuatan	11,263	21,381	36,860	6.4	13.7	11.5	19.7	27.0	32.4
Pembinaan	2,738	2,788	4,100	5.6	0.4	8.0	4.8	3.5	3.6
Elektrik, Gas dan Air	948	1,511	2,430	8.9	9.8	10.0	1.7	1.9	2.1
Pengangkutan, Penyimpanan dan Perhubungan	3,630	5,489	9,030	7.6	8.6	10.5	6.4	6.9	8.0
Perniagaan Borong dan Runcit, Hotel dan Restoran	6,911	8,700	13,410	6.3	4.7	9.0	12.1	11.0	11.8
Kewangan, Hartanah dan Perkhidmatan Perniagaan	5,121	7,650	12,070	6.8	8.4	9.5	9.0	9.7	10.6
Perkhidmatan Kerajaan	6,957	8,459	10,440	4.0	4.0	4.3	12.2	10.7	9.2
Perkhidmatan Lain	1,301	1,656	2,430	4.7	4.9	8.0	2.3	2.1	2.1
(-) Bayaran Perkhidmatan Bank	1,834	4,020	7,280	5.8	17.0	12.5	3.2	5.1	6.4
(+) Duti Import	2,246	2,972	4,270	1.6	5.8	7.5	3.9	3.8	3.8
KDNK Mengikut Nilai Pembeli	57,093	79,103	113,620	5.0	6.7	7.5	100.0	100.0	100.0
Mengambil kira Penyelarasan ke atas Bayaran Perkhidmatan Bank dan Duti Import									
SEKTOR PERTAMA	17,942	22,223	25,190	2.6	4.4	2.5	31.4	28.1	22.3
SEKTOR KEDUA	14,102	23,853	39,900	6.1	11.1	10.8	24.7	30.2	35.0
SEKTOR KETIGA	25,049	33,027	48,530	5.8	5.7	8.0	43.9	41.7	42.7

GUNATENAGA MENGIKUT SEKTOR DAN KUMPULAN ETNIK, 1985-95  
( '000)

Sektor	1985					1990					1995				
	Bumi-putera	Cina	India	Lain-lain	Jumlah	Bumi-putera	China	India	Lain-lain	Jumlah	Bumi-putera	Cina	India	Lain-lain	Jumlah
Pertanian dan Perhutanan	1,318.9	283.3	145.5	12.0	1,759.6	1,404.6	295.1	122.8	15.1	1,837.6	1,386.5	299.6	121.0	14.8	1,821.9
(%)	75.0	16.1	8.3	0.7	100.0	76.4	16.1	6.7	0.8	100.0	76.1	16.5	6.6	0.8	100.0
Perlombongan dan Kuari	23.0	14.7	5.7	1.0	44.4	19.1	15.2	4.2	0.6	39.1	21.0	15.9	3.2	0.6	40.7
(%)	51.9	33.1	12.8	2.2	100.0	48.8	38.9	10.8	1.5	100.0	51.6	39.1	7.8	1.5	100.0
Pembuatan	385.8	370.6	93.9	5.1	855.4	649.4	475.6	157.3	7.9	1,290.2	915.0	564.8	210.8	8.5	1,699.1
(%)	45.1	43.3	11.0	0.6	100.0	50.3	36.9	12.2	0.6	100.0	53.9	33.2	12.4	0.5	100.0
Pembinaan	181.3	219.4	25.2	3.5	429.4	183.8	212.9	26.4	3.8	426.9	242.2	266.5	33.6	5.2	547.5
(%)	42.2	51.1	5.9	0.8	100.0	43.0	49.9	6.2	0.9	100.0	44.2	48.8	6.1	0.9	100.0
Elektrik, Gas dan Air	30.7	6.1	6.6	0.1	43.5	32.1	5.9	7.6	0.3	45.9	33.5	6.1	8.1	0.1	47.8
(%)	70.7	13.9	15.1	0.3	100.0	69.8	12.9	16.6	0.7	100.0	70.1	12.8	16.9	0.2	100.0
Pengangkutan, Penyimpanan dan Perhubungan	125.9	84.1	32.8	1.5	244.3	154.5	92.6	36.2	2.1	285.4	191.1	106.6	46.4	1.3	345.4
(%)	51.5	34.4	13.4	0.6	100.0	54.1	32.4	12.8	0.7	100.0	55.3	30.9	13.4	0.4	100.0
Perdagangan Borong dan Runcit, Hotel dan Restoran	331.6	513.3	65.5	6.9	917.3	475.3	668.8	85.2	10.1	1,239.4	661.3	831.0	105.3	14.5	1,612.1
(%)	36.1	56.0	7.1	0.8	100.0	38.2	54.1	6.9	0.8	100.0	41.1	51.5	6.5	0.9	100.0
Kewangan, Insuran, Hartanah dan Perkhidmatan Perniagaan	84.6	93.4	19.2	1.7	198.9	95.2	109.6	23.8	2.7	231.3	115.6	126.5	28.4	2.7	273.2
(%)	42.5	46.9	9.7	0.9	100.0	41.1	47.4	10.3	1.2	100.0	42.3	46.3	10.4	1.0	100.0
Perkhidmatan Kerajaan	538.8	202.7	72.6	5.5	819.5	560.3	214.8	69.3	5.8	850.2	568.7	222.4	76.5	4.6	872.2
(%)	65.7	24.7	8.9	0.7	100.0	65.9	29.3	8.2	0.6	100.0	65.2	25.5	8.8	0.5	100.0
Perkhidmatan-perkhidmatan Lain	205.3	77.2	27.7	2.1	312.3	251.1	91.7	29.9	2.3	375.0	330.0	122.4	37.6	2.4	492.4
(%)	65.7	24.7	8.9	0.7	100.0	66.9	24.5	8.0	0.6	100.0	67.0	24.9	7.6	0.5	100.0
<b>Jumlah</b>	<b>3,225.9</b>	<b>1,864.7</b>	<b>494.6</b>	<b>39.4</b>	<b>5,624.6</b>	<b>3,825.4</b>	<b>2,182.2</b>	<b>562.7</b>	<b>50.7</b>	<b>6,621.0</b>	<b>4,464.9</b>	<b>2,561.8</b>	<b>670.9</b>	<b>54.7</b>	<b>7,752.3</b>
<b>(%)</b>	<b>57.3</b>	<b>33.2</b>	<b>8.8</b>	<b>0.7</b>	<b>100.0</b>	<b>57.8</b>	<b>32.9</b>	<b>8.5</b>	<b>0.8</b>	<b>100.0</b>	<b>57.6</b>	<b>33.0</b>	<b>8.6</b>	<b>0.7</b>	<b>100.0</b>
Tenaga Buruh	3,480.0	1,987.3	530.4	41.4	6,039.1	4,093.0	2,304.3	595.9	53.3	7,046.5	4,714.2	2,645.2	697.8	56.8	8,114.0
(%)	57.6	32.9	8.8	0.7	100.0	58.0	32.7	8.5	0.8	100.0	58.1	32.6	8.6	0.7	100.0
Pengangguran	254.1	122.6	35.8	2.0	414.5	267.6	122.1	33.2	2.6	425.5	249.3	83.4	26.9	2.1	361.7
(%)	61.3	29.6	8.6	0.5	100.0	62.9	28.7	7.8	0.6	100.0	68.9	23.1	7.4	0.6	100.0
Kadar Pengangguran (%)	7.3	6.2	6.7	4.8	6.9	6.5	5.3	5.6	4.9	6.0	5.3	3.2	3.9	3.7	4.5

JADUAL 1-12

**KELUARAN DALAM NEGERI KASAR PER KAPITA DAN PENDAPATAN  
PURATA BULANAN ISIRUMAH MENGIKUT NEGERI, 1985-90**

	Nisbah kepada Purata Negara		Nisbah kepada Purata Negara		Nisbah kepada Purata Negara	
	1985		1990		1995	
	(\$)		(\$)		(\$)	
<b>1. KDNK Per Kapita</b> (mengikut harga-harga tahun 1978)						
Malaysia	3,599		4,392		5,607	
Johor	3,170	0.88	3,983	0.91	5,661	1.01
Kedah	2,092	0.58	2,600	0.59	3,447	0.61
Kelantan	1,426	0.40	1,739	0.40	2,207	0.39
Melaka	2,775	0.77	3,587	0.82	4,784	0.85
Negeri Sembilan	3,111	0.86	3,824	0.87	4,958	0.88
Pahang	2,677	0.74	3,278	0.75	4,222	0.75
Perak	2,760	0.77	3,357	0.76	4,330	0.77
Perlis	2,470	0.69	2,973	0.68	3,700	0.66
Pulau Pinang	3,780	1.05	4,934	1.12	6,304	1.12
Sabah	3,845	1.07	4,500	1.02	5,195	0.93
Sarawak	3,452	0.96	3,883	0.88	4,920	0.88
Selangor	5,185	1.44	6,558	1.49	8,454	1.51
Terengganu	5,901	1.64	7,124	1.62	7,804	1.39
Wilayah Persekutuan Kuala Lumpur	6,768	1.88	7,608	1.73	9,495	1.69
<b>2. Pendapatan Purata Bulanan Isirumah</b>						
	1985	Nisbah kepada Purata Negara	1990	Nisbah kepada Purata Negara		
	(\$)		(\$)			
Malaysia	1,098		1,254			
Johor	1,065	0.97	1,220	0.97		
Kedah	690	0.63	860	0.69		
Kelantan	625	0.57	726	0.58		
Melaka	1,040	0.95	1,190	0.95		
Negeri Sembilan	1,039	0.95	1,162	0.93		
Pahang	960	0.87	1,092	0.87		
Perak	883	0.80	1,067	0.85		
Perlis	692	0.63	852	0.68		
Pulau Pinang	1,183	1.08	1,375	1.10		
Sabah	1,212	1.10	1,358	1.08		
Sarawak	1,033	0.94	1,199	0.96		
Selangor	1,590	1.43	1,790	1.43		
Terengganu	756	0.69	905	0.72		
Wilayah Persekutuan Kuala Lumpur	1,920	1.75	2,102	1.68		



JADUAL 2-8

ENTITI-ENTITI UTAMA YANG DISWASTAKAN, 1986-90

(I) Penjualan	Tahun
Terminal Kontena Pelabuhan Klang	1986
Malaysian International Shipping Corporation Berhad (MISC)	1986
Syarikat Gula Padang Terap Sendirian Berhad	1989
Cement Manufacturers Sarawak Berhad	1989
Cement Industries of Malaysia Berhad (CIMA)	1990
Edaran Otomobil Nasional Berhad (EON)	1990
Telekom Malaysia Berhad	1990
Holiday Villages Sendirian Berhad	1990
Pernias International Hotels and Properties Berhad	1990
Peremba Berhad	1990
Kumpulan FIMA Berhad	1990
Kuari Penanti, Pulau Pinang	1990
Kuari Kuala Dipang, Perak	1990
Kuari Sungai Long, Selangor	1990
(II) Korporatisasi	
Tenaga Nasional Berhad	1990
(III) BO/BOT	
Bekalan Air Labuan	1987
Jejambat Di Sekitar Kuala Lumpur	1987
Lebuhraya Utara-Selatan	1988
Bekalan Air Ipoh	1989
Bekalan Air Larut-Matang	1989
(IV) Kontrak Pengurusan	
Empangan Semenyih	1987
Penjualan Masa Siaran, Radio Malaysia	1987
Aktiviti Pemasaran RISDA	1987
Penyenggaraan Telaga Tiub, Labuan	1988
(V) Pajakan	
Terminal Kontena Pelabuhan Klang	1986

JADUAL 4-2

**EKSPORT KASAR SEKTOR PEMBUATAN, 1985-90**  
(\$ juta)

<i>Industri</i>	<i>1985</i>	<i>1990</i>	<i>Kadar Pertumbuhan Tahunan Purata (%) RM5</i>
Makanan	755.5	1,700.1	17.6
Minuman dan tembakau	25.5	95.4	30.2
Barangan petroleum	1,041.3	1,286.2	4.3
Kimia dan barangan kimia	610.2	1,891.8	25.4
Tekstil, pakaian dan kasut	1,288.5	4,754.0	29.8
Barangan getah	113.1	1,356.5	64.4
Barangan gabus dan kayu (tidak termasuk perabot)	365.2	1,346.8	29.8
Kertas dan barangan kertas	71.4	421.5	42.6
Besi dan keluli	135.3	613.2	35.3
Perusahaan logam	221.3	967.3	34.3
Barangan galian bukan logam	150.3	770.9	38.7
Mesin elektrik, perkakas dan peralatan	6,492.9	26,495.5	32.5
Pengangkutan dan peralatan pengangkutan	566.2	2,233.5	31.6
Peralatan optik dan saintifik	226.4	1,056.3	36.1
Perusahaan-perusahaan lain	407.8	3,058.1	49.6
<b>Jumlah</b>	<b>12,470.8</b>	<b>48,047.1</b>	<b>31.0</b>

4.12 Sektor-sektor kecil yang telah memberi sumbangan besar kepada pewujudan peluang-peluang pekerjaan dalam sektor pembuatan ialah industri-industri elektrik dan elektronik, mesin dan perkakas, kelengkapan pengangkutan, mesin bukan elektrik, getah, plastik, pakaian, kertas dan kayu. Gunatenaga di sektor-sektor kecil ini telah meningkat dengan pesatnya dan mencatat pertumbuhan tahunan di antara 7 hingga 21 peratus, seperti yang ditunjukkan dalam *Jadual 4-3*.

antara latihan dan perubahan teknologi. Rombakan dasar ini diharap menghasilkan satu sistem penyampaian kemahiran yang lebih responsif dan berkesan yang akan menyokong pembangunan perindustrian yang dinamik dan berdaya saing.

JADUAL 4-3

PERTUMBUHAN GUNATENAGA DALAM PERTUBUHAN SEKTOR  
PEMBUATAN TERPILIH<sup>1</sup>, 1986-90  
(seperti di akhir tahun)

<i>Industri</i>	<i>1986<sup>2</sup></i>	<i>1990</i>	<i>Kadar Pertumbuhan Tahunan Purata (%)</i>
Perusahaan makanan	26,377	29,080	2.5
Minuman dan tembakau	6,882	5,901	-3.8
Tekstil dan pakaian	49,830	74,377	10.5
Barangan kayu dan gabus (tidak termasuk perabot)	18,846	32,366	14.5
Kertas dan barangan kertas	17,166	22,572	7.1
Kimia perusahaan dan barangan kimia yang lain	13,548	14,784	2.2
Kilang penapis minyak petroleum	1,318	1,456	2.5
Barangan getah	26,728	45,980	14.5
Barangan plastik	10,716	22,431	20.3
Kaca dan barangan kaca	2,099	2,942	8.8
Barangan galian bukan logam	13,052	15,276	4.0
Perusahaan logam asas	6,876	9,122	7.3
Barangan logam dibentuk kecuali jentera dan peralatan	13,813	18,157	7.1
Mesin melainkan mesin elektrik	3,367	7,130	20.6
Mesin elektrik, alat, perkakas dan bekalan elektrik	70,915	148,189	20.2
Peralatan pengangkutan	7,717	15,246	18.6
<b>Jumlah</b>	<b>289,250</b>	<b>465,009</b>	<b>12.6</b>

Nota:

<sup>1</sup> Berdasarkan Penyiasatan Bulanan Bagi Industri Pembuatan yang meliputi satu perlima daripada jumlah pertumbuhan-pertumbuhan.

<sup>2</sup> Data mengikut sektor kecil bagi tahun-tahun sebelum 1986 tiada terdapat pada tahap nasional.



## PROJEK-PROJEK SEKTOR PEMBUATAN YANG DIBERI KELULUSAN, 1985-90

<i>Industri</i>	<i>Bilangan Kelulusan</i>				<i>Pelaburan Modal Yang Dicapangkan (\$ juta)</i>				<i>Potensi Gunatena</i>			
	<i>1985</i>	<i>1990</i>	<i>RM5</i>	<i>%</i>	<i>1985</i>	<i>1990</i>	<i>RM5</i>	<i>%</i>	<i>1985</i>	<i>1990</i>	<i>RM5</i>	<i>%</i>
Perusahaan makanan	57	36	200	6.2	579	571	3,887	6.6	4,123	2,379	36,030	6.1
Minuman dan tembakau	5	3	16	0.5	29	39	89	0.2	392	53	1,913	0.3
Tekstil dan barangan tekstil	50	124	372	11.6	123	1,195	2,407	4.1	8,022	19,105	64,445	10.9
Kulit dan barangan kulit	1	8	15	0.5	1	33	55	0.1	80	2,029	3,449	0.6
Kayu dan barangan kayu	28	85	239	7.4	117	1,738	4,071	7.0	2,343	19,781	63,161	10.7
Perabot dan kelengkapan	7	47	114	3.6	23	189	469	0.8	660	6,878	19,375	3.3
Kertas, percetakan dan penerbitan	35	40	97	3.0	1,816	1,141	2,019	3.4	5,463	3,857	9,636	1.6
Kimia dan barangan kimia	39	45	141	4.4	195	3,026	5,768	9.8	1,503	3,662	10,633	1.8
Petroleum dan arang batu	11	3	14	0.4	24	3,409	6,908	11.8	275	1,119	1,921	0.3
Barangan getah	24	34	492	15.3	96	139	2,727	4.7	1,858	2,882	73,304	12.4
Barangan plastik	42	49	140	4.4	105	536	1,808	3.1	1,714	4,236	13,215	2.2
Barangan galian bukan logam	84	53	133	4.1	533	494	1,571	2.7	4,878	6,430	16,277	2.8
Barangan logam asas	32	26	108	3.4	621	9,054	11,883	20.3	2,292	8,164	15,900	2.7
Barangan logam dibentuk	53	52	156	4.9	268	538	1,728	2.9	2,156	4,089	15,919	2.7
Perusahaan mesin	41	36	99	3.1	137	1,276	1,592	2.7	2,389	10,582	17,076	2.9
Barangan elektrik dan elektronik	62	213	609	19.0	241	4,212	9,477	16.2	7,848	65,369	193,538	32.8
Kelengkapan pengangkutan	33	23	170	5.3	681	344	1,485	2.5	3,989	3,118	16,066	2.7
Alat-alat sains dan pengukuran	5	4	16	0.5	21	79	305	0.5	658	1,556	3,692	0.6
Pelbagai	16	25	79	2.5	76	158	326	0.6	2,954	4,475	14,012	2.4
<b>Jumlah</b>	<b>625</b>	<b>906</b>	<b>3,210</b>	<b>100.0</b>	<b>5,687</b>	<b>28,168</b>	<b>58,575</b>	<b>100.0</b>	<b>53,597</b>	<b>169,764</b>	<b>589,565</b>	<b>100.0</b>

JADUAL 7-1  
PERTUBUHAN PERDAGANGAN BORONG DAN RUNCIT  
MENGIKUT KAWASAN, KEDUDUKAN PERUNDANGAN DAN  
PEMILIKAN, 1990

	Borong				Runcit			
	Semenanjung Malaysia	%	Sabah dan Sarawak	%	Semenanjung Malaysia	%	Sabah dan Sarawak	%
<b>KAWASAN PERNIAGAAN</b>								
Kotaraya	5,407	52.5	543	67.5	29,038	28.0	5,810	59.9
Bandar-bandar Besar	2,043	20.0	245	30.4	20,588	20.0	3,363	34.6
Luar Bandar	2,826	27.5	17	2.1	53,705	52.0	536	5.5
<b>Jumlah</b>	<b>10,276</b>	<b>100.0</b>	<b>805</b>	<b>100.0</b>	<b>103,331</b>	<b>100.0</b>	<b>9,709</b>	<b>100.0</b>
<b>KEDUDUKAN PERUNDANGAN</b>								
Milik Perseorangan	4,713	45.9	271	33.7	85,041	82.3	8,368	86.2
Perkongasian	2,429	23.6	162	20.1	11,470	11.1	1,251	12.9
Syarikat	3,046	29.6	369	45.8	6,200	6.0	38	0.4
Kooperasi	51	0.5	0	0.0	215	0.2	4	0.0
Lain-lain	37	0.4	3	0.4	405	0.4	48	0.5
<b>Jumlah</b>	<b>10,276</b>	<b>100.0</b>	<b>805</b>	<b>100.0</b>	<b>103,331</b>	<b>100.0</b>	<b>9,709</b>	<b>100.0</b>
<b>PEMILIKAN MENGIKUT KUMPULAN ETHNIK</b>								
Bumiputera	1,056	10.2	31	3.8	33,375	32.3	1,685	17.4
Cina	8,753	85.2	760	94.5	62,825	60.8	7,702	79.3
India	296	2.9	5	0.6	6,509	6.3	81	0.8
Lain-lain Kaum	8	0.1	0	0.0	516	0.5	217	2.2
Asing	163	1.6	9	1.1	106	0.1	24	0.2
<b>Jumlah</b>	<b>10,276</b>	<b>100.0</b>	<b>805</b>	<b>100.0</b>	<b>103,331</b>	<b>100.0</b>	<b>9,709</b>	<b>100.0</b>

# 李光耀资政在第二届世界华商大会上致词全文

日期：1993年11月22日

地点：香港

## 导言

第一届世界华商大会是在两年前，即1991年8月在新加坡举行。今天，我们又聚集在香港，以更大的阵容参加第二届大会。通过这类会议，我们在世界各地建立起了有益的联系。

2 照目前从香港、台湾和中国大陆流入美国、加拿大、澳大利亚和欧洲的移民情况看来，估计在十年内将有大批的华族企业家和专业人士散布在各大城市，包括太平洋的洛杉矶、旧金山、西雅图、温哥华、悉尼、墨尔本、奥克兰，以及纽约、波士顿、多伦多、伦敦、巴黎和阿姆斯特丹。经济网络的联系有着相当大的潜能。凡是在外形上具有共同特征的人，都会对彼此产生自然的感情。如果他们也具有共同的文化和语言，这种亲切感就会加强，从而促进和睦关系，相互信任，为商业上的来往关系莫下基础。

Mutual investment  
Jawngan (Investment) Phigam-ist xadlan  
Peranan negara China kpd lida of China sedunia.  
Jawngan phigam of China  
negara ced negara  
sawit thop lida lida lida lida



## 有目标的网络联系

3 散布在世界各地的少数民族，已建立起贸易与投资网络，注入科技和专门知识。佐·科金在他的著作《部落》中，说明种族、宗教和认同意识，如何在新的全球经济中成为强有力的成功因素。

4 在这个全球经济里，少数民族已经把他们的弱点化为优点。他们把研究重点放在流亡国外的族群，而不是放在本国当权的族群：犹太人、英国人、日本人、华人、印度人都属于研究对象。科金突出几项易于辨认的价值观念，如强烈的民族认同感、对自助、苦干、勤俭、教育和家庭的信念，以说明这些价值观如何促成这几个不同族群的成功。

5 科金补充说：“随着20世纪即将结束，英美霸权面对亚洲族群兴起的新挑战。这项发展可能是新世界创立以来影响力最深远的区域转变。全球化的亚洲部落在这个时代兴起，具有两大先决条件：一个全面性跨国经济的兴起以及通信运输科技的突飞猛进。”

“新的电信与运输科技（主要也是由英美人士所创），使散布在世界各地的亚洲族群能保持联络。他们经营业务的方法，主要是依靠传统的，高度共识的亚洲营业形式，从日本人的‘系列’公司到印度人的联营家族公司以至华人的家族网络等。这些亚洲人的商行，为资本主义历史开辟了一个新纪元。透过传真机、电话和电脑直通联系的使用，‘小东京’、‘小旁遮普’或唐人街在世界各大城市纷纷涌现，从伦敦到新加坡都有，它们不仅是种族村落的奇妙复制品，而且也成为跨国经济网络的一部分。”

6 网络联系早在国际直拨电话、传真机及航空旅行出现之前已经存在。在早期的南洋（即东南亚），贸易和投资是在华族同乡之间进行，例如米业，早期是由泰国、新加坡和马来西亚的潮州人所控制。现在有了国际直拨电话、传真机和飞机，网络联系变得更加快捷有效。但是，今日最令人瞩目的网络联系例子却是在中国。



7        1989年六四天安门事件发生后，日本和西方各国都阻止投资家和旅客进入中国。在这个紧要关头，香港、澳门和台湾的华裔商人却捉紧时机，增加他们在中国的贸易与投资，从中国日益开放的自由市场经济中获益。在他们取得成功之后，东南亚的华裔商人也趁机加入。事过三年，也就是1992年，这方面的成绩令世人惊叹不已。中国的经济增长达到每年12%，结果使美国人、欧洲人和日本人恢复了对中国投资的兴趣。

8        一路来，他们对投资中国是否明智，都存有疑虑。他们经常提出的投诉是指中国没有法治，在条例规则方面缺乏透明度，对原料和能源实施双重售价制，以便在外国人和本地人购买时有所区分。让我引述两本著作中的评语，以了解西方人士为什么会认为中国的法律制度是薄弱的。



9 在美国出版的《中国民事与商业法》一书，作者是在中华人民共和国受训毕业的律师郑瑞恒，曾经在美国修读高级学位课程。他在著作中的第一页这样写道：中华人民共和国于1949年成立时，废除了压迫人民的国民党反动政权所制订的“一切法律条规和整套司法制度，” . . . “中华人民共和国政府给自己带来艰巨的任务，从新建立一套社会主义与中国特色兼具的全新法律制度。”他们并没有时间推行这项任务，直到邓小平在1978年实行门户开放政策，规定商业法律必须通过为止。

10 属于曼彻斯特商业学校的中国事务研究单位的奈杰尔·坎贝尔和彼得·艾林顿在他们的著作《中国商业策略》中写道：

(i) “在强权统治时代，帝皇权力伸延到中国各个角落。行使这种权力时非常武断、非常残忍，官吏既是主控官也是法官，从来没有另外设立一个司法制度。因此，庶民从不指望法律为他伸冤。在传统上，他会不顾法律，擅自处理问题。现代的同等情形是地方官僚按自己的意思去理解中央条规，以配合其本省本市的情况。”（第9页）

(ii) “家庭关系和紧密的农民社会带来了个人关系的价值观。在粮食短缺、巴士拥挤或工厂缺钢的情况下，个人关系是很重要的。因为个人关系是消除混乱的润滑剂。个人关系是从家庭、乡村同学各方面建立起来的，而‘关系’就是指个人关系的资产价值。”（第9页）

(iii) “总而言之，中国的法律是灵活的，任由政府官员根据自己的理解去阐明解释。西方的法律则很严谨，只有法庭才能加以阐明解释。”（第24页）



- bumbuh paku & paku  
bumbuh 11atit  
- pddk raman → sasana  
- sumber alam byle

- 7 -

China - ada sistem plan  
ekonomi konsekuensi  
saya  
saya plan itu = di amati  
dan di keran & lagi  
- sistem politik & raman &  
pandangan & plan rumah

11 香港、澳门和台湾的华裔所做的，是向抱着怀疑态度的世界证实，基于共同语言文化的‘关系’，可以弥补法治上和条规透明度上的不足。这种‘关系’能力，至少在今后20年内有存在的价值，直到中国根据法律建立起一个有足够透明度而又明确的制度，以满足外国投资人士的需要为止。

12 在今后的10到20年，或是在更长的时间里，东亚的经济会比世界其他地区增长得更快，而中国将是它的动力源泉。尽管中国国内政治不稳定，行政和法律上都有缺点，中国仍旧最具有吸引力，因为那里的劳工成本低、城市工人受过良好的教育、国内市场庞大、政府官员亲和投资等等。

13 即使增长率只是目前的一半，中国也会在20年后成为一个经济大国。随着中国经济的增长，欧美和日本的大投资家恢复了对中国的兴趣。这些工业国的投资价值将使海外华人的投资价值相形见绌。然而，中国不会忘记，香港和台湾的华裔在1989年到1992年之间证明了如果有良好的‘关系’，在中国投资是有希望成功的。



## 东南亚的敏感问题

14 东南亚一些地方传媒，对这个问题深表关注。印尼的《独立报》在1993年7月1日写道：“资金不断外流，以致妨碍我国的经济发展，绝不是不可能的事。”其他报章，眼看国内的华人不把从本国赚来的钱投资在本国，反而拿去中国的家乡投资，不免对他们是否忠于本国表示关注。在这个竞相争取投资的世界里，这些华人所在的国家非常需要这笔资金。

15 伯克利东亚研究所的罗伯持·A·斯卡拉皮诺是一位熟悉东亚事务的美国人。他曾在今年8月10日在印尼峇厘岛就中国实行现代化所产生的影响发表演讲时说道：

“另外还有一个问题。目前‘大中华’一词开始流行，含有中国、香港、台湾、有时也包括东南亚和其他各地海外华人不断扩大经济交流的意思。这种不断扩大经济交流表示政治团结之说固然是一项错误，但是华人社会单独或透过某种形式联合取得经济进展，会使一些主要的东南亚社会种族关系恶化，却是无可置疑的。目前，由于这些国家的政策和一般经济进展，这些种族关系倒相当融洽。不过，种族关系永远是微妙的。种族问题是政治上的一个长期因素；它虽然可以高明的政策来抑制，但却永远不会消失。中国经济势力崛起的幽灵，势必使种族问题继续成为一个更加重要的因素。”

16 \* 这个危险不可以低估。任何亚细安国家与中国交恶，这个国家的华人在中国投资，不免会有对本国不忠之嫌。有些华人恢复了他们的宗亲关系，在中国做慈善事业，如建学校、盖医院、办大学等。这样做虽然可以搞好关系，获得优厚的投资条件，但是，当一国的人民掀起反华情绪而把矛头指向当地华人时，他们就会把资金永远流向投资收益最高之处的这个简单的道理，置之不理。\*

17 来自这些‘敏感’国家的华人，不能因为在中国投资而减少了在本国的投资。他们最好也利用自己同中国的‘关系’，来促进中国和他们本国的贸易，同时，也增加中国在他们本国的投资。这是有可能的事，事实上在十年内就可以办得到。



18 中国可以利用同东南亚各国华人的联系，在能源（煤气、石油）丰富、劳工成本低廉的印尼、马来西亚和泰国投资，尽量提高在工艺和资本投资的收益。有些工业，如钢铁业和化学工业，并不十分需要精进的技术，因此，亚细安国家可以利用中等的工艺来搞这些工业以获得收益。这类联营企业具有两个竞争优势——其一是中国技术成本低，其二是有廉宜的天然气供应给能源密集工业。

19 今年6月，山东省省长访问马来西亚，耗资2亿元人民币同当地人在关丹附近的格平工业区合资开设一间轧钢厂，就是一个很好的例子。该厂初期将生产钢板以供出口，过后再生产其他钢件。如果在亚细安国家能多设这类联营企业，就可以消除单向投资的印象。中国在香港的多项投资，就是双向投资的最好证明。当然，这和两地相距不远的特殊因素不无关系。

## 更有效的网络联系

20 要使网络联系有效地运作，就必须加强它的系统化。我们可以编制指南，列出姓名、个人简历、商业背景，使任何人在需要适当的接触人或夥伴时，都可以立刻获得参考资料。

21 这类指南也应该提供人格和信贷担保的资料，包括个人的银行担保。如果这些资料能储存在电脑资料库内，并且能够通过国际网络(Internet)或大学网络<sup>melalui protokol komputer mile bilh dptk n secara terus</sup> (Bitnet)来取得，那就更加理想。  
<sub>international network</sub>

22 美国华人在电脑软件领域中人才济济，他们可以轻而易举地做到这一点。目前，中国充满投资的机会，要和这些投资机会挂钩，最好是通过香港人、台湾人、泰国人、马来西亚人和新加坡人来进行联系。经过一个短时期后，中国本身的商人就会通过多元化，把风险从香港扩大到美国、加拿大、澳大利亚、欧洲和东南亚各地。

23 网络联系是一件顺理成章的事，大家大可不必为了要通过互通讯息以争取最大利益的机会而耿耿于怀。其实，盎格鲁撒克逊人这么做，犹太人这么做，印度教徒和回教徒也都这么做。

### 网络联系使结合后的世界增值

24 科学工艺将继续结合整个世界，使整个世界趋向一个环球市场。这样的世界将加强盎格鲁撒克逊人、犹太人、印度人、回教徒、黎巴嫩人、日本人、韩国人或中国人的宗族网络角色，成为传播资金、技术、专门知识的催化剂。随着中国以外的华人社会教育经济地位的提升，他们将增加自己所能支配的资源。他们的知识、联系和财力的结合，加上中国人口和天然资源的经济潜能，将会带来可观的经济增长。



25 哈佛大学商科学校的华裔美国教授高健曾经向我的内阁同僚杨荣文提起这件事，把华人社会如何利用对当地的专门知识形容为“知识套汇”(Knowledge Arbitrage)。尽管有了电脑和传真机，并不是所有的学问都能编集成典。许多学问都与文化有关，例如中国、日本、印尼等社会的‘关系’。那些有能力套汇不同社会之间学问差距的人，将能从中获益。华人企业家，如印尼的林绍良、马来西亚的郭鹤年、香港的李嘉诚等，都是沟通这些文化的佼佼者。举个例子，他们一方面把日本的技术引进印尼或把美国的技术引进中国，另一方面却把原本的研究工作留给美国人、欧洲人和日本人。为什么海外华人企业不专于发展产品或技术，而只愿意经营特许权和知识，这点令美国商科学校百思不解。原因是他们有多元文化的优势，在把发展中的经济体与工业化的西方结合时，更加有利可图，使得他们的投资更加有价值。

Sangat penting untuk ada orang-orang bicultural  
di seluruh seluruh dunia maka perlu juga  
pembinaan untuk meningkatkan seluruh Cina

26 随着时代的改变，新的情况出现了。例如在美国、欧洲和澳大利西亚的大多数华人，虽然在文化上还算是华人，但他们却不会讲华族的语言。即使在东南亚，除了新加坡和马来西亚以外，华人在本国的教育体系里并没有学习母语。虽然如此，正在成长中的新一代，却可以利用英语，参杂一些方言，有效地建立起网络联系。

27 东南亚的华人社会，以能够适应入籍国家的言文化见称。他们有讲几种语言的能力。他们讲入籍国家的语言、自己的方言或华语、经常也讲英语。西方教育，就好象一条珍贵如金的线，把中国以外年轻一代华人企业家和专业人士连系起来。他们大多数接受英文教育，对中国大陆文化所能做出的最大贡献，就是成为多元文化经济价值的例子。这种多元文化来自与其他文化共存，吸取其他文化的优点。

28 另一方面，海外华人在成功的时候，必须慎防华人沙文主义。<sup>Chauvinisme (persuasi "kefugan semp kawni sendiri")</sup>正当中国繁荣兴盛时，这一点显得更加重要，因为中国的成功，会形成中国支配本地区的恐惧感，尤其是当中国被视为争取投资的竞争者，而不是促进区域繁荣的伙伴时。



## 对本国的忠心

29 我们大家同属华族。由于同宗同文，我们有某些共同的特性。我们之间很容易建立起互信互赖的密切关系。但是我们必须诚实，认清我们最终的效忠对象，应该是入籍国而不是祖籍国这项事实。

30 如果我们不这样想，并且认为自己同其他国家的华人以及祖籍国之间的共同点，比和各自入籍的国家人民之间的共同点还要多，那将是不切实际的。在利益不一致，情感关系不足以克服立场不同时，这将导致悲伤的后果，也会造成我们同本国非华族人民之间产生误解，发生摩擦，即使象新加坡这样的华族人士占大多数的国家，也不例外。

31 我们的祖先来自中国，经过了两三代人的时间，我们已经在出生地落地生根。我们同本国，而不是同中国或祖籍国利害攸关。泰国华人是泰国人，他最终希望泰国会繁荣，这样他在泰国的资产才会增加，他的子女在泰国的前途才有保障。新加坡华人、印尼华人、马来西亚华人和菲律宾华人也是这样。他们可能经常到中国投资访问，但很少人要把中国当成自己的家园。



32 过去两年来，我尝试探讨冷战后的世界局势，以找出这些局势对象新加坡这样的国家有什么启示。我的结论是：如果新加坡企业家不参与这个时代的最大变化，不参与东亚国家，包括中国在内的工业化和现代化队伍，那将是一项错误的决定。如果我们不利用华族网络扩大和掌握这些机会，那将是很愚蠢的。其他的东南亚国家，如泰国和马来西亚，也都抓紧了这个难得的机会。

33 我的总理吴作栋先生也注意到，随着印度解除管制，开始实行自由市场制度，新加坡也可以通过本地的印族商人取得类似的网络联系机会。在南非的政治问题获得解决后，印度的联系网将能提供在南非的商业机会。这是过去新加坡兴地族商人扩大联系的新版本，当时他们同世界各地，从南太平洋到印度、巴基斯坦、东非到英国的同族商人联系，除了做生意的目的之外，也是为他们的子女寻找配偶。

China 4k, Taiwan 2k, nego 1k

ada camp 7-4, little network

network da segn ako zi Tfp byle

34 在未来的10到20年内，取得最高世界经济增长率的将是亚洲的新兴工业国。展望未来，新加坡决定改变移民政策，在新加坡建立以新加坡为基地的各种不同族群，利用他们世界性的联系网来扩大我们的范围，增加我们可以掌握的机会。因此，我们已经增加华人，尤其是香港移民的流入，他们能和世界各地的华籍香港人取得联系。我们也积极物色和吸收印度专业人士和商人。在过去两年里，已经有一千多名这类人士在新加坡定居。我们也同样欢迎本区的马来西亚和印尼专业人士和商人，虽然他们的人数相对地比较少。我们也正在吸引巴基斯坦和阿拉伯的专业人士和商人到新加坡定居，他们将能成为新加坡同阿拉伯和回教地区的联系。阿拉伯商人很容易和本地的回教社群同化。

35 我们在这里聚集，是因为我们在不同地区都有不同的经验，而交换经验，对大家都很有益处。我们当中有人会再度相见，因为相见对彼此都有好处。这就是所谓有效的网络联系。

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