

**Labour conflicts, Human Resource Practices , and Employee Attitude and
Behaviours in Myanmar, Thailand, and Malaysia**

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Master of Arts in Human Resource Management

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Abstract

Workplace conflict is an inevitable challenge faced by every organization, and a critical concern for both employees and employers. Conflicts can results in both positive and negative outcomes for employees and organizations. This study employs quantitative methods, including descriptive and regressions analysis, to examine the relationship between labour conflicts, partnership practices and employee attitudes and behaviours in specific ASEAN region, particularly in Myanmar, Thailand, and Malaysia. Data were collected from 152 respondents across these countries. The findings reveal that partnership practices can mitigate labour conflicts and enhance employee attitudes and behaviours. However, labour conflicts negatively impact on employee attitudes and behaviours in Thailand and Malaysia compared to Myanmar. The results show variation among cross countries. The theoretical and practical implications of these findings are discussed for further recommendation.

Keywords: *Human Resource Management and Partnership Practices, Labour Conflicts, Employee Attitudes and Behaviours, Regression Analysis and ASEAN region*

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Chapter 1: Introduction

1.1 Research area

Workplace conflict is an essential aspect for both organizations and employees. Scholars argue that conflicts can have some workplace benefits, but it can perceive harmful and negative impacted workplace and employee attitudes and behaviours (de Wit et al 2012). In this research , focuses on Myanmar national workers who are experiencing a lack of workplace involvement, benefits and commitment in their workplaces across Myanmar, Thailand and Malaysia. Many human resource management journal and articles discussed workplace conflicts, including issues related to terms of employment, working conditions, violations of organizational policies, dissatisfaction and disengagement and absenteeism in the workplace (Martinez-Pecino et al.,2008). All types of conflicts can be categorized as either collective bargaining conflicts or individual conflicts in the workplace (Currie & Teague, 2016). Workplace conflicts lead to decrease in overall workplace productivity, unstable employment situation and high rate of dismissed and redundancies and many negatively impact both employees and employers (Xi et al,2017). In this kind of situation, scholars have examined several methods and strategies to handle workplace conflicts, both for collective and individual types of conflicts with formal and informal resolutions (Guest & Peccei., 2011). Furthermore, informal resolutions such as changing organizational structure and workplace practices can be innovative and attractive in managing labour conflicts and employee relations (Scheuer,2006).

Human resource and employee relations practices and processes are typically adopted to address both collective and individual dispute between employees and employers. There are several aspects and processes in employee relations and human resource practices, particularly concerning industrial relations within the workplace. Including creates formal management approach such involving third parties, trade unions and arbitration. Informal methods mean addressing appropriate strategies including human resource management and practices (Michael , 2006). One of those, partnership practice is a useful approach for handling labour conflict with many reasons, this approach focuses on gaining mutual trust and respect, and open communication and shared versions and understanding between employees and employers (Guest & Peccei, 2001). These practices not only gain mutual interests in the workplace but also enhance collaboration between each party. Consequently, the result leads to positive outcomes and helps mediate workplace dispute. According to Guest and Peccei (2001), partnership practices can effectively handle and manage workplace conflicts, as

supported by human resource and employee relations theory. In addition, in this research context identified and examines eight-dimensional partnership practices tested for improving labour conflicts and positively impact on employee attitudes and behaviours in specific regions of ASEAN countries.

Based on the previous studies discussed, the relationship between labour conflicts and human resource practices, it remains unclear whether labour conflicts and partnership practices impact employee attitudes and behaviours. However, labour conflicts have many negative effects and outcomes for groups or individuals within the workplace (Xi & Zhao, 2014). To examine this issue, it requires testing the relationship between labour conflicts and partnership practices and how they impact employee attitudes and behaviours. Therefore, the final aim of this study is to analysis and determine whether labour conflicts impact employee attitudes and behaviours in targeted ASEAN countries.

In this study area, I employed quantitative methods to examine the relationship between three variables labour conflicts, partnership practices and employee attitudes and behaviours. This analysis focuses on Myanmar nationals' workers who are working in Myanmar, Thailand, and Malaysia. Firstly, this study highlights an important contribution by exploring six dimensions of labour conflicts in specific countries in ASEAN countries. Secondly this research contributes to conflicts management literature by exploring eight dimensions of partnership practices. Additionally, in this study contributes how HR and partnership practices influence on labour conflicts and employee attitudes and behaviours. HR and partnership practices not only impair labour conflicts but also enhance employee attitudes and behaviours.

1.2 Research objectives

Labour conflict is a common issue faced by organizations not only in the ASEAN region but also globally. It significantly affects overall employee productivity and can impair not only workplace efficiency but also damage employee's commitment and behaviours. Consequently, the organization is require to implement appropriate practices in order to reduce conflicts and maintain positive employee attitudes and behaviours. In this study human resources and partnership practices play essential roles in managing labour conflicts and fostering effective employee commitment and engagement. Main research objective for this study is to examine the relationship between human resource practices and labour conflicts in specific countries in ASEAN region.

1.3 Research Questions

For this study, research questions adept focuses on labour conflicts, conflicts managing approaches such as HR and partnership practices and how this practice and conflicts impact employee attitude and behaviours in specific ASEAN countries. In this research develop one main research question and three sub-questions.

1.3.1 Main research question:

1. How do human resource management and partnership practices influence employee attitude and behaviours toward labour conflicts.

1.3.2 Sub research questions:

1. Do employee relations and partnership practices impact labour conflicts.
2. Do employee relations and partnership practices impact employee attitude and behaviours.
3. Do workplace conflicts impact employee attitude and behaviours.

1.4 Justification for research

Due to the progress of economics growth, unstable political issues, limited opportunities, and potential higher salary than working in Myanmar, many low and high skills workers are from Myanmar migrate to the other countries. most of low skills workers move to work in Thailand and Malaysia where is neighbour countries from Myanmar. Also called the compound area in the ASEAN region. According to ILO data over 1,400,000 labours migrate in Thailand and over 300,000 labours migrate in Malaysia (ILO,2020). Most of low skills labours migrate using oversea employment agency, which is recognized by Myanmar oversea Employment Agencies Federation (MOEAF). Many of labour working in these countries with Memorandum of Understanding (MOU) contract between Myanmar government and Thai government since 2003. However, MOU contract working in Malaysia was suspended in 2024 according to Myanmar Labour News (MLN,2024). Although, local employment law to protect and complain workers cases in these countries, employees are still facing many challenging related to interests, right and affect based conflicts due to the language skills both local language and English language, unfamiliar of the local systems and lack of knowledge which is related right and many more issues within the workplace in Thailand and Malaysia. In Myanmar many local labours are facing regarding long working hours, unfair overtime pays, lack of participation within the workplace, poor health & safety systems and lack of benefits and low minimum

wages compared with Thailand and Malaysia Kyi (2018). These challenges makes increase workplace conflicts and consequently negatively impact on employee attitudes and behaviours.

There are various ways to manage workplace conflicts including formal and informal methods. Formal resolutions is undergoing mediation processes and third-party involvement, this is the most common methods to managing conflicts within the workplace (Martinez-Pecino et al.,2008). However, both employees and employers' point of view, workplace require to prevent the situations occurring conflicts, formal resolution is usually after conflicts resolution methods, and it cannot prevent happening conflicts (Zeller & Trakman,2019). In this study, I considered employing informal workplace resolutions that address suitable strategies for aligning both employees and employers. Human resource and partnership practices in the workplace enhance the interests and attentions of employees and employers (Guest & Peccei, 2001). In this study, many Myanmar national labours are experiencing lack of workplace interests, rights, commitment, and satisfaction with many reasons. Human resource and partnership practices have been shown to positively address and improve these issues experienced by employees. These practices describe not only promoting collaborations in the workplace but also achieving the organization goal and it can significantly reduce workplace conflicts (Guest & Peccei,2001). These practices can turnout win - win results both employees and employers, it can enhance overall workplace productivity and positive outcome to employees' attitudes and behaviours (Guest & Peccei, 2001).

Understanding of human resource and partnership practices positively impact on workplace especially in workplace conflicts, it can help not only provide overall effective employee management but also can help reduce workplace conflicts and improve employee commitment and satisfaction. By employing this gap, this dissertation will get beneficial empirical data, practical and theoretical recommendations, and discourse on significantly reduce both collective and individual conflicts in workplace toward effective employee attitudes and behaviours.

1.5 Profile of the country

In this study, focused on the ASEAN region, particularly on Myanmar national migrant workers employed in neighbouring countries such as Thailand and Malaysia. The survey targets for Myanmar national workers who are employing for manufacturing factory in local

Myanmar and Thailand and Malaysia. Detailed country profile and background information are presented in the Methodology section, title 3.4.

1.6 Summary of chapter

Partnership practices in human resource management is a crucial role for managing workplace conflicts. According to scholars' and previous studies, partnership practices can significantly reduce workplace conflicts and directly enhance employee attitudes and behaviours. This study aims to develop a strong concept of labour conflicts and employee attitudes and behaviours by addressing HR and partnership practices. This finding will be applicable to various types of organizations, not only in the ASEAN region but also globally.

1.7 Research structure

This research is structured into five chapters. Each chapter presents specific themes and explains different areas related to the study. In chapter two, reviewed and discussed relevant literature, focusing on various types of workplace conflicts; individual conflicts, collective conflicts including interests, right and affect and fundamental power-based conflicts in Myanmar, Thailand, and Malaysia. In chapter three, I discussed methodological aspects for this study providing detailed research questions and objectives. It was explained the chosen methodological approach, including both quantitative and qualitative methods, respondent's countries profiles, data collection and analysis methods, gaining access, informants and recruitment and ethical consideration for this dissertation. In chapter four, I presented the analysis of the collected data, including Cronbach's alpha result, descriptive statistics both demographics and main variables, correlation matrix between each variable and regression analysis to test the hypotheses. In chapter five, provided discussion, recommendation based on the findings. This chapter includes the main findings sections, a review of the findings, discussion, theoretical implications and practical implications, recommendation, limitations, and ethical considerations. Moreover, this chapter concluded with an overall summary of research and Personal Learning Reflective Essay (CIPD requirement).

Chapter 2: Literature Review

2.1 Introduction

This paper examines labour conflict based on individual and collective issues, focusing on interests based, rights based and affect based conflicts within the workplace. In this research, conflict management strategies address human resource practices, particularly partnership practices in employee relations. Firstly, analyse how human resource practices manage labour

conflicts and explore their positive impact on employee attitude and behaviours. Additionally, examine how workplace conflicts can negatively impact employee attitude and behaviours. This research focus on exploring the impact of HRM practices on labour conflict within the ASEAN region, with particular emphasis in Myanmar (formerly called Burma), Thailand and Malaysia. In this research, examine labour conflict among Myanmar national migrant workers, particularly those employing for manufacturing factories in Myanmar, Thailand, and Malaysia.

Workplace conflicts are an unavoidable issue between employers and employees. Nowadays, many Myanmar national migrant workers are facing workplace conflicts problems due to the lack of interests, rights, and power unbalance issue not only in Myanmar but also in Thailand and Malaysia. These conflicts often arise from the issue of unfair pay, poor management and arranging working environment, working hours and overtime pay, terminations the contract, workplace discrimination, and lack of employment law enforcement. Conflict is an intrinsic aspect not only for the workplace but also for other communities. Some of the conflicts may be seen as beneficial, or driven by a pursuit of justice, and every type of conflict can be harmful. According to Ridley-Duff and Bennet (2011), several reasons can lead into workplace conflicts, including organization changes their strategy, policies and implements new policies or structure without prior notice with the employees and involves their concern or agreement. These actions can lead to various effects on employee relations and may enhance many negative consequences within the workplace both overt and covert (Bennett, 2013). In this case, Bennett (2013) recommends organizations require to address strategy or reasonable approaches to handle the conflicts, as well as “downward communication”, it means organization or management are significantly inform their employees individually or group about any policies or plans changes. The most crucial aspects of addressing approaches or strategies depend on the types of disputes, and the nature of the conflicts between employees and employers. Conflict management style or approaches can be based on the specific conflicts and the perceptions of both parties. Other potential cause of conflicts within the workplace, include poor management systems, lack of opportunities and promotion, and inadequate focus on employee’s development and progress, additionally some personal relationship between employees and management or employers (Watson, 2006).

Labour relations entail an economic exchange between employee and employers, it means employees sell their load of work and employers compensate money for that (Snape and Redman, 2004:2007). Additionally, labour relations management involves collaboration with

third-party organizations, including trade unions or labour representatives when managing labour conflicts (Xi et al 2022). However, since the 1980s, with the emergence and development of human resource management and alongside a decline in third party involvements in certain countries, there has been a gradual shift in labour conflicts management toward employee relations (Schuler, 1989). Gallagher (2011) mentioned that the management of employee relations in labour conflicts, HRM may play a greater role than the third-party involvement. Scholars developed several strategies and approaches for handling conflicts, such as third-party participation, mediation, and collective bargaining, these approaches and practices can address not only labour conflicts but also every type of workplace conflicts (Guest & Peccei 2001). However, Scheuer (2006) expressed organizational structure and practices can be changed based on the conflicts, it will need to develop new conflicts management styles and practices.

There are many internal conflicts resolution methods. Many articles and scholars mentioned that the partnership practices focus on mutual, respects, trust, shared versions and improve communication and avoid centralized decision making between employee and employers (Guest & Peccei 2001). Partnership practices not only improve mutual, respect and shared versions between employees and employers but also improve collaboration between both parties (Xi et al., 2017). That is why partnership practices can be fit to address in conflicts management based on theoretical background (Xi et al,2017).

2.2 Individual conflicts

In this paper will be divided into three types of labour conflicts which are interest-based conflict, right-based conflicts and affect-based conflicts and additionally will add power-based conflicts. Firstly, the criteria used to classify the two earlier labour conflicts ignores the concept of humans as inherently social beings (Uusitalo,1989), it means that the workplace conflicts are not only based on social exchanges but can also involve economic exchanges. According to the international journal of HRM (2021), the relationship between employer and employees should be characterized by mutual respect and responsibility, shared values and rational decision making. From a human resource point of view all employees regardless of their status work together toward a shared object. In this perspective, focus on collaboration and collective effort to achieve organization goals.

Secondly, since the two conflicts right based and affect based usually focus on internal and external collective bargaining, and both conflicts are categorized as overt or openly visible workplace conflicts. However, affective conflict is also one of the unavoidable and integral aspects of individual workplace conflicts, this conflict is often manifesting as covert or implicit disagreement (Budd et al.,2020). For instance, employees may experience physical or emotional exhaustion, they may get a lack of motivation within their work. Additionally, employees may suffer a lack of productivity or effectiveness in incompleting tasks, which can result from various negative factors within the workplace such as inadequate resources, poor management, or lack of employee engagement (Maslach et al., 2001). Individual workplace conflict can be mixed into collective conflicts due to the power imbalance inherent in individual employment relationships (Xi et al., 2017).

Finally, the relationship between employees and employers involves more than just the employment contract, which includes salary, job specification and any other term and condition (Marrison & Robinson, 1997). It also includes the psychological contract, which encompasses the beliefs and expectations each party has about the other. Psychological contracts involve employee's belief about their job security, how employer's support for career development and training, respect for employees and fair treatment (Xi and Zhao, 2014). In specific explaining, there have some consequence of negative effect if the employer breaches of the workplace psychological contract, it will lead not only implicit conflicts but also include counterproductive activities which is employee cannot focus their duties or responsibilities and bad engaging intentionally to organization, employees absentee without specific reasons, high turnover rate and many more bad behaviours happen within the workplace (Xi and Zhao, 2014). Those behaviours can directly impact organization behaviours and can have big impact on both employees and employers' productivity (Meng Xi et al, 2021). Thus, affect based conflicts also included one of the crucial and important parts of individual conflicts within the workplace.

In general, this paper defines workplace conflicts usually identified by conflicting behaviours, styles and irreconcilable emotions based on interest, rights and affects based between employees and employers. In addition, this research will develop employee relations conflicts into three categories: interest-based, right-based, and affects-based conflicts. According to Martinez-Pecino et al (2008), interest-based workplace conflicts and right based workplace conflicts are consistent with those definitions. Interest based workplace conflicts typically arise from the perceptions and expectations of employees and employers regarding the employment

contract, such as salary and benefits, as mentioned in the above paragraph. For example, salary-based conflicts occur when employees receive lower wages than the minimum scales, lack salary progression or facing inadequate pay scales within the workplace. These issues directly contribute to workplace conflicts between employees and employers. Other benefits situations where employers neglect to provide paid leave, incentives (both intrinsic and extrinsic rewards), accommodation, and other social welfare contributions. On the other hand, some production factories create unsafe workplaces to reduce production costs, resulting in high temperature, noise and dust which directly impact employee health and safety. This issue is prevalent in some Southeast Asian regions particularly in Myanmar, Thailand, and Malaysia. Workplace rights-based conflicts refer to issues arising from individual needs or experiences regarding inadequate employment laws and contract regulations. These conflicts typically occur when employers fail to comply with established procedures within the workplace. For example, there are several factories experienced labour strike during the first wave of Covid-19 in some Southeast Asia regions including Myanmar and Thailand. These strikes occurred due to the companies failing to provide adequate employee health and safety measures, such as providing gloves, face sheets, and safety workplace setting as recognized by the Ministry of Health and Safety. According to the occupational safety and health law and employment contract regulation, employers must provide a safe workplace and employees right to speak out if employer fail to provide or lack of their responsibility (ILO, 2019).

Affect-based conflicts also encompass individual needs or experiences related to employer's lack of disrespectful actions towards employees affecting their dignity both physically and mentally. For instance, in a factory and manufacturing setting, employers often force to do to get their daily or weekly production targets regardless of employee's conditions and difficulties. These practices can have significant effects on employee's both mentally and physically, ultimately leading to high workplace turnover rates and low employee morale.

2.3 Collective conflicts

Collective conflicts are an unavoidable aspect of organizational life. These conflicts arise from differences in rights and interests among employees, employers, and management not only within the workplace but also in every society including public institutions and agencies (Euwema et al, 2019). A dispute over interests that occurs between employees and employers can be an internal negotiable such as changing policies or procedure under collective agreement within the company. However, a dispute over the right needs to be interpreted according to

current employment law in the context of a collective agreement, this process can involve third parties' communication and assisting (Euwema et al, 2019).

In this paragraph, will represent third parties are involved in collective conflicts and how they are facilitating the process between employees and employers (Martin et al, 2019). Any form of conflicts involving individuals or groups, at least one party feels aggrieved or impeded by the actions of the other party (Elgoibar et al, 2017). According to the scholars, all countries have employment laws, and third-party organizations such as labour activists, trade unions and internal employee representatives to protect employees during dispute. Nowadays, in many countries around the world employees have the right to strike and defend mutual interests between their employers. However, there are some restrictions depending on the country (Martin et al, 2019). For example, employee strikes are usually organized or coordinated by recognized organizations such as trade unions or employee representative organizations. (Martin et al, 2019). In this case, trade unions play a crucial role in handling the case, as there are only a few functional labour lawyers. Generally, organizations or society implement legal regulations to find the solution and resolve the problem without causing harm. In this part of conflict resolution may involve third parties' communication such as trade union, and arbitrations.

As part of general process and regulations, third party organizations claim with labour courts or departments, and these courts make the final decision on the case, this is the way of traditional methods and formal resolution of collective conflicts (Euwema et al, 2019). There are some alternative informal resolution methods for collective conflicts, in this scenario, employee relations which is entitle under human resource department will be the main players handling the case using the practices, approaches and strategy as well as partnership practices within the workplace. There are many benefits to using informal resolution methods, these case not only facilitate mediation in get mutual agreement without hostility in workplace or within a group of team but also have the potential to improve and positively influence employees' attitude and behaviours.

2.4 Right, Interests and Power based in Conflicts

When an employee joins an organization, regardless of their position, they all are expected to demonstrate a certain level of commitment to the company's interests. During the hiring process, the HR department usually arranges for new employees to sign an agreement regarding

workplace conflicts. This agreement usually requires employees to avoid or disclose any situations that may arise conflicts within the workplace, not only interest-based conflicts but also right-based conflicts. Normally, every organization has an employee handbook and where mentioned detailed sections which are related workplace conflicts, how employees will undergo, and claim workplace conflicts happen. This information is typically adhered to ethical standards and maintaining transparency within the workplace. Anyone at the organization, regardless of their positions, may encounter conflicts of interest, especially when they don't perceive or hold different interests, these conflicts can directly impact employee's productivity and cause delay in organizational processes and overall workload.

According to the workplace dispute, industrial relations scholars have identified two main categories of workplace conflicts, which are right-based conflicts and effect-based conflicts. Conflicts of interest commonly arise during negotiations for a collective contract, regarding salary, unfair policies, employment perks and working conditions (Meng Xi et al, 2021). Right-based conflicts occur when the employees face violations of employment rules and contractual terms (Meng Xi et al, 2021). For example, employers did not employ contracts rules based on employment law and failing to provide minimum wage, proper leave benefits including annual, causal and medical, lack of employees' rights or obligations, and improperly deducting wages without entitlement (Meng xi et al 2021). According to workplace culture, the main difference between these two conflicts depends on how the employers provide and prepare the contract, the employment contract must be clear and understandable to prevent each conflict.

Additionally, power-based conflicts refer to an imbalance of power between employees and employers, which can lead to both constructive and destructive within the workplace (Hocker and Wilmot (1995). This is a serious and challenging issue and may cause corruption problems in the workplace (Hocker and Wilmot (1995). There are several recommendations for handling power-based conflicts, including power-sharing theory. This practice requires both parties to discuss openly their identity and power dynamics (Folger et al,2005).

2.5 Human Resource and Employee Relations in conflict Management

Human Resource Management plays a crucial role in the organization and significantly contributes to the organization's business and overall management processes (Armstrong,2006). It is typically concerned with organization processes but also focuses on employee interests. HR practices also play a crucial role in aligning strategy with the culture

among employers and employees including management. This involves integrating individuals who are committed to the strategy, who will follow up or adapt it, and who will fit with this culture and policies (Purcell et al, 2003). According to Armstrong (2006) human resource management (HRM) has significantly evolved from traditional personnel management. Nowadays, personnel management has been largely replaced by human resource management. Normally these two titles are similarly same, but there are some differences between HRM practices and personnel management within the organization. Similarly, both are adept at aligning with business strategy, facilitating line managerial communication and support, developing employees, and providing training, and handling recruiting and selection. In contrast, HR management and practices focus more strategically (Armstrong, 2006).

All processes are management-based with a greater emphasis on organizational culture, diversity, and the commitment to achievement by both employees and employers. And HR professionals can take the role of business partners instead of handling personnel administration (Armstrong, 2006). There are several activities in human resource management and practices including organizational design and development, resourcing and human resource planning, HR development as well as learning both organizational and individual, reward and compensation management, and employee relations management. In this research, focuses on the significance of employee relations in workplace conflicts and explores effective strategies and approaches for managing these conflicts. Employee relations refer to the creation and maintenance of relationships between management, employers, employees, and third-party organizations, particularly when conflicts or mutual disagreements arise within the workplace (Armstrong, 2006).

There are numerous resolutions styles, which include not only formal and informal ways but also implementation of reasonable strategies and approaches (Armstrong, 2006). Formal resolution means direct communication with trade unions, third party' organizations, labour courts and arbitration committees. Informal resolution refers to dealing with conflict internally as individually or group of the members between management and employers. In this scenario, human resource management and their approaches are crucial in handling the issue impartially. One of the roles of HR activities in conflicts is providing guidance and training within the workplace. On the other hand, the human resource functions can improve and address some negative practices between employees and employers by identifying the problem and issue, and determining the skills and competency, providing training or consultation to create more

effective workplace (Gilin Oore et al, 2015). There are no special policies recommended for handling the case of employee relations, each organization can create the own policy or choice the approaches based on circumstance of organization, management values and traditional procedures and practices (Armstrong, 2006). Which practices fit their organization and nature of goal and custom, organizational structure and the perceptions of both employee and employers.

Although there are various perspectives and points of views in employee relations according to Armstrong. Firstly, it's called unitary point of view, the management and employees believe and share their interests in the same goal and along together onto the organization goal. For example, using social partnership practices as well as open communication style and sharing the mission and the goal of the organization and addressing employee development programs such as providing the training and career development platform. Secondly, pluralist point of view, pluralist perspective mean, the organization employs diverse interests which is different kind of interest in different group and background. For example, in a production factory, the management might work with not only labour representative but also with among of the third party to negotiate employment relations issues, in this case all parties need to involve and able to present their voice and opinions (Armstrong,2006).

There are several approaches in employee relations recommended by Armstrong and Taylor (2006), including adversarial corporation, traditional methods, power sharing practices, and partnership practices. This research focuses on partnership practices in employee relations and examines the consequences of these practices into workplace conflicts, and how they impact or change and influence employee attitude and behaviours.

2.6 Partnership practices

Partnership practices in the workplace typically focus on trust, mutual respect, and shared version and organizations should avoid centralization in decision making and promote open communication between employees and employers (Guest & Peccei, 2001). Mutual respect and trust mean employers should treat each employee with dignity and engage in positive interactions. A shared version refers to both employees and employers having the same goal and missions to create an effective workplace and achieve organizational success. Communication is one of the important and unavoidable activities in partnership practices, both employer and employee should employ an open communication strategy and be involved in

the organizational decision-making process. Avoid centralization means recognizing that there are many roles in the workplace, instead of having control concentrated in person or management, employers or management should allow all members to contribute their input and participate in decision making related to their role in the workplace.

Many researchers shown that the benefits of addressing partnership practices in the workplace, these practices not only balance both employees and employers' mutual interests and rights based but also support to get mutual agreement in the workplace (Xi et al, 2017). That is why partnership practices may be fit to employ to handling workplace conflicts (Guest & Peccei,2001). Collective bargaining is one of the commonly used methods to address conflict resolutions within the workplace. This method serves as an alternative approach for resolution conflicts between employers and groups or individuals of employees. However third-party involvement in resolution always has its limitations, it means this resolution method may not always lead to a perfectly satisfactory resolution (Remington & Cui, 2015).

Furthermore, mediation and other forms of third parties' involvement in resolution are staged after the conflicts arise and it cannot prevent conflicts from happening in the first place (Zeller & Trakman, 2019). Nowadays, organizations are increasing the implementing and addressing partnership practices in workplace conflicts, which is attracting more attention. This approach may create participation between employers and employees, highly promote the organizational achievement and employees' success within their workplace, and enhancing employee productivity, and overall reducing turnover rate (Guest & Peccei,2001).

According to Xi (2017), there are several recommended procedures in partnership practices, including employment security, communication, employee engagement and participation, and sharing benefits. These procedures have been extensively enhance employee attitude and behaviours, also can enhance employee productivity and create positive impact on workplace conflicts. For instance, in a manufacturing factory, if employees are well engaged with their management or their job , their contributions will lead to a good result, from the organization perspective, this will be a good outcome, that why partnership practices create win and win situations for both employees and employers, consistently contribute a good impact to organizational activities and mission, finally it can directly decrease the employee relations conflicts (Xi et al 2017). Also, partnership practices can improve commitment between employee and employer, and lead to increase in organization's overall productivity (Guest &

Peccei,2001). Partnership practice can gain a benefit not only for employers' perspective but also for employee perspective, it can reduce employee's unfair pay policy, ensure reward and compensation based on their performance, and directly decrease turnover and absenteeism. For these reasons, partnership practices can decrease right based conflicts regarding employee's fair pay, compensation, and negative working environment.

According to the pluralist system everybody in the workplace has different interests and rights, partnership practices allow employee to engage in participatory organization activities such as third parties' representation, giving them a collective voice to advocate for their interests and rights (Provis, 1996). For these reasons, partnership practices can reduce not only interest-based conflicts but also manage employee rights-based conflicts, such as those related to regulations, procedures, and overtime benefits (Xi et al, 2017). According to Guest & Peccei, partnership practices also can fulfil psychological contracts in the workplace. For instance, the practices may enhance collaborative communication and improve decision making and promote mutual respect and trust and overall, it can reduce workplace conflicts between both parties (Guest & Peccei,2001).

2.7 Employee Attitude and Behaviours

Every kind of workplace can negatively impact both employers and employees (Xi & Zhao, 2014). In this paper, examine workplace conflicts that can impact employees' attitude and behaviours using two sets of indicators. Firstly, indicate employee job satisfaction and commitment in their role in the workplace. Job satisfaction refers to the positive feelings or enjoyment that employees experience in their daily life at work (Cavanaugh et al, 2000). Commitment also is an important aspect of employee's attitudes and behaviours, indicating employees are positively emotionally attached to their organization or not (Meyer & Allen, 1991). Secondly, we will indicate from the point of organizational view, the conflicts will impact on counterproductive behaviour and employee turnover intentions (Xi et al, 2017).

Counterproductive behaviour refers to actions by employees that directly or indirectly obstruct the achievement of organization goals and missions. This behaviour can harm not only the organization but also other employees in the workplace (Spector & Fox,2002). For example, in the workplace both parties may have conflicting affect based on their job roles or dissatisfaction with their roles. Additionally, a poor working environment, such as management or employers not considering employee productivity and workload, may lead to overwork and

burnout. In this situation, the organization needs specific practices or approaches to manage the issue. If the issue is not addressed promptly, it may lead to counterproductive behaviour among employees.

Turnover means typically employees leaving the organization, and they are likely looking for other opportunities and considering to resign with many reasons. In this situation, organizations need to be aware and protect from losing their competency employees (Xi et al 2017). For instance, in manufacturing operator or every kind of business sectors, if there having high turnover rate, it can be directly impact not only losing valuable employee for work but also impact workplace productivities and overall organizational behaviours. Social information and theory suggest that people can change their attitudes and behaviours based on their beliefs and social context (Salancik & Pfeffer, 1978). Labour conflicts in organizations can be seen as part of the social environment because this social context shape employee's attitude and behaviours and their interactions (Xi et al, 2017). Furthermore, employees' perceptions, experiences and observations of workplace conflicts influence their attitude and behaviours. This study focuses on the impact of workplace conflicts on employee attitudes and behaviours, particularly in work commitment, job satisfaction, and employee turnover intentions.

To extend and logically address the research questions and research objectives, three hypotheses are developed as follows.

Hypothesis 1 : Partnership practices can reduce labour conflicts.

Hypothesis 1.a: Partnership practices can reduce interest-based conflicts.

Hypothesis 1.b: Partnership practices can reduce right-based conflicts.

Hypothesis 1.c: Partnership practices can reduce affect-based conflicts.

Hypothesis 2 : Partnership practices positively impact employee attitude and behaviours.

Hypothesis 2.a: Partnership practices positively impact on employee commitment.

Hypothesis 2.b: Partnership practices positively impact on employee Satisfaction.

Hypothesis 2.c: Partnership practices positively impact on employee turnover.

Hypothesis 3 : Workplace conflicts impact employee attitude and behaviours.

2.8 Conclusion

This literature review explored the current research relationship between employee and employers. Focusing on workplace issue, human resource management practices and employee attitude and behaviours in manufacturing industries in the ASEAN region, especially in Myanmar, Thailand, and Malaysia. This existing body of literature review discussed complex issues related to workplace relationships and conflicts from both positive and negative perspectives. Firstly, this study consistently identifies types of conflicts within the workplace, including individual and collective conflicts. Secondly, identify the methods of conflicts resolution, including formal and informal approaches. Additionally, pinpoint human resource and employee relations approaches which can effectively manage workplace conflicts, particularly through the implementation of partnership practices. Finally, exploring the relationship between workplace conflicts, partnership practices and employee attitude and behaviours. How workplace conflicts impact employee attitude and behaviours and how employee attitude and behaviours can change organization after addressing partnership practices.

This research determine several types of conflicts in the workplace and examined both formal and informal conflicts managing approaches. Labour conflicts are quite complex situations, and only a few researchers focus on this area, especially in Southeast Asian countries. I aim to address and fill the gap in understanding how labour are struggling with the lack of protection for their interests and rights in their daily workplaces in Myanmar, Thailand, and Malaysia.

In this research I aim to conduct comprehensive and methodologically study to explore the relationship between human resource management practices, employee attitude and behaviours and labour conflicts.

Chapter 3: Methodology

3.1 Introduction

In these days of rapidly growing the local economy in the ASEAN region, including Thailand and Malaysia, there is a strong demand for migrant workers across various industries. However, alongside this growth, employee relations issues have been emerging in the workplace due to the poor work places and conditions and inadequate employee benefits and many more other related concerns. In this research, effective workplace conflict management is crucial for ensuring workplace productivity, employee attitude and behaviours. The gain insight into workplace conflicts management, human resource practices and employee attitudes and behaviours and to answer the research questions, there are several activities will be carried out in this study. There are numerous data collection approaches employed by researchers for

management and social science field, however, only quantitative, and qualitative methods being the most employed. In this chapter, I aim to explore the available research methods and identify the most suitable data collection approach for this research.

The main research questions for this study will be shown as follows:

1. How do human resource management and partnership practices influence employee attitude and behaviours toward labour conflicts.

The main research objectives for this study will be shown as follows:

1. To identify how human resource management and partnership practices influence on managing and handling of labour conflicts in the ASEAN region.
2. To examine how human resource management and partnership practices influence to employee attitude and behaviours toward conflicts.
3. To analyze the impact of workplace conflicts on employee attitude and behaviours.
4. To understand the relationship between HRM and partnership practices and labour conflicts.

3.2 Methodological approach

A methodological approach is a crucial part in the research industry. It means how researchers plan to answer their research questions, specifying how they intend to collect and analyse the data. We need to clarify the research methodological approaches before analysing future research processes and coherence our research project. In the academic industry, there are two primary research approaches, quantitative and qualitative. However, some researchers adopt mixed methods, combining both quantitative and qualitative approaches (Saunders et al, 2015). The quantitative method involves collecting data through making questionnaires by survey method and analysing the data using graphs and statistics. This approach always generates numerical data. Qualitative methods also involve data collection processes such as interviews through phone or in person, and collecting survey data, however this approach typically generates or uses non-numerical data (Saunders et al, 2015). Here is a more detailed explanation of the difference between quantitative and qualitative research approaches.

3.2.1 Quantitative approach

The quantitative approach is typically associated with positivism, especially when researchers employ predetermined and highly structured data collection techniques. This approach often includes controls for data validity, and experimental design. And ensuring that the questions

posed are clear and understandable to each participant (Saunders et al, 2015). Conversely, this approach focuses on applying statistical and computational methods combining, analysing and interpreting the data. For data analysis processes includes testing consistency of the survey questions, descriptive statistics, finding correlations each variables, regression analysis using appropriate tools as well as SPSS or other analysis software.

3.2.2 Qualitative approach

Qualitative approach is typically associated with interpretive philosophy. This approach uses a single data collection style such as making semi-structure interviews, and corresponding qualitative analytical procedures. According to Saunders et al (2015), qualitative research method associated with several strategies and each strategy has specific scope and procedures. It includes making case study research based, grounded theory, ethnography and narrative research. Additionally, this research explores complex phenomena and aims to gain in-depth understanding. This method is valuable for exploring experiences, feelings and beliefs, but it is not suitable for this study due to the need for large scale data sampling across multiple countries.

3.3 Choosing approach

There are several reasons for adopting the quantitative method in this research, including replicability, efficiency, contributing to academic setting with empirical analysis. Furthermore, it can investigate numerous variables, and test different hypotheses simultaneously. Cross-sectional studies allow for the collecting of extensive information and a cost-effective method of conducting research. While this type of research is considered a strong alternative to experimental research, it has limitations. Unlike cross-sectional research and experimental design research cannot establish causation and does not provide precise control over variables (Rindfleisch et al., 2008). This method can use large sample sizes, enhance the research's power and enable observation of significant impacts. An online survey is much more convenient for collecting data and information relatively easy and quick, especially compared to interviews conducted over the phone, online platforms, or face to face.

3.4 Countries' profile

Targeted data collected for this study involves three main countries in ASEAN regions, particularly in Myanmar, Thailand, and Malaysia.

Myanmar

New patterns of internal migration are emerging due to substantial changes within the country. The expansion of industrial zones, and the development of new special economic zones, has led to increased manufacturing opportunities nationwide. On the other hand, many local migrant workers are facing numerous challenges related to workplace relations practices and issues such as working environment, leaves, wages, unfair dismissal, and various employment laws matters (Eitra, 2017).

Thailand

Thailand is a business hub in Southeast Asia with a rapidly growing economy which have been offering opportunities in various sectors, including manufacturing for workers from neighbouring countries, especially Myanmar, Cambodia, Laos, and Vietnam. Workers can earn higher salaries in Thailand than their home countries. However, many international migrants face challenges related to working conditions and poor working management, assigning long hours shifts, limited benefits such as leaves and local employment rules (Chantavanich and Jayagupta, 2010).

Malaysia

Malaysia is one of the stable economic countries in Southeast Asia with a long history. It also attracts migrant workers seeking more stable job opportunities with higher salaries compared to their home countries. The country consistently faces shortages of local workers, and prompting employers to welcome migrant labour to meet local workforce needs across various sectors, including manufacturing industries. Migrant workers in Malaysia, including Myanmar nationals, face significant challenges such as discrimination based on status and nationality, as well as limited benefits similar situation in Thailand (Abubakar, 2002).

3.5 Data collecting

In this study, I adopt quantitative methods to analyse the labour conflicts and human resource practices in the ASEAN regions, particularly with empirical analysis. The research sample size determined using Cochran's (1977) method, with a precision level of plus or minus 8 percent, a confidence level serves 95 percent and estimated proportion of 0.5. Given this combination of variability and precision and confidence the appropriate sample size is 151. The survey questionnaire is cross sectional, which means it allows researchers to explore how variables measured simultaneously are related to each other (Meyer et al., 2021). There are many data

collection methods in quantitative study, including cross sectional, experimental and longitudinal designs, which were considered for conducting quantitative analysis. Using the cross-sectional method and a large sample size in the survey, examine all variables measured at one specific moment (Cummings, 2017). There are ways to collect survey data, including online platform, postal, face to face and telephone interviewing methods. Among these, online survey system is particularly beneficial compared to other methods, it saves participants' time, offers free access, and enables the collection of large samples within a short period (Evans and Mathur, 2005).

Primary data collected using survey questionnaires from Myanmar, Thailand, and Malaysia. Furthermore, the targeted population focus on Myanmar national migrant workers currently working for manufacturing industries as operators and supervisors and regardless of their positions from those countries. All targeted Myanmar national migrant workers are legally working these countries under a Memorandum of Understanding (MOU) contract between their government and the host governments. Secondary data collect news, articles and previous study. The survey collecting period conduct 10 working days starting from June 17, 2024 to June 28, 2024. According to hypothesis one, human resources management and partnership practices serve as independent variables, when labour conflicts serve as dependent variables. In hypothesis two, human resource management and partnership practices serve as independent variables and employee attitude and behaviours serve as dependent variables. In hypothesis three, workplace conflicts serve as independent variables and employee attitudes and behaviours serve as dependent variables.

3.6 Gaining access

The objective of this research is to define the view of Myanmar national migrant workers who are currently employed in manufacturing factories in selected ASEAN countries, specifically Myanmar, Thailand, and Malaysia. To facilitate data processing, information was shared with various manufacturing factories by contacting the human resource department in those specific countries. The information was shared via E-mail, WeChat, and WhatsApp.

3.7 Informants and recruitment

The targeted recruitment of this study is only migrant labour from those specific countries in ASEAN regions. There are several reasons I chose to collect data from those specific countries, including their high levels of migration. According to the International Labour Organization

(ILO) news, over two million Myanmar national have migrated abroad. Of these, over 70 percent are working in Thailand, and 15 percent in Malaysia (ILO, 2020). Many migrant workers face daily challenges related to workplace benefits, lack of support by employers and local employment policy.

3.8 Ethical considerations

I provided a comprehensive title and explained all information about the purpose of research and detailed procedure for participants and rights of participants. Before processing the data answering process, it requires participant's approval. Also, informed consent mentioned this is only voluntary and participants can withdraw at any time and moment without any reaction. In this data research, the privacy and confidentiality of all participants will be strictly protected throughout the study. To respect confidentiality and protect all the participant's data, I won't record the participants' name and personal data, instead of that I will use unique codes for my entire thesis. All the data will be restored securely in my private computer and only the college research teams access the data only for academic purposes.

3.9 Data Analysis

The survey is conducted online based using Kobotoolbox which is a data collection tool that researchers can use to create online or offline forms for collecting and managing data. The data transferred from kobotoolbox into excel which is shown by number. The survey has four main sections, with 22 questions: (1) respondent experience of labour conflicts, (2) employee relations and partnership practices, (3) employee attitude and behaviours, and (4) respondent's demographic information. All items described using 5 Likert scales starting from Always, Often, Sometimes, Rarely and Never except for salary and demographic factors. The salary in the survey question recorded in local currency, however, is converted into Euro when interpreting the result. Moreover, Cronbach's alpha test is conducted to trace internal consistency of survey questions. The Alpha test was developed by Lee Cronbach to measure the internal consistency of a scale or test which is measured as a number between 0 to 1. Ensuring internal consistency is essential for validating a test in research (Tavakol and Dennick., 2011). But bear in mind, a high coefficient does not always indicate high internal consistency. It can be affected by the length of the test. If the test is short, the alpha value is reduced. Inversely, if the test variables are highly correlated, when the alpha value is increased (Streiner., 2003).

In this study, the data analysis conduct employing SPSS software to perform correlation and comparison tests. SPSS is facilitates univariate, bivariate, and multivariate analyses, allowing users to apply both nonparametric and parametric techniques (Ong and Puteh,2017). In this study, univariate comparison analysis explores the difference between independent and dependent variables. Descriptive statistical methods including means, medians, standard deviations, and correlation coefficient were utilized. The correlation coefficient measures the relationship between two variables, ranging from +1 (prefect positive correlation) to -1 (perfect negative correlation), with 0 indicating no correlation. According to Schober et al. (2018), the correlation coefficient (r) is interpreted as follows: negligible correlation (0.00 to 0.10), weak correlation (0.10 to 0.39), moderate correlation (0.40 to 0.69), strong correlation (0.70 to 0.89), and very strong correlation (0.90 to 1.00). Furthermore, regression analysis was conducted to address all research questions, therefore, this research's finding proves that the based on empirical analysis.

Measured labour conflicts with six questions based on their salary, legal rights, emotional trust & respect between employees and employers. For human resource practices and partnership practices measured based on eight dimensions questions based on employee's participation in decision making process, third party role in legal sections, rewards, employee feedback and opinions, compensation and benefits, training providing for internal career progress, employment security and bonus based on employer's profits. For employee attitudes and behaviours measured three questions based on employee affective commitment and job satisfaction. There are five demographic factors given including participant's gender, education, age, position, and workplace location.

3.10 Conclusion

In this research, investigate relationship workplace conflicts issues , human resource practices and employee attitudes and behaviours between employees and employers. To gain this research, I employ quantitative methods and collect the data from the ASEAN countries, particularly in Myanmar, Thailand and Malaysia. This methodology provides a comprehensive understanding of the phenomena by incorporating both statistical analysis and personal perspectives. In the quantitative part involved a structured survey from Myanmar national migrant workers who currently working for the manufacturing in specific countries in ASEAN regions. Statistical analysis involves findings the regression and correlations matrix each dependent variables and independent variables. For ethical considerations also were conducted

carefully, including obtaining informed consent form to all participants and taking measures to ensure confidentiality and data security throughout the dissertation.

Overall, this methodology used in this study contributes a solid foundation for understanding the complex relationship between employee and employers, addressing human resources management and partnership practices in conflict management. Finally this study demonstrate how human resources and partnership practices and workplace conflicts influence on employee attitudes and behaviours. Future research builds on this finding, exploring additional variables and employing more diverse samples to further validate and extend our conclusions.

Consent Form

I sent out the consent form and survey questionnaires after obtaining approval from my thesis supervisor to all participants. The consent form is at the top of the survey form, and participants are required to agree (Yes) before they proceed to the next step. In the consent form, I explained to the participants that filling out these survey questionnaires is voluntary for my academic purpose, and they feel free to withdraw at any time.

Chapter 4: Finding and Analysis

4.1 Introduction

In this study, examined the relationship between conflicts and partnership practices, and employee attitude and behaviours within the workplace in ASEAN regions, particularly on employees who are working in the manufacturing industries. In this chapter, there are presented five parts of analysis which includes demographic factors analysis, reliability analysis, descriptive statistics, coefficient, and regression analysis. Each collected set data was analysed for reliability score, which is presenting internal consistency of the survey questionnaires. Moreover, analysed descriptive statistics through mean, medians, standard deviations, and correlation coefficient to present reliability of the research. Finally, answered each hypothesis questions based on regression analysis results.

4.2 Demographic factor

In this section, discussed the demographic factors, included the respondent's gender, education, positions, and workplace locations. In summary, there have 152 respondents Myanmar nationals' migrant workers who are currently working various industries in the ASEAN region, particularly in Myanmar, Thailand, and Malaysia.

4.2.1 Gender

The respondents are divided into two main gender groups which is female and male. The number of respondents is presented in table 1. According to the result in table 1, the percentage of female respondents who are working for manufacturing in Myanmar, Thailand and Malaysia is 90.8 %, while male respondents make up 9.2 %. The data result indicates that there are significantly fewer male workers compared to female workers.

Table 1. Gender

Sr. No.	Gender	No. of Respondents	Percentage
1.	Female	138	90.8
2.	Male	14	9.2
	Total	152	100.0

Source: Survey Data (July 2024).

4.2.2 Education

In these results, there are four different levels of education among all respondents, which included primary, secondary, bachelor's degree and master's degree and above. The respective number of respondents is presented in table 2.

According to table 2, respondents with a master's degree level education or above constitute the smallest group at 0.7%, while those with high school education make up the highest percentage at 56.6%. The second lowest percentage of respondents with primary education, which is 4.6 %. The percentage of respondents with secondary education is 25%, while the bachelor level of respondents is 13.2%. In general, the results show most respondents working in the manufacturing industry have secondary and high school level education.

Table 2. Education

Sr. No.	Education Level	No. of Respondents	Percentage
1.	Primary level	7	4.6
2.	Secondary level	38	25.0
3.	High school level	86	56.6
4.	Bachelor level	20	13.2
5.	Master and above level	1	.7
	Total	152	100.0

Source: Survey Data (July 2024)

4.2.3 Age

In the analysis, there are two age groups of respondents, which are between 18 and 29 and between 29 to 39. The number of respondents in each group is presented in Table 3 as follows.

According to Table 3, a larger proportion of young peoples are working in the manufacturing industry compared to the middle age group. Specifically, 64.5% of respondents are in the 18 to 29 age group, while 35.5% are in the 30 to 39 age group.

Table 3. Age

Sr. No	Age (Years)	No. of Respondents	Percentage
1.	Between 18 to 29	98	64.5
2.	Between 30 to 39	54	35.5
	Total	152	100.0

Source: Survey Data (July 2024)

4.2.4 Position

According to Table 4, the results show four different kinds of positions: worker, line leader, supervisor, and others. The number of respondents for each position is presented in Table 4. The worker position had the highest percentage of participated for this research, which is 88.2% in total. The supervisor positions constitute 1.3% of the respondents. Finally, the line leader and other positions have the same percentage of respondents, each representing 5.3%. In summary, most of the respondents for this study held worker positions. Consequently, many Myanmar national workers are likely to be employed not only locally but also in other neighboring countries such as Thailand and Malaysia for various reasons, including better salaries and lack of local opportunities in their hometowns or rural areas.

Table 4. Position

Sr. No.	Position	No. of Respondents	Percentage
1.	Worker	134	88.2
2.	Line leader	8	5.3
3.	Supervisor	2	1.3
4.	Others	8	5.3
	Total	152	100.0

Source: Survey Data (July 2024)

4.2.5 Workplace location

Based on analysis result, I focused Myanmar national workers across different countries in the ASEAN region, particularly Myanmar, Thailand, and Malaysia. The number of respondents from each country is presented in Table 5. As per Table 5, most of respondents participated from Myanmar, presenting 67.1 % in total. The remaining percentage are from Thailand and Malaysia, with each country presenting 16.4%.

Table 5. Workplace location

Sr. No.	Country	No. of Respondents	Percentage
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1.	Myanmar	102	67.1
2.	Thailand	25	16.4
3.	Malaysia	25	16.4
	Total	152	100.0

Source: Survey Data (July 2024)

4.3 Reliability Analysis

According to Table 6, three main variables were analysed to determine the internal consistency, reliability, and validity of the research questionnaire. In these results Cronbach's alpha scores were presented in Table 6. The results indicated that the Cronbach's alpha scores were lower than the standardization score due to participants being from different workplace location, environment, and employing practices, specifically Myanmar, Thailand, and Malaysia. Consequently, the reliability analysis results were not consistent. However, this inconsistency would not significantly impact my empirical analysis and findings, and all regression and correlation results were significant. However, I removed the question that is below the standardization score based on factor analysis results. I explained the details of each variable's questionnaire structure and the reason for the inconsistency as follows.

Table 6. Cronbach's alpha result

Variables	Cronbach's Alpha	No. of Items	Cronbach's Alpha (After factor analysis)	No. Of Items (After factor analysis)
Labour Conflicts	.443	6	.443	6
Partnership Practices	.499	8	.647	5
Employee Attitude and Behaviours	.460	3	.460	3

Source: Survey Data (July 2024)

4.3.1 Labour conflicts

Based on Table 6, labour conflicts were assessed with six questions in total, with Cronbach's alpha result of 0.443. In this section, most respondents answered "Always" and "Often" for questions no.4, "Does your employer provide legally required social insurance?" and question no.6, "Does your current salary is below the minimum wages per month?". This is due to local employment laws requiring employers must address minimum wage policy and provide social insurance packages to prevent the risk of workplace injury and fundamental workplace dispute.

4.3.2 Partnership Practices

In accordance with Table 6, partnership practices were assessed with eight questions in total, with Cronbach's alpha result of 0.499. According to the principal component analysis results,

three survey questions scored were lower than 0.5: which was question 7 “Do you feel involved in decisions about your own work and interests?”, question 8 “How important do you think the union is in maintaining your legal rights and interests ?” and question 14 “Does your employer provide bonus based on their profit?” This inconsistency is attributed to respondents from different countries and employers' background practices. Thus, I removed these three erroneous questions when conducting regression analysis to answer the hypothesis questions in section 4.5. Moreover, Cronbach’s alpha value increased to .647 after removing three erroneous questions, presented in table 6 (after factor analysis).

4.3.3 Employee Attitude and Behaviours

As the result of table 6, employee attitude and behaviours were assessed using three questions in total, resulting in a Cronbach’s alpha of 0.460. The overall result score was low due to question no 17 in survey: “How are you likely to seek job opportunities outside of this organization within the next 3-6 months?”, most of respondent answered, ‘Never and Rarely’. Consequently, most migrant workers working in other countries cannot seek or change new jobs immediately for several reasons, including work permit status and language barriers.

4.4 Descriptive statistics

Table 7. Labour conflicts

No.	Statements	Scale	N	R	S	O	A	Mean	STD
1.	How often do you feel that your requests for support and help are unmet by your employer?	Freq	2	7	33	69	41	3.92	.887
		%	1.3	4.6	21.7	45.4	27		
2.	How often do you feel about care, respect, and trust by your employer?	Freq	4	8	52	38	50	3.80	1.04
		%	2.6	5.3	3.2	25	32		
3.	Does your employer provide legally required paid vacation days?	Freq	46	5	11	15	75	3.44	1.77
		%	30.3	3.3	7.2	9.9	49.3		
4.	Does your employer provide legally required social insurance?	Freq	0	3	1	5	143	4.89	.476
		%	0	2	.7	3.3	94.1		
5.	Are you satisfied with the working conditions and workplace safety provided by your employer?	Freq	5	2	42	45	58	3.98	1.00
		%	3.3	1.3	27.6	29.6	38.2		

6.	Does your current salary is below the minimum wages per month?	Freq	29	51	59	11	2	2.38	.920
		%	19.1	33.6	38.8	7.2	1.3		
Overall								3.73	1.01

Source: Survey data (July 2024). N = Never, R = Rarely, S = Sometimes, O = Often, A = Always.

According to table 7, the overall mean score for labour conflicts is 3.73, with a standard deviation is 1.01, which indicates that respondents nearly agreed that they experience several types of conflicts in their workplace. On the other hand, this research is based on comparisons, across different countries and practices, that is why the overall mean score is close to an agree and is considered reliable.

Based on the descriptive analysis results in Table 7, the individual mean for labour conflicts (question 1: employer's support and help) is 3.92, it means most respondents agreed. The individual standard deviation is 0.887, which was close to the 1, indicated that this question is low variation for this research. In this question, the lowest percentage of respondents who disagreed (answering Never) is 1.3%, while the highest percentage of respondents who strongly agreed (answering Often) is 43%. This means that employees often feel their requests for support are unmet by their employers or management.

In question no.2: employer's respect and care to employees, the individual mean of this question is 3.80 and the standard deviation is slightly over 1. However, statistically point of view, this question is still reliable for research. The lowest percentage of respondents who disagreed (answering Never) is 2.6%, while the highest percentage of respondents who strongly agreed (answering Always) is 32 %. This means that employees consistently feel cared and respected by their employers.

In question no.3: legally paid holiday, the individual mean for this question is 3.44 and standard deviation is slightly over 1. Statistically point of view, that the question is still reliable. The lowest percentage of respondents who disagreed (answering Rarely) is 3.3%, while the highest percentage of respondents who agreed (answering Always) is 49.3%. It means the employer provided paid holidays such as casual and annual leave in accordance with employment law.

In question no.4: social security and insurance benefits, the individual mean is 4.89 (close to the maximum value), and standard deviation is 0.476. This result indicated that the most of

respondents selected the answer ‘Always’, because it is a legal requirement, employers have to provide social insurance for workplace safety.

In question no.5: the individual mean is 3.98 and standard deviation is exactly 1. Statistically point of view, that this result indicated reliable for research. For this question, the lowest respondent's percentage is 1.3%, while the highest respondent percentage is 38.2%. The result indicated that employees are always satisfied with the workplace provided by their employer.

In question no.6: minimum salary pay skill in workplace; the individual mean is 2.38, while standard deviation is below 1. This results score indicates that the question is reliable for research. The lowest percentage of respondents is 1.3%, while the highest percentage of respondents is 38.8%. This result means that employees perceive their current salary as reasonable in relation to the minimum wages.

Table 8. Employee relations and partnership practices

No	Statements	Scale	N	R	S	O	A	Mean	STD
1	Do you feel involved in decisions about your own work and interests?	Freq	49	47	26	19	11	2.31	1.25
		%	32.2	30.9	17.1	12.5	7.2		
2	How important do you think the union is in maintaining your legal rights and interests?	Freq	14	7	26	48	57	3.83	1.24
		%	9.2	4.6	17.1	31.6	37.5		
3	Do you receive additional compensation or incentives based on the individual or group performance?	Freq	24	29	31	25	43	3.22	1.44
		%	15.8	19.1	20.4	16.4	28.3		
4.	Does your employer seek your opinion and provide feedback?	Freq	13	39	49	28	23	3.05	1.18
		%	8.6	25.7	32.2	18.4	15.1		
5.	Do you enjoy the vacations, retirement programs and other benefits that your employer provided?	Freq	20	20	32	22	58	3.51	1.44
		%	13.2	13.2	21.1	14.5	38.2		
6.	Does your employer provide training programs to help you to obtain a promotion within your department organization?	Freq	69	41	21	14	7	2.00	1.17
		%	45.4	27	13.8	9.2	4.6		

7.	How would you rate the stability of your employment security?	Freq	8	5	18	66	55	4.01	1.04
		%	5.3	3.3	11.8	43.4	36.2		
8.	Does your employer provide a bonus based on their profit?	Freq	106	30	11	3	2	1.45	.820
		%	69.7	19.7	7.2	2	1.3		
Overall								2.92	1.19

Source: Survey data (July 2024). N = Never, R = Rarely, S = Sometimes, O = Often, A = Always.

Based on table 8, the overall mean for partnership practices is 2.92, and standard deviation is 1.19. This result indicated that the most of respondents answered this question neutrally, due to different countries and employment practices in their workplace. However, with a standard deviation slightly over 1. Hence, the overall questions and the responses are still considered reliable for research.

In question no.1: participation in decision making, the individual mean is 2.31, with individual standard deviation is 1.25. This indicates that most respondents answered this question neutrally. Despite this, the question is skill considered reliable which is based on individual standard deviations result. The result indicates a significant portion of participants perceive low in decision making process within the workplace. For question no.2: union role in conflicts, the individual mean for this question is 3.83, with standard deviation is 1.24. The result indicated that respondents tend to strongly agree with this statement. Based on the standard deviation, the question is considered reliable with less variation. The result indicated employees believed that union and third-party involvement is important. For question no.3: reward based on performance, the individual mean is 3.22, with a standard deviation of 1.44. This means that respondents tend to agree with this statement. Based on the standard deviation, the question is still considered reliable. The result indicates only certain respondents receive incentives reward based on their performance.

For question no.4: employee opinion and feedback the individual mean is 3.05, with a standard deviation is 1.18. This means that the respondents close to agree with this statement, according to the standard deviation score, the question is still reliable. The result said that employers do not usually seek opinions and feedback from employees. For question no.5: compensation and benefits, the individual mean for this question is 3.51, with standard deviation is 1.44. This means that respondents close to agree with this question. The results indicated that the average

respondents believed they received certain compensation and benefits in accordance with legal requirements. For question no.6: training for promotion, the individual mean for this question is 2.00, with standard deviation is 1.17. This indicates that respondents disagree with this statement. The highest percentage of respondents is 45.4%, it means employees do not receive any proper training for future promotion or career development.

For question no.7: employment security, the individual mean for this question is 4.01, with a standard deviation of 1.04. Based on the mean score, this statement tends to strongly agree and reliable with minimal variation. The highest percentage of respondents, 43.4%, indicated employees feel stable and secure in their employment and due to having a permanent employment contract. For question no.8: profit-based bonus, the individual mean score is 1.45, with standard deviation is 0.825. Although the standard deviation is close to 1, indicates some reliability, the mean scores referred respondents strongly disagree with this statement. The lowest percentage of respondents for this question 69.7%, it means employees do not receive any bonus and benefits based on the company's revenue.

Table 9. Employee attitude and behaviours

Sr.	Statements	Scale	N	R	S	O	A	Mean	STD
1	Do you agree with this statement ‘I would be happy to spend my career within this company’?	Freq	5	32	37	49	29	3.43	1.11
		%	3.3	21.1	24.3	32.2	19.1		
2	How satisfied are you with the physical working conditions at your workplace?	Freq	10	2	26	61	53	3.95	1.08
		%	6.6	1.3	17.1	40.1	34.9		
3	How are you likely to seek job opportunities outside of this organization within the next 3-6 months?	Freq	6	16	50	17	63	3.75	1.21
		%	3.9	10.5	32.9	11.2	41.4		
Overall								3.71	1.13

Source: Survey data (July 2024). N = Never, R = Rarely, S = Sometimes, O = Often, A = Always.

According to table 9, the overall mean for employee attitude and behaviours is 3.71, with standard deviation is 1.13. This means the overall mean score is close to “agree”, while the standard deviation is around 1. Thus, these questions indicate reliability for research. Since

respondents agreed with this statement, the results said that employee attitudes and behaviours are significantly connected with conflicts and partnership practices.

For question no.1: employee commitment, the individual mean score result is 3.43, with a standard deviation is 1.11. Based on these results employees agreed with this statement, indicating they are committed to staying with their company for some reasons such as work permit status and other HR matters. For question no.2: employee satisfaction, the individual mean score result is 3.95, with a standard deviation is 1.08. Based on these results, this question indicates a response close to strongly agree and is reliable. This means that employees are highly satisfied with the working conditions arranged by their employers. For question no.3: employee turnover, the individual mean is 3.75, with a standard deviation is 1.13. It means employees strongly agreed with this question, they frequently try to seek other opportunities for career development or improvement for their lives.

4.4.1 Correlation coefficient

Table 10. Correlation Matrix

	LC	PP	EAB
Labour conflicts	1.000	.503**	.618**
Partnership Practices	.503**	1.000	.351**
Employee attitude and behaviours	.618**	.351**	1.000

LC = Labour conflicts, PP = Partnership practices, EAB = Employee Attitude and Behaviours

I analysed correlation matrix between labour conflicts, partnership practices and employee attitude and behaviours. Based on table 10, the correlation between labour conflicts and partnership practices is 0.503**, it means that the result positively strong relationship between the two variables. Moreover, the correlation between partnership practices and employee attitude and behaviours is 0.351**, it means that the result positively fair relationship between the two variables. Furthermore, the correlation between employee attitude and behaviours and labour conflicts is 0.618**, the result indicated positively strong relationship between the two variables. Moreover, the overall variables' correlation results are statistically significant at 5% (**) for this research.

In general, to understand the impact of those variables, I performed regression analysis and empirically analysed each variable in the following sections.

4.5 Hypothesis Testing

In this section, regression analysis was conducted with detailed results to examine the relationships between labour conflicts, partnership practices, and employee attitudes and behaviours. Additionally, this analysis aims to answer each hypothesis and address the main objective of the research. Based on tables 11 and 12, conflicts including interests, right and affect based are treated as dependent variables, while partnership practices are treated independent variables. According to tables 13 and 14, employee attitude and behaviours including commitment, satisfaction and turnover are served as dependent variables, while the partnership practices served as independent variables. Finally, table 15 presented employee attitude and behaviours served dependent variables, while conflicts served as independent variables.

Table 11. Regression analysis of Partnership Practices and Labour Conflicts

Independent variables	Dependent variables: Conflicts	
	Baseline Model	With control
Partnership Practices	.453*** .042	0.363*** (0.0539)
Female (Based: male)		0.0103 (0.0959)
Age (Based: between 18 to 29)		-0.0431 (0.0709)
Education (based: Primary level)		
Secondary level		0.0528 (0.187)
High school level		0.0803 (0.181)
University level		0.339 (0.208)
Master and above level		-0.0931 (0.274)
Position (based: Worker)		
Line Leader		-0.235 (0.277)
Supervisor		0.0394 (0.446)
Other		-0.179 (0.182)
Workplace location (based: Myanmar)		
Thailand		-0.322*** (0.0856)
Malaysia		- 0.402*** (0.0876)
Constant		2.632***

Observations	(0.287)
R-squared	152
Robust standard errors in parentheses	0.554
*** p<0.01, ** p<0.05, * p<0.1	

According to table.11, the baseline model result is 0.453*** while the control test is 0.363***, which means that labour conflicts and partnership practices are positively associated and significant. This result indicated when labour conflicts increased by 0.343 units while partnership practices increased by one unit. However, when analysing the control tests with different countries the results showed that an increase one unit partnership practices led to reduce in labour conflicts by 0.322 unit (1% significant level) unit in Thailand and 0.402 unit (1% significant level) units in Malaysia compared to Myanmar. Therefore, the result partially supported hypothesis 1.

Table 12. Regression analysis of Partnership Practices and Interest-based, Right based and Affect based conflicts

Independent variables	Dependent variables: Interests		Dependent variables: Right		Dependent variables: Affect	
	Baseline model	With control	Baseline model	With control	Baseline model	With control
Partnership practices	.076*** (.060)	0.289*** (0.0672)	.647*** (.074)	0.298*** (0.072)	.636*** (.070)	0.501*** (0.0896)
Female (based: Male)		-0.126 (0.171)		-0.0754 (0.144)		0.233 (0.202)
Age (based: Between 18 to 29)		-0.028 (0.104)		-0.0491 (0.079)		-0.0523 (0.138)
Education (based: Primary level)						
Secondary level		0.135 (0.282)		0.0734 (0.164)		-0.0496 (0.306)
High school level		0.208 (0.271)		-0.0438 (0.171)		0.0766 (0.304)
Bachelor level		0.411 (0.314)		-0.368 (0.224)		0.238 (0.342)
Master level		0.503 (0.45)		-1.281*** (0.316)		1.058** (0.423)
Position (based: Worker)						
Line leader		0.322 (0.329)		-0.406* (0.242)		-0.62 (0.406)
Supervisor		0.642*** (0.244)		-0.506 (1.381)		-0.0178 (0.317)

Other	0.510*	-0.677**	-0.369
	(0.26)	(0.289)	(0.356)
Workplace location (based: Myanmar)			
Thailand	0.721***	-1.192***	-0.495***
	(0.108)	(0.166)	(0.161)
Malaysia	0.725***	-1.329***	-0.601***
	(0.112)	(0.114)	(0.167)
Constant	1.861***	3.758***	2.276***
	(0.386)	(0.325)	(0.516)
Observations	152	152	152
R-squared	0.328	0.737	0.459
Robust standard errors in parentheses			
*** p<0.01, ** p<0.05, * p<0.1			

Based on table no.12, the baseline model result for interest-based conflict is 0.076***, and with the control test is 0.289***, which means that the interest-based conflicts are positively associated with partnership practices. According to the individual control result, the dependent variable interest-based conflicts and independent variable partnership practices are positively significant. However, contrary to hypothesis 1a, as an increase of one unit in partnership practices, increased 0.076 unit in interest-based conflicts.

Based on table no.12, the baseline model result for right-based conflict is 0.647***, and with the control test is 0.298***, which means that the right-based conflicts are positively associated with partnership practices. According to the individual control result, the dependent variable right-based conflicts and independent variable partnership practices are positively significant. However, contrary to hypothesis 1b, as an increase of one unit in partnership practices, also leads to 0.647 unit increase in right-based conflicts. Despite this, individual control results indicated that certain demographic factors, such as employee having a bachelor and above level education, holding a line leader and above position are significantly reduced the interests-based conflicts. Furthermore, workplace locations also played a role, with interests-based conflicts decreased by 1.192 units (1% significant level) in Thailand, 1.329 units (1% significant level) in Malaysia compared to Myanmar, when the partnership practices increased 1%. Therefore, the results can be said that the findings partially supported hypothesis 1b.

Based on table no.12, the baseline model result for affect-based conflict is 0.636***, and with the control test is 0.501***, which means that the affect-based conflicts are positively associated with partnership practices. According to the individual control result, the dependent

variable affect-based conflicts and independent variable partnership practices are positively significant. However, the result did not support hypothesis 1c, as an increase of one unit in partnership practices, also lead to 0.636 unit increase in affect-based conflicts. Despite this, the control results indicated workplace locations had reduced affect based conflicts when compared to Myanmar, reduced 0.495 unit (1% significant level) in Thailand, 0.601 unit (1% significant level) in Malaysia when one unit partnership practices increased. Therefore, it can be said that the findings partially supported hypothesis 1c.

Table 13. Regression analysis of Partnership Practices and Employee Attitude and Behaviours

Independent variables	Dependent variables: Employee attitude and behaviours	
	Baseline model	With control
Partnership practices	.477*** .069	0.331*** (0.0866)
Female (based: Male)		0.343* (0.179)
Age (based: between 18 to 29)		-0.00478 (0.114)
Education (based: Primary level)		
Secondary level		-0.121 (0.302)
High school level		-0.248 (0.302)
Bachelor level		-0.342 (0.344)
Master and above level		-0.676 (0.411)
Position (based: Worker)		
Line leader		-0.368 (0.321)
Supervisor		-0.0755 (0.301)
Other		0.0351 (0.263)
Workplace location (based: Myanmar)		
Thailand		-0.750*** (0.16)
Malaysia		-0.319** (0.158)
Constant		2.772*** (0.447)
Observations		152

R-squared	0.396
Robust standard errors in parentheses	
*** p<0.01, ** p<0.05, * p<0.1	

According to table.13, the baseline model result is 0.477***, while the control test result is 0.331***, which means employee attitudes and behaviours are positively associated with partnership practices. When partnership practices increase by one unit, employee attitude and behaviours increase by 0.477 units, indicating that partnership practices have a positive impact on employee attitude and behaviours. Therefore, the result supported Hypothesis 2.

Table 14. Regression analysis of Partnership Practices and employee commitment, satisfaction, and turnover

Independent variables	Dependent variables: Commitment		Dependent variables: Satisfaction		Dependent variables: Turnover	
	Baseline model	With control	Baseline model	With control	Baseline model	With control
Partnership practices	.570*** .102	0.412*** (0.128)	.535*** .099	0.459*** (0.113)	.327*** .118	0.121 (0.136)
Female (based: Male)		-0.261 (0.215)		0.857*** (0.228)		0.432 (0.463)
Age (based: Between 18 to 29)		0.0511 (0.164)		-0.0867 (0.142)		0.0213 (0.239)
Education (based: Primary level)						
Secondary level		-0.107 (0.431)		-0.329 (0.332)		0.0717 (0.48)
High school level		-0.291 (0.432)		-0.382 (0.33)		-0.0706 (0.467)
Bachelor level		-0.465 (0.444)		-1.329*** (0.42)		0.767 (0.607)
Master and above level		0.145 (0.456)		-0.931** (0.425)		-1.24 (0.801)
Position (based: Worker)						
Line leader		-0.532 (0.447)		-0.589 (0.399)		0.0179 (0.356)
Supervisor		0.574 (0.825)		-0.996*** (0.371)		0.196 (0.78)
Other		0.23 (0.29)		0.595 (0.37)		-0.72 (0.501)
Workplace location (based: Myanmar)						
Thailand		1.092*** (0.281)		-0.136 (0.186)		1.024*** (0.254)
Malaysia		-0.201		-0.102		-0.653**

	(0.266)	(0.199)	(0.275)
Constant	2.816***	2.286***	3.213***
	(0.666)	(0.575)	(0.706)
Observations	152	152	152
R-squared	0.318	0.392	0.227

Robust standard errors in parentheses

*** p<0.01, ** p<0.05, * p<0.1

Based on table no.14, the baseline model result for employee commitment is 0.570***, and with the control test is 0.412***, which means that the employee commitment is positively associated with partnership practices. According to the overall result, the dependent variable employee commitment and independent variable partnership practices are positively significant. As an increase of one unit in partnership practices, increased 0.570 unit in employee commitment. The overall result indicated partnership practices positively impact on employee commitment within the workplace. Therefore, this result supported hypothesis 2a.

As shown in table no.14, the baseline model result for employee satisfaction is 0.535***, and with the control test is 0.459***, which means that employee satisfaction is positively associated with partnership practices. According to the overall result, the dependent variable employee satisfaction and independent variable partnership practices are positively significant. As an increase of one unit in partnership practices, increased 0.459 unit in employee satisfaction. When analysing control test, certain demographic factors, such as gender, showed that female employee experienced a 0.857 unit (1% significant level) increased in positive satisfaction when one unit partnership practice was increased. The overall result indicated partnership practices effectively improved employee satisfaction within the workplace. Therefore, this result supported hypothesis 2b.

As presented in table no.14, the baseline model result for employee turnover rate is 0.327***, and with the control test is 0.121, which means that employee turnover rate is associated with partnership practices. According to overall result, the dependent variable employee turnover and independent variable partnership practices are significant. Nevertheless, when increased one unit in partnership practices, increased 0.121 unit in turnover, therefore, the result indicated did not positively support hypothesis 2c. However, based on individual control result, workplace location in Thailand 1.024 unit (1% significant level) and Malaysia 0.653 unit (5% significant level) effectively reduced on employee turnover rate when one unit partnership practices increased. Thus, this result can say partially supported hypothesis 2c.

Table 15. Regression analysis of Workplace Conflicts and Employee Attitude and Behaviours

Independent variables	Dependent variables: Employee attitude and behaviours	
	Baseline model	With control
Conflicts	.873*** .091	0.776*** (0.112)
Female (based: Male)		0.320* (0.19)
Age (based: Between 18 to 29)		0.0252 (0.115)
Education (based: Primary level)		
Secondary level		-0.168 (0.272)
High school level		-0.31 (0.275)
Bachelor level		-0.621** (0.29)
Master and above level		-0.773** (0.331)
Position (based: Worker)		
Line leader		-0.193 (0.232)
Supervisor		-0.129 (0.308)
Other		0.153 (0.238)
Workplace location (based: Myanmar)		
Thailand		-0.538*** (0.159)
Malaysia		-0.0516 (0.16)
Constant		0.916* (0.531)
Observations		152
R-squared		0.506
Robust standard errors in parentheses		
*** p<0.01, ** p<0.05, * p<0.1		

In reference to the table no.15, the baseline model result for employee attitude and behaviours is 0.873***, and with the control test is 0.776***, which means that employee attitude and behaviours are positively associated with conflicts. According to the overall result, the

dependent variable employee attitude, and behaviours and independent variable conflicts are positively significant. As an increase of one unit in conflicts, increased 0.776 unit in employee attitude and behaviours. Thus, these results did not support hypothesis 3. However, based on individual control tested result, bachelor level education is 0.621 unit (5% significant level) and master and above level education is 0.773 unit (5% significant level) and workplace location such as Thailand is 0.538 unit (1% significant level) are negatively significant on employee attitude and behaviours when one unit increase in conflicts. Thus, this result partially supported hypothesis 3.

4.6 Summary

This study focused on the relationship between workplace conflicts and managing these conflicts using human resource practices, particularly partnership practices. Furthermore, examined how these conflicts and partnership practices impact employee attitudes and behaviours. This research is divided into five parts, each of the stages aligned with the research objectives and supported by statistical analysis. In the overall descriptive analysis results, all the questions demonstrated reliability for the research, indicated by the mean and standard deviation scores. Based on the correlation analysis, all variables are significantly related to each other. In the regression analysis, the overall results were significant for each variable. These findings supported hypotheses 2, 2a and 2b. However, hypotheses 1, 1a, 1b, 1c, 2c and 3 were only partially supported, due to respondents from different countries and employing different practices.

Chapter 5: Discussion, Recommendation and Conclusion

5.1 Introduction

The purpose of this research was investigated the relationship between workplace conflicts, partnership practices in HR matters, and employee attitude and behaviours across different countries, focusing Myanmar national workers who are working in Myanmar, Thailand, and Malaysia. I analysed the collected data across three areas to examine conflict management using specific practices and tested how these conflicts and practices impact employee attitudes and behaviours in the workplace. Firstly, this study investigated the relationship between HRM practices, particularly in partnership practices and various types of conflicts, including interest-based, right-based, and affect-based conflicts. Secondly, examined the relationship between HRM practices, particularly in partnership practices and employee attitude and behaviours

including employee commitment, satisfaction, and turnover. Finally, the results investigated the relationship between conflicts, and employee attitudes and behaviours.

In this chapter, I discussed the findings and analysis from the previous chapter (chapter 4) and compare how the empirical analysis was performed for this research. Moreover, this discussion includes overall results, both theoretical and practical implication, recommendation, limitations for this research and concludes with final summary.

5.2 Main findings

In the main findings for this research, the results identified a relationship between partnership practices and workplace conflicts. Overall partnership practices reduced workplace conflicts in Thailand and Malaysia, compared to Myanmar, due to certain circumstances. Furthermore, a more detailed analysis of the relationship between conflicts and independent variables partnership practices, specifically with interests-based, right-based, and affect-based, the individual results revealed that the partnership practices reduced right-based and affect-based conflicts in Thailand and Malaysia, but not in Myanmar. Moreover, partnership practices did not reduce the interests-based conflicts in any of the countries studied, including Myanmar, Thailand, and Malaysia. There are some situations that the partnership practices do not work in Myanmar, largely due to the lack of local opportunities and regulations caused by the political chaos since February 2021. This issue has led many local workers to keep working in their current roles even if they are dissatisfied. These situations that partnership practices cannot positively impact on workplace conflicts in Myanmar.

Secondly, the results identified a relationship between partnership practices, and employee attitudes and behaviours. The overall findings indicated that partnership practices can positively impact employee attitudes and behaviours. However, in detail findings for these variables across the countries, partnership practices did not positively improvement in Thailand and Malaysia, however it could be affective impact in Myanmar. Along with this, a more detailed analysis has conducted with employee attitude; employee commitment, satisfaction and turnover, the results shown partnership practices did not support employee commitment, satisfaction and turnover both Thailand and Malaysia whereas Myanmar.

Finally, the result examined the relationship between workplace conflicts and employee attitude and behaviours. Overall, the findings indicated that conflicts could positively impact

employee attitude and behaviours, as employee attitude and behaviours still increased even when employees experienced conflicts in their workplace. However, a detailed analysis across different countries revealed that in Thailand and Malaysia, employee attitudes and behaviours decreased when employee having conflicts in their workplace. This difference can be attributed to the stable policies and regulations in these countries, which ensure that organizations adhere to required practices in the workplace. In contrast, organizations in Myanmar are challenging with external issues such as unstable policies and regulations due to ongoing political chaos in the whole country. As a result, the organization struggles to implement effective strategies and practices. From the discussion of an employee's perspective, even if they are dissatisfied with their workplace or less commitment with their roles, they do not have many chances to change the jobs, because of limited opportunities and only a few chances to find new jobs during current crisis. That is why overall results indicated employee attitude and behaviours still increased, despite facing conflicts in the workplace.

The review of individual Cronbach's alpha scores was low, due to participants from different countries and addressing practices are different. However, these scores do not significantly impact my overall findings and results. Even though Cronbach's alpha scores were low, the correlation results remained positively significant.

5.2.1 Review of findings

In this chapter, I discussed the findings, including Cronbach's alpha results for all variables, descriptive statistics focusing on overall mean and standard deviation, the correlation matrix results and regression analysis for hypotheses testing. The review of the overall descriptive analysis for labour conflicts indicated that the means score was close to "agree" and indicated reliable questions for this research. This means that many workers acknowledged facing different types of conflicts, including interests based, right based and affect based conflicts in their workplace or organization. Moreover, the overall descriptive analysis of employee relations and partnership practices in HR matters for this research showed results close to "agree". However, there were some challenges with individual questions, particularly regarding "employee involvement in the workplace, unions and third-party involvement in workplace conflicts and profit-based Bonuses". These challenges arose due to the different countries adopting different practices. However, they did not pose a significant issue when testing and answering the hypothesis for this research. Furthermore, the overall descriptive analysis of employee attitude and behaviours showed that all respondents agreed on these

questions and demonstrated the reliability of these measures for this study. The review of individual Cronbach's alpha scores was low, due to participants from different countries and addressing practices are different. However, these scores do not significantly impact my overall findings and results. Even though Cronbach's alpha scores were low, the correlation results remained positively significant. The review of the regressions results indicated that the hypotheses 2, 2a and 2b were supported. Additionally, hypotheses 1, 1a, 1b, 1c, 2c and 3 were only partially supported with certain reasons.

5.3 Discussion

In this research, I began by discussion with three main configurations which is workplace conflicts, focusing the employee who are working for manufacturing in Myanmar, Thailand, and Malaysia. Workplace conflicts composed of interests, right and affect based. Secondly, partnership practices took a primary role play in managing workplace conflicts and employee attitude and behaviours. Finally, the tests indicated a relationship between labour conflicts and employee attitude.

In hypothesis 1, the results investigated that the partnership practices can reduced the workplace conflicts in certain countries such as in Thailand and Malaysia. Thus, this result is partially consistent with the findings of Meng Xi et al (2021) revealed that partnership practices can reduce labour conflicts in specific countries in ASEAN regions. However, one related conflicts sub hypothesis 1a was not supported. This result indicated that partnership practices could not reduce interest-based conflicts both Myanmar, Thailand, and Malaysia. One possible explanation for this result is that the migrant labours are tolerant of interest-based conflicts, or they may not notice what the interests-based going on in the workplace. Additionally, most of manufacturing factories in ASEAN, particularly in Myanmar, Thailand and Malaysia, employers are not considered what employee's voice and requests. These are the possible reasons that partnership practices cannot effectively reduce interest-based conflicts for this research.

For hypothesis 2, overall partnership practices can positively impact employee attitudes and behaviours. Thus, this result indicated consistent with the findings of Meng Xi et al (2021), which is partnership practices can positively improve overall employee attitude and behaviours including employee commitment, satisfaction, and turnover. As I discussed in literature review, partnership practices can improve employee commitment, participation and overall attitude and

behaviours according to Xi (2017). Hence, this results positively connected with my literature review.

For hypothesis 3, overall labour conflicts can positively impact on employee attitudes and behaviours, however based on individual control tests, education, level, and workplace location negatively impact overall employee attitudes behaviours. Thus, this result indicated partially consistent with the findings of Meng Xi et al (2021) as well. Additionally, in this study results supported most of my hypotheses directly. Some of hypotheses are only partially supported because the respondents participated in this research across different countries and addressing practices.

To discuss based on research objective 1 and 4, these studies indicated, overall human resource management and partnership practices can mediate and reduce workplace conflicts, especially in Thailand and Malaysia with certain reasons, due to the stable policy and economics. In Myanmar, the results did not show completely manage workplace conflicts, because of the national wide political chaos and unstable condition with mixed government policies and regulations. Organizations maintain the current situation instead of addressing new practices in the workplace. To answer the research objective 2, HRM and partnership practices directly supported employee attitudes and behaviours according to the regression and correlations matrix results. To answer the research objective 3, conflicts can partially negatively impact employee attitudes based on education and workplace locations. It means, conflicts can reduce employee attitudes and behaviours based on circumstance.

5.4 Theoretical implications

In this research, I provided significant insights into the existing literature on labour relations conflicts and partnership practices theory. Firstly, I provide a significant conceptual contribution to the literature on workplace conflicts within ASEAN regions. Firstly, as far as I aware, this study is conceptualizing labour relations conflict and create a measurable scale for labour conflicts in the ASEAN regions, specifically in Myanmar, Thailand, and Malaysia. Employing and resolving labour conflict and addressing appropriate practices has consistently been a key focus in the literature on employee relations and human resource practices (Martinez- Pecino et al.,2008). Moreover, this research examined and identified three types of workplace conflicts including interests, right and affect based conflicts are present for manufacturing in ASEAN regions. These findings also offer a strong foundation for researchers

and practitioners aiming to identify, assess and address the different types of conflicts in the workplace. Secondly, based on the Teague et al., (2020), organization require to employ effective approaches and practices to handle workplace conflicts. Researchers from various fields started to explore methods for handling workplace conflicts, including arbitration and mediations processes (Zeller & Trackman, 2019), and conflicts management practices by strategically (Nash & Hann,2020).

Furthermore, I found that the partnership practices at the country level were partially related to conflicts including interests, right and affect based conflicts. In this study, I adopted from the manufacturing in Myanmar, Thailand, and Malaysia to examine HRM and partnership practices on workplace conflicts, thereby enhance the human resource literature by incorporating an international perspective. According to Xi et al (2017), partnership practices have a positive impact handling workplace conflict. Finally, Xi's (2017) findings, partnership practices positively effect on employee attitude and behaviours in national wide in Chinese organization in China. In my study, based on overall results, partnership practices could positively impact both employee attitude and behaviours including employee commitment, satisfaction, and turnover. Moreover, overall labour conflicts can positively impact employee attitudes and behaviours. Additionally, in this study results, most of independent and dependent variables are direct positively related. Some of the variables are partially related because of the data sets from across the different countries and practices.

5.5 Practical implication

In this study, there are some important practical implications. Firstly, the organization should pay attention not only to rights and legal based conflicts within the workplace because of the legal requirement but also should be balance between interests, right and affect. According to the respondent results and descriptive analysis, interest-based respond was slightly lower than other ground-based conflicts. In addition, many manufacturing industries in Myanmar, Thailand and Malaysia may more focus on right-based conflict and they may neglect to support their employee's perception and care for them. Consistently, these interests and affect based conflicts occur negatively impact on employee attitudes and behaviours. Therefore, organizations require to implement partnership practices or any other appropriate approach to minimize these conflicts such showing more respect to all employees, support and setting effective communication within the workplace. Furthermore, Xi et al (2017), discovered that partnership practices positively impact on labour conflicts and employee attitudes and

behaviours. Consequently, the second implication from this study is that organizations should develop and adopt partnership practices. These findings align with those of earlier research by Guest and Peccei (2001).

5.6 Recommendations

There are three main specific recommendations from this research. It would greatly benefit that organization to improve three areas that have statistically low from overall means, presented on Table.8 employee relations and partnership practices.

The first recommendation is that organizations, particularly in ASEAN countries, should implement comprehensive partnership practices to minimize workplace conflicts and improve employee attitudes and behaviours. In partnership practices include building effective combinations with all employees regardless of their role, setting up employee engaging programs and enhancing all employee involvement in decision making processes. Organizations should customize the practices during instability situation, especially in Myanmar. This customized practice should fit both employees' and local situations.

The second recommendation is that organizations should create opportunities for all employees to get involved in the organization's future decisions. Employee involvement not only improves teamwork skills but also enhances overall employee's commitment. Additionally, this approach can help prevent misunderstanding between employees and management or employers, thereby positively impacting workplace conflicts.

The third recommendation is that organizations should offer training and development platforms to enhance employees' career growth within the workplace. This is an aspect of partnership practices designed to enhance employee satisfaction and commitment. It can improve overall work productivity. Providing opportunities for skill and competency development can increase overall work productivity. When employees see that their workplace supports their professional growth, they are less likely to consider leaving, which can consequently reduce employee turnover and lower recruitment costs.

5.7 Limitations

It is important to note that this study has several limitations for future research. The first issue for this study, adopted from the observational data, which may miss important information

from respondent based on the survey collection questions. This research focused on partnership practices in HR matters, and how these practices impact on workplace conflicts and employee attitudes and behaviours. Despite this study, respondents answered based on their individual experiences in workplace conflicts and their attitudes and behaviours in response to their organization implement partnership practices.

Another limitation is that the data were collected from various countries in ASEAN regions, leading to an imbalance in the sample sizes, with 102 respondents from Myanmar and only 25 respondents each from Thailand and Malaysia. As a result, the findings have some partially supported hypotheses, due to workplace locations and addressing practices are different then they are experiencing are different. Thus, the results found individually different. However, future research can find more reliable outcomes by focusing on a single country or ensuring an equal amount of sample size across different locations.

5.8 Ethical considerations

In this study, I protected the certain and honesty of the data what I collected, analysing, and interpretation. I avoided any kind of inappropriate issues such as data falsification and manipulation of my entire thesis. I have reflected on how my conclusions might affect various stakeholders and have aimed to apply the results in a way that promotes social good and prevents harm. I adhered to relevant ethical guidelines and regulatory standards to ensure the ethical conduct of the dissertation.

5.9 Conclusion

The essential role for this study was examined the relationship between workplace, partnership practices and employee attitudes and behaviours in Myanmar, Thailand and Malaysia. The research focused on Myanmar national employees who are working for manufacturing in those specific countries in ASEAN regions. Additionally, the research goal is to find out the relationship between labour conflicts and partnership practices that influence employee attitudes and behaviours. Firstly, in this finding's result identified the relationship between independent variables partnership practices and dependent variable labour conflicts in difference across countries. According to the findings result partnership practices significantly reduced workplace conflicts in Thailand and Malaysia compared to Myanmar. The result indicated that partnership practices could not significantly reduced workplace conflicts in Myanmar, due to the local specific reasons.

Moreover, the results shows that partnership practices can positively improve overall employee attitudes and behaviours including employee commitment, satisfaction except turnover rate in Myanmar. Furthermore, these findings explored the relationship between conflicts and employee attitudes and behaviours, the result indicated the conflicts partially supported in employee attitudes and behaviours based on education and workplace locations. Secondly, this study presented literature on HR practices and partnership practices and workplace conflicts theory by conceptualizing workplace conflicts for developing measurables in ASEAN regions context. Practically this study found out the positive relationship both partnership practices and workplace conflicts into employee's attitudes and behaviours. Specially, in stable economics and political countries in Thailand and Malaysia. Moreover, the organization in Myanmar still challenging to employ these practices due to the local unstable situations.

In this study, presented serval limitation, one of those, imbalance sample size between Myanmar, Thailand and Malaysia which may affect the analysing of this finding. Additionally, this study focused on handling workplace conflicts with informal resolutions methods and addressing appropriate strategies and excluding collective bargaining processes. However, future research should be balancing data to get more robust results.

In conclusion, this study examines workplace conflicts management employing human resource management and practices and how these two variables impact on employee commitment, satisfaction and turnover and overall employee attitudes and behaviours. Workplace conflicts can directly relate internal organizational addressing practices and indirectly related to external factors and conditions such as stability of the policies and bureaucratic systems.

Personal Learning Reflective Essay (CIPD requirement)

This reflective essay explores my personal learning experience throughout my academic journey Master of Art (MA) in Human Resource Management program. Moreover, in this master's dissertation focuses on human resource practices and partnership practices, labour conflicts and employee attitudes and behaviours within the ASEAN regions, particularly in Myanmar, Thailand, and Malaysia. In this essay, I discuss the skills and knowledge I gained from working on this dissertation. This study presented challenges and had a significant

improvement in my professional goal. Furthermore, it has always considered how this study experience will influence my future career in the Human Resource Management industry.

In this master's dissertation research, I contributed to several challenging activities: includes conducting a comprehensive literature review of empirical studies, creating surveys questions starting with respondent's consent, collecting data from various locations and roles, analysing collected data using appropriate methodology tools such as SPSS, and interpreting the results. In this entire dissertation I focused to examine the relationship between three variables such partnership practices, conflicts including interest, right and affect based and employee attitudes and behaviours including commitment, satisfaction, and turnover. Fundamentally, I aimed to find solutions for addressing workplace conflicts with informal resolution methods.

One of the significant challenges for this dissertation I faced was analysing the collected data section "chapter 3", due to the focus on different countries in ASEAN regions. In this participant country had a unique policies, practices, and local regulations. These challenges helped me improve my critical thinking skills from various perspectives. To address these, I analysed the data not only into overall results but also discussed from individual results to compare one location and another. For instance, according to the findings, the results indicated partnership practices significantly reduced workplace conflicts in Thailand and Malaysia whereas in Myanmar. This discrepancy results required me to critically examine why these two countries found significantly reduced workplace conflicts when addressing partnership practices compare to Myanmar during my interpreting the findings.

Professional development perspective, this study significantly improved my critical skills, theoretical skills, and analytical skills. Moreover, I earned professionally using statistically analysing tools and handling complex data. This experience enabled me to manage and discuss the report from various points of view and enhance my skills in managing diverse tasks within a certain timeframe. Additionally, I gained the skills and knowledge of handling different approaches including collective bargaining and developing strategies based on organizations culture and external issues.

In conclusion, overall dissertation, and academic journey, I have developed both research methodology and professional skills in HRM context. These overall challenges have improved my ability to handle complex HR issues with competence and confidence. These skills and

knowledge undoubtedly support my future career in human resource management and consultancy in management sectors. Finally, this personal learning reflective essay highlights the critical role of HR practices and the importance of continuous adaptation and learning in human resource management for all management industry.

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