

THE CRITICAL SUCCESS FACTOR IN IMPLEMENT OCCUPATIONAL SAFETY AND
HEALTH (OSHA)

By

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**THE CRITICAL SUCCESS FACTOR IN IMPLEMENTING OCCUPATIONAL
SAFETY AND HEALTH (OSHA)**

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ABSTRACT

Dalam kajian yang dijalankan adalah untuk memastikan apakah faktor yang mencenderung kepada faktor kejayaan dalam mengaplikasi sistem Kesihatan dan Keselamatan Pekerja (OSHA). Kesihatan dan Keselamatan Pekerja (OSHA) ialah satu badan yang berfungsi untuk memastikan keselamatan pekerja terjamin di tempat kerja dan di Malaysia badan yang dikenali sebagai Kementerian Kesihatan dan Keselamatan(NIOSH) dibawah naungan Kementerian Sumber Manusia. Walaubagaimanapun, projek ini dilakukan untuk megenalpasti faktor apakah yang dapat memeberi kesan yang besar dalam kejayaan dalam mengaplikasi OSHA. Sementara itu, dilaporkan ada 70% organisasi kerajaan gagal untuk memenuhi Akta Keselamatan dan Kesihatan Pekerja (OSHA) 1994.walaubagaimanapun, keselamatan merangkumi satu perkara yang besar yang merupakan tulang belakang syarikat dimana keselamatan mewakili sesebuah kekuatan dan kelemahan sesebuah organisasi. Namun ramai sudah tersalah anggap dan megharapkan keselamatan menjaga kita tetapi kesleamatan dia dapat menampung kita sekiranya kita meleoas tangan dalam memastikan keselamatan kita terjamin. Untuk memastikan keselamatan dapat diaplikasikan secara efektif sekiranya kedua pihak dari perkeja dan majikan terus bersama membanting tulang memastikan keselamatan dan kesihatan perkerja terjamin di tempat kerja. Dengan ini, objektif projek ini adalah untuk memastikan apakah keperluan yang diperlukan untuk memastikan keselamatan ditempat kerja terjamin.

ABSTRACT

This research paper presents the critical success factor in implementing Occupational Safety and Health (OSHA). Occupational Safety and Health (OSHA) is a body to make sure the safety of the employee being protected by the government body known as National Institute of Safety and Health (NIOSH) under the ministry of human resource. However, the study is to identify which factors that influences most in the success of Safety and Health in an organization. It is because there were reported that about 70% of government sector fail to comply with Occupational safety and Health Act (OSHA) 1994. However, safety is big terms that represent the company's backbone. The weak and strength of safety in an organization will define the strength and weak the organization will be. Furthermore, safety cannot move alone by itself, therefore safety can be implemented if there is two parties make the same approach and responsibilities that enable the safety become more effective. Therefore the objective of this paper is to find out what are the needs to improve the safety in organization.

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TABLE OF CONTENT

no	List of content	page
	Certificate of Thesis Work	-
	Permission to Use	I
	Abstract (Bahasa Malaysia)	ii
	Abstract (English)	iii
	Acknowledgement	iv
	Table of Content	v
	List of figures	vii
	List of abbreviation	x
	<u>CHAPTER ONE</u>	
	1.1 Introduction	1
	1.2 Research Background	1
	1.3 Problem Statement	2
	1.4 Objective	4
	1.5 Research Question	5
	1.6 Contribution and Scope	5
	<u>CHAPTER TWO</u>	
	2.1 Introduction	6
	2.2 Safety	6
	2.3 Occupational Safety and Health (OSHA)	10
	2.3.1 Occupational Safety and Health Program	14
	2.3.1.1 Planning	16
	2.3.1.2 Legal and other requirement	16
	2.3.1.3 OSH management and arrangement	17
	2.3.1.4 Implementation and operation	17
	2.3.1.5 Checking and correction action	18
	2.3.1.6 Management Review	18
	2.4 Employee Involvement	21
	2.5 Safety Culture	22

	2.5.1 Reward 2.5.2 Training 2.5.3 Hiring 2.5.4 Communication/ Feedback 2.5.5 Management Support 2.6 Employee Attitude 2.7 Theoretical Framework 2.8 Hypothesis	24 25 26 26 26 28 29
	<u>CHAPTER THREE</u> 3.1 Introduction 3.2 Data Collection and data Source Method 3.2.1 Data Collection 3.2.2 Data Source 3.3 Unit Analysis and Respondent 3.4 Sampling Data	30 30 30 31 31 31
	<u>CHAPTER FOUR</u> 4.1 Introduction 4.2 Safety Culture 4.3 Communication 4.4 Training 4.5 Management Support 4.6 Reward 4.7 Attitude 4.8 Employee Involvement 4.9 Occupational Safety and Health (OSHA)	32 32 41 49 59 65 70 81 94
	<u>CHAPTER FIVE</u> 5.1 Summary Findings 5.2 Discussion of Findings 5.3 Recommendation 5.4 Future Research	101 102 104 106
	Reference	107
	Appendix	114

LIST OF FIGURES

Figure	List of figure	Page
<i>1</i>	The statistic of accident by sector from year 2001 until 2006	8
<i>2</i>	The rate of accident at 13 states in Malaysia until September 2009	10
<i>3</i>	The statistics of accident between industries	13
<i>4</i>	the training evaluation process	24
<i>5</i>	The theoretical framework	29
<i>6</i>	Safety culture's descriptive statistic	33
<i>7</i>	cross tabulation for question one	34
<i>8</i>	cross tabulation for question two	35
<i>9</i>	cross tabulation for question three	36
<i>10</i>	cross tabulation for question four	38
<i>11</i>	cross tabulation for question five	39
<i>12</i>	communication descriptive statistics	41
<i>13</i>	cross tabulation for question one	42
<i>14</i>	cross tabulation for question two	44
<i>15</i>	cross tabulation for question three	44
<i>16</i>	cross tabulation for question four	47
<i>17</i>	the training descriptive statistics	49
<i>18</i>	cross tabulation for question one	50
<i>29</i>	cross tabulation for question two	52
<i>20</i>	cross tabulation for question three	53

21	cross tabulation for question four	54
22	cross tabulation for question five	56
23	cross tabulation for question six	58
24	Management support descriptive statistics	59
25	cross tabulation for question one	60
26	cross tabulation for question two	61
27	cross tabulation for question three	62
28	cross tabulation for question four	63
29	cross tabulation for question five	64
30	Reward descriptive statistic	65
31	cross tabulation for question one	65
32	cross tabulation for question two	66
33	cross tabulation for question three	67
34	cross tabulation for question four	68
35	Attitude descriptive statistic	70
36	cross tabulation for question one	71
37	cross tabulation for question two	73
38	cross tabulation for question three	74
39	cross tabulation for question four	75
40	cross tabulation for question five	76
41	cross tabulation for question six	77
42	cross tabulation for question seven	78
43	cross tabulation for question eight	79

44	cross tabulation for question nine	80
45	Employee involvement descriptive statistic	81
46	cross tabulation for question one	82
47	cross tabulation for question two	84
48	cross tabulation for question three	85
49	cross tabulation for question four	86
50	cross tabulation for question five	88
51	cross tabulation for question six	90
52	cross tabulation for question seven	91
53	cross tabulation for question eight	92
54	Occupational Safety and health (OSHA) descriptive statistic	94
55	Respondent who answer yes and no to the OSHA	95
56	cross tabulation for question one	96
57	cross tabulation for question two	97
58	cross tabulation for question three	98
59	cross tabulation for question four	99

LIST OF ABBREVIATIONS

Abbreviations	The name
<i>D</i>	Death
<i>DOS</i>	Department of Safety and Health
<i>NIOSH</i>	National Institute of Safety and Health
<i>NPD</i>	Non- Permanent Damage
<i>OHSA</i>	Occupational Safety and Health Administration
<i>OHS</i>	Occupational Safety and Health
<i>PD</i>	Permanent Damage
<i>SOCSSO</i>	Social Security Organization

CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

This chapter provides an overview of total safety and health in the organization. Under chapter one, it briefly explains the research background, the problem statement, objective, limitation and research question of the topic. This explains why the topic is being chosen.

1.2 RESEARCH BACKGROUND

Safety is a very difficult task to undertake. Year by year, the accidents are continuously happening and the numbers of the accident are still increasing. Even though the number of accidents increase, we still unable to identify specifically what does it mean by safety. Health and safety at work is an issue affecting all businesses around the world. Implementing an Occupational Safety and Health (OSH) management system is now a legal requirement in many countries. Occupational safety has in recent years become an even more important part of the activities of both the private and public sector. Occupational safety is a key component of social responsibility (Mika S.,2003). Therefore there are still agencies failed to comply with the Occupational Safety and Health. Cited form Bernama news, there are 70 percent of government department and

agencies failed to comply with Occupational Safety and Health Act 1994 and only 30 percents reach the satisfactory level. Another 70 percents become a question to the responsibility and the awareness of the organization in implementing OSHA. This gap of study becomes the major study in this research.

Responsibility for implementing occupational safety measures has been defined as a central task of the line management. Thus the enterprises have acknowledged the idea that input in the development of working conditions and work community also improve competitiveness and productivity. A considerable part of work today is done outside the fixed workplace. The movement of people is growing and the companies' internal and external goods traffic and storage operations are also increasing. Traveling at work, installation and maintenance work and many outdoor operations entail working under changing circumstances and the risks associated with moving. To ensure safety in these circumstances requires especially careful cooperation between employers and also workers responsibility, an active attitude and the readiness to act in questions of occupational safety

1.3 PROBLEM STATEMENT

In Asian countries, there are 4 main major industries that contribute to the economy of the country. They are agricultural, manufacturing based industry, services and even mineral based industries. In Malaysia, the major industries that contribute to Malaysia GDP is manufacturing followed by agriculture and service industry. Manufacturing industry plays an important role in generating the country's income. As the

manufacturing industries are the largest industries in the country. Thus surely the number of the workers are big. When the number of workers are numerous, definitely the potential to have accidents at the work place is high. Referring to the recent occupational accidents by sectors in a year 2009 as shown in the chart below, manufacturing sector is still in the leading ranking compare to other industries. From the statistic in the chat below, in the early quarter months of the year 2009 , the number of industrial accidents are considerably high. Thus, we can conclude that by the end of the year the number of accidents will be increased.

More recently, job insecurity may also have a detrimental effect on the employee safety attitudes, behavior and outcomes (Probst, 2004). Instead there are some of the researcher had concluded that in creating a safety workplace comes from the behavior of the individual not the rules and policy available. Based on Wikipedia, behavior can be defined as the actions or reactions of an object or organism, usually in relation to the environment. Behavior also can be conscious or unconscious, overt or covert, and voluntary or involuntary. Based on the current graph, the injury in the work place can be declined if the level of responsiveness of a person toward the safety increase. To increase the level of responsiveness is based on the human behavior and attitude.

Based on the series of data collected, we could identify that the safety and health program is still not being implemented efficiently. Even though, the number of accident is reducing but the number of accident is still huge. Analyzing both statistics, we could identify the potential injury in Malaysia is stepping and struck in manufacturing industry. Based on the ranking from the latest data of 2006, stepping and struck hold up to 18621

accidents and followed by falls in the workplace which both accidents are the highest repetition in Malaysia. The data can be seen in chapter two under the figure 1

From the ranking of statistic injury by sector, we narrow down the categories of injury into nine potential injuries in the workplace that include falling, struck, stepping and struck, caught in between, over exertion, exposed or contact with extreme temperatures, exposed or contact with electricity, exposed or contact with harmful substance and others potential injury in the workplace.

However this problem is difficult to overcome where there is no commitment from three parties which consist of employee, organization and board of directors. This problem cannot be pointing hands to whom it should be that particular person's responsibilities but it is everybody's responsibilities to hold hands to improve the safety of their surroundings.

1.4 OBJECTIVE

This research seeks to bridge the gap in the existing body of knowledge with regard intending to examine and reveal the factors that influence the effectiveness of implementing safety and health standard.

- ➔ to determine the level of attitude of employees toward the Occupational safety and Health (OHS)
- ➔ to determine the level of employee involvement in the organization
- ➔ to determine how far the implementation of safety culture in the organization

1.5 RESEARCH QUESTION

There are 30 questions being asked. The structure of questionnaire design in scaling from one (strongly disagree) until five (strongly agree) where the respondents have to tick which are the best answers.

1. What are the ways the organization handle the safety?
2. Is there a positive attitude toward safety at all level of organization ?

1.6 CONTRIBUTION AND SCOPE

The research paper will be contributed to all the parties in an organization including senior managers, managers and staffs. As all the workers are the members of the organization, it is important to give clear briefing to all the community members how important safety is in our life. It is not only the manager's responsibility to make sure the safety in the workplace but it is everybody responsibility to make sure they are aware of their own safety. When this kind of mentality or attitude being placed or remember by all the workers in every industry in the country, we will be able to reduce the accident in the workplace. If the workers, managers and even top management fully rely on the procedure and policy that being set by the government and without having the consciousness that come within the individual, the incentive to decrease the number of accidents and to ensure the safety of the community at workplace become useless. When there are no collaboration between two worker and policy, there do not have any other in preventing accident and the number of accident definitely will rise higher and higher.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter introduces occupational safety and health (OSHA) management and its contributions to the evaluation of employee's welfare, safety and health at work as well as to the organizations productivity and profitability. The chapters review the relevant literature extensively. Among the topic discussed are implementation of poor safety and health management practices, nature and dimensions of safety and health development from legal, management and organizational perspective. In this chapter OSHA management is discussed in the large , medium and small industries.

2.2 SAFETY

Safety is just a simple word that the most of people take for granted and tend to forget this simple word may cause a harmful to us in daily routine. Most of body defined safety approach from the citation taken by Paul A McGhee (1951), American College Dictionary; *safety* is defined as “Freedom from injury or danger, quality or insuring against hurt, injury, danger of risk”. Meanwhile the New English Dictionary echoes the same negative ideas, “exemption from hurt or injury: freedom from harm and others”. Wikipedia, safety is as being ‘safe’ in term of conditions being protected against any physical , social, spiritual, financial, political, emotional, occupational, psychology,

education or other types of consequences of failure, damage, error, accident, harm, or any event which could be considered non-desirable.

Safety's aim is to reduce the accidents among employee at the workplace. Safety triangle shows the relationships between the unsafe work situation and injuries. According to Terry E. McSween (2003), unsafe work behavior is according to the result of (1) physical environment, (2) the social environment and (3) workers' experience within these.

Based on the figure 1 below shows the graph of accident occurred by the activity in the workplace. As we can see the graph below shows that stepping and struck is the highest ranking in accident yearly and follow by falling. This report has been taken from the Department of Statistic (DOS) Malaysia which shown above the number of industrial accidents by sectors from 2003 until 2006. Between 2003 to 2006, distributions by sectors have shown that manufacturing sector still has highest number of industrial accident even though the graphic decrease from time to time. The number of accidents in manufacturing sectors was the highest in 2003 with 29,780. However, the number of cases dropped by 27.5 percent to 21,609 in 2006.

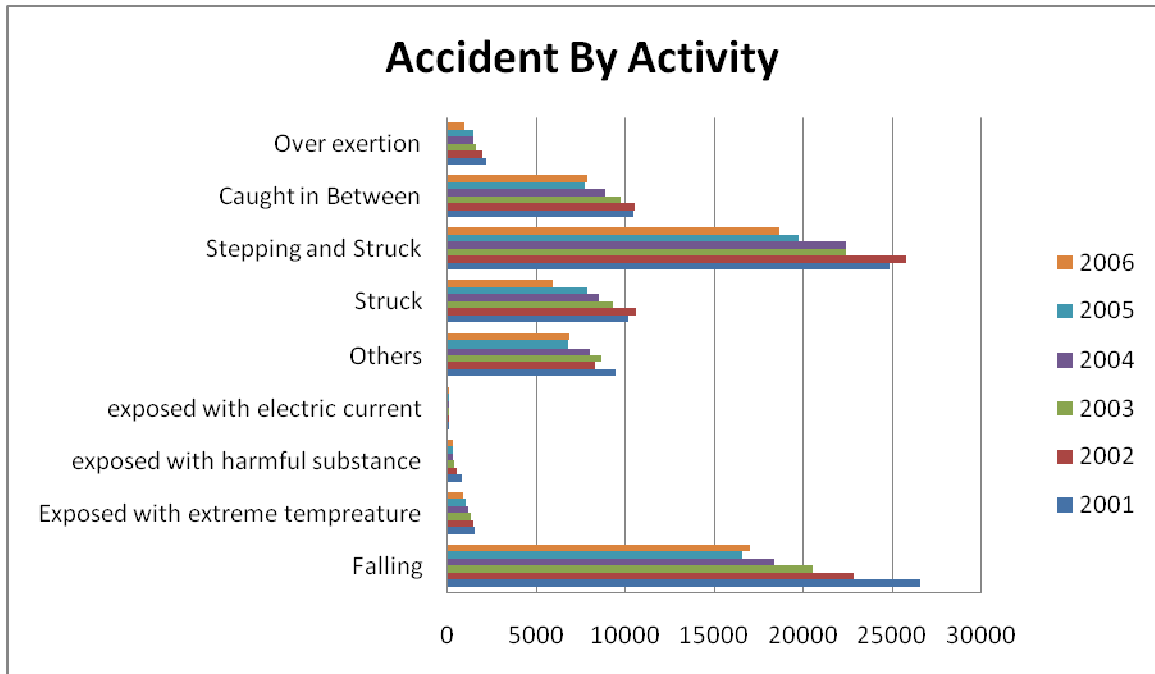


Figure 1: The statistic of accident by sector from year 2001 until 2006

	2001	2002	2003	2004	2005	2006
Falling	26548	22770	20522	18379	16529	16974
Exposed with extreme temperature	1529	1415	1309	1159	1000	853
Exposed with harmful substance	796	508	390	316	255	258
Exposed with electric current	62	93	64	70	42	33
Others	9448	8254	8602	7958	6761	6843
Struck	10146	10599	9261	8524	7813	5915
Stepping and struck	24855	25730	22365	22409	19710	18621
Caught in between	10405	10518	9735	8882	7663	7859

over-exertion	2137	1923	1610	1435	1409	965
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It is difficult if only there is one winner, but in the context of the safety there should have win-win situation to increase the safety in working surrounding. It is the same goes to the organization's objective, the objective of safety must be parallel to the workers involvement toward increasing the safety influence in the organization. The organization is spending thousands of dollars for the safety of workers by creating training, meeting and fire alert rehearsal to increase the safety awareness in their workers but when the workers do not even care and ignore the efforts that being planned and organize for them, it becomes useless and even the efforts that being made do not give any benefits to the organization . Instead, the company has to pay double of its expenses to cover the compensation to the workers who become the victims of the accident in the workplace to recover their morale and motivation to move forward after the accident.

In the context of benefits safety in employee, the employee will have better knowledge toward the occupational safety and health standard. As Malaysia becoming a developing country, knowledge plays an important role in each individual to gain the information and increase their knowledge of safety. Without the knowledge about the Occupational safety and Health, the potential injury in the organization in Malaysia will increase yearly. Due to the benefits of knowledge toward the Occupational Safety and Health rules and regulations, it will give a positive impact of work culture. Therefore, when safety become a priority issue in the organization, it will increase the productivity of company's

where the company do not have to spend a lot of money on the compensation to the workers.

For the employer benefits, the employer will be alerted toward the injury at workplace and becomes more sensitive to the surrounding and will provide a counseling session to the affected employee for them the gain strength and motivation to proceed their routine work.

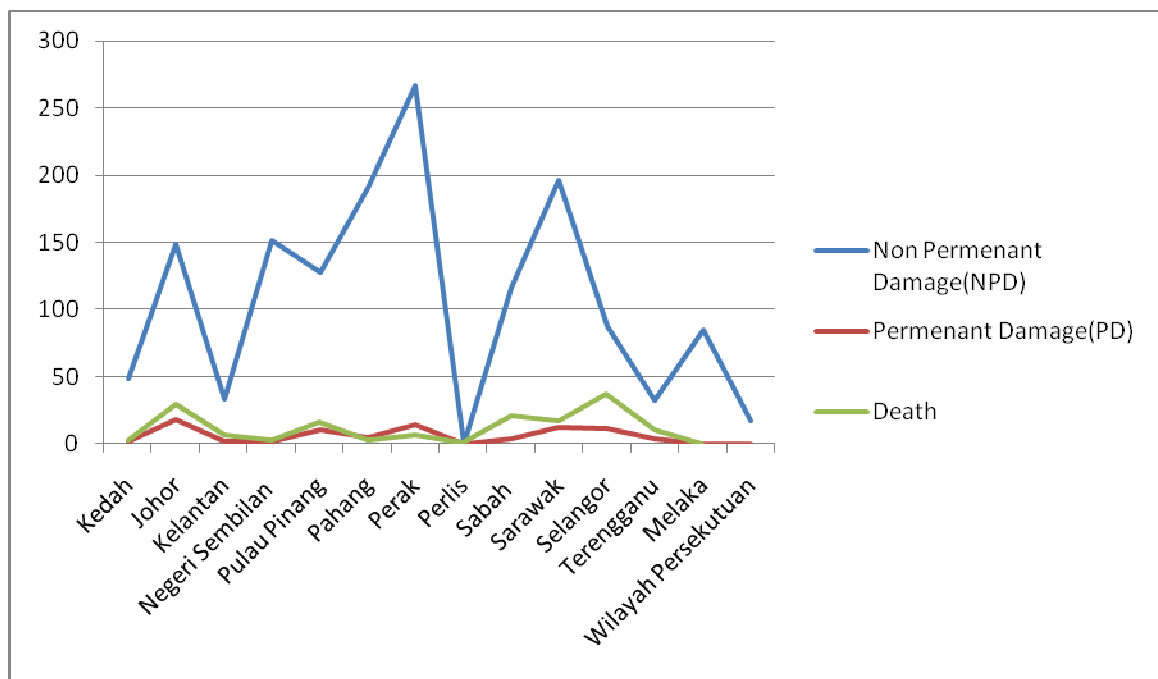


Figure 2: The rate of accident at 13 states in Malaysia until September 2009

	Non Permanent Damage (NPD)	Permanent Damage (PD)	Death (D)
Kedah	49	2	3
Johor	149	18	29
Kelantan	33	2	7

Negeri Sembilan	85	2	3
Pulau Pinang	128	10	16
Pahang	191	5	3
Perak	267	14	7
Perlis	0	0	1
Sabah	116	4	21
Sarawak	196	12	17
Selangor	88	11	37
Terengganu	32	4	10
Melaka	152	0	0
Wilayah Persekutuan	17	0	10

The chart above shows the statistic of accidents until September in 2009. Based on this data taken from the Malaysian Department of Safety and Health (DOSH), it shows three categories of accident been classify which is accident cause until death (D), non-permanent damage (NPD) and permanent damage (PD). These three data been classified by the three color coded which D present as a blue color, NPD with red color coded and lastly PD with a yellow color. The accident recorded in fourteen states of Perlis, Kedah, Johor, Kelantan, Melaka, Pulau Pinang, Pahang, Perak, Perlis, Sabah, Sarawak, Selangor and Terengganu. Based on these graph, we can see the highest accident data is from Perak, Sarawak and followed by Johor. Meanwhile, in the death category, Selangor has the highest number of accident followed by Sabah, Johor and Sarawak. This study is

limited to the manufacturing industry in Malaysia whereby this industry has the highest workers injury. Proceeding the research study, we will be able to identify the cause of injury and how to overcome the problems and reducing the injuries in the workplace. Instead, as manufacturing industry is a main sector in Malaysia ,this research topic will be narrowed down more into the states.

However the number of accidents now through the lens of states shows the number of accidents are increasing every month . The data gathered by DOS only till September not till year end 2009. This statistic is enough to show that there is safety but it is not fully utilized and implemented to create an effective safety culture.

2.3 OCCUPATIONAL SAFETY AND HEALTH

Occupational Safety and Health is defined as cross-disciplinary with protecting the safety, health and welfare of people engaged in work or employment. As a secondary effect, OSH may also protect co-worker, family members, employers, customer, supplier and public communities who are impact by the workplace environment. The primary aims of the act to promote safety and health awareness among the community of people is to make sure they are able to have a safe and healthy living not even at the workplace but also in their daily living. This is not only focus on the lower level workers but it also influence the top management, manager and staff to become more responsibility and accountability in their efforts to provide the safe environment.

2.3.1 Occupational Safety and Health Program

Every country and every state made their own rules and regulation depending on the surroundings and the historic data regarding the level of accidents they face. Even there are two types of industry can be classified which is known as low and high risk industry. The higher risk industry that organization involved, the more high risk to the safety of workers involved in the workplace and it same goes to the low risk industry. In Malaysia, oil and gas industry is one of the high risk industries. Meanwhile the low risk industries include agriculture industry, services and public sector industries.

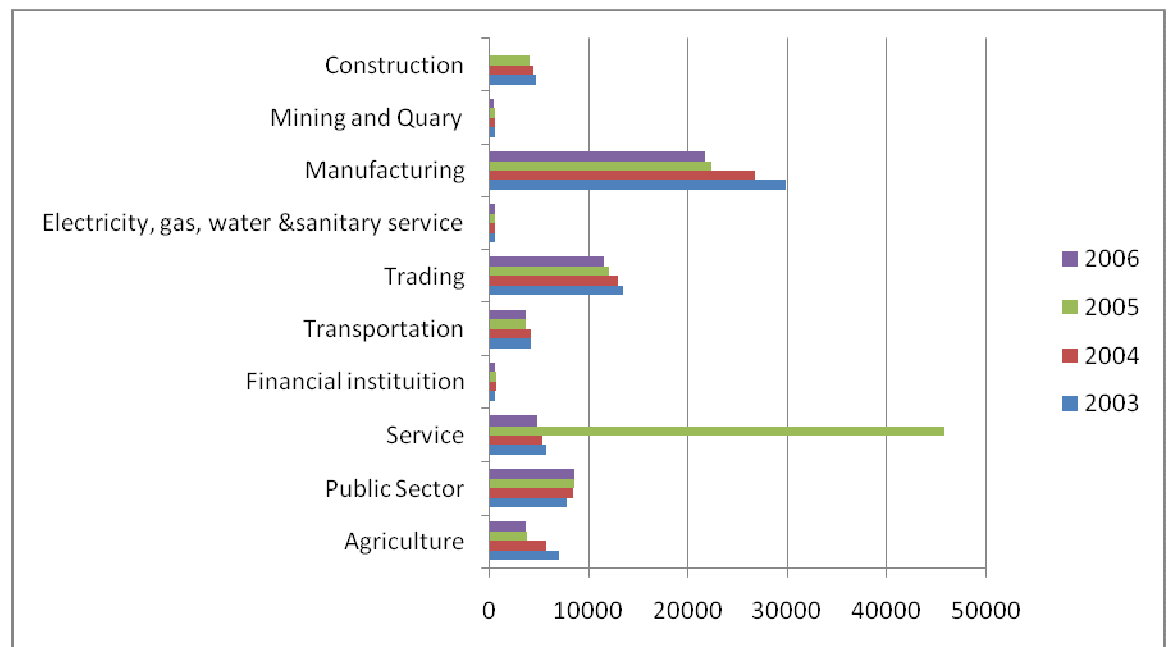


Figure 3: The statistics of accident between various industries

	2003	2004	2005	2006
Agriculture	6947	5644	3734	3567
Mining and Quarry	536	533	459	394
Manufacturing	29780	26690	23350	21609
Electricity, gas, water and sanitary service	510	496	495	509
Construction	4654	4445	3948	3686
Trading	13395	12948	11930	11430
Transportation	4104	4151	3643	3610
Financial institutions and insurance	572	605	581	538
Service	5617	5295	45702	4832
Public Sector	7743	8325	8502	8502

Figure 3 shows the statistic of accident in various industries in Malaysia from the year of 2003 until 2006. Even though the number of accident is showing the sign of declining in each sectors, but overall the number of accident is still huge. However, from the graph we could see as highlighted that manufacturing industries is the highest rank of accident in Malaysia

- **Policy**

Policy being made based on the situation what happen on the organization. Every policy will be altered base on the cases that happened in the organization. The policy will be changed to overcome the future accident

in the workplace. Instead the person in charge of creating the policy is known as the policy maker. Policymaker is a person with power to influence or determine the policies and practices in international, national, regional or local areas. The policymaker faced a difficult time in creating or establishes the policy when the policymaker receives the non genuine information. Statistical information can be extremely valuable in policy analysis but misinterpreted statistics too often contribute to poor policy (Graham and Steven G, 1994)

The basis of the OHS policy is to develop, implement and improving an organization safety and health management system (OHSMS). A documented policy statement that gives an overall sense of direction and sets the principles of action for an organization should be produced and authorize by the organization's top management. The policymaker also has to sets the objective. Instead it reflects the responsibilities, performance and continual improvement to make sure the effectiveness of the safety and health being implemented efficiently.

Besides, by reducing the number of accident rate, effective safety and health management reduces cost of doing the business and promote business effectively. Managing OHSA at the workplace is important for at least three main reasons, legal, moral obligation and economic (Khan,2004)

2.3.1.1 Planning

As planning is the second elements of OSHMS continues improvement, any organization should provide total backup planning and future planning toward any potential injury in the organization. OHS is in domain after using the process of hazard identification, risk assessment and risk control. The documented procedure should be establishes and maintained to identify the accident and determine level of the risk associated with the identified accidents, give description or reference to measure or monitor and control the risks particularly those are hard to tolerate, OHS objective and actions aims to reduce identified risk and follow up activity to monitor progress in their reduction, identification of the competency and training requirements to implement the control measures, necessary control measures as part of the operational control and last but not least is to records generated by each of the documented procedures.

2.3.1.2 Legal and other requirements

The organization need to be aware of how its activities are affected by applicable legal and other requirement and to communicate this information to relevant personnel. The organization must have procedures for identify and access information and identify which

requirements apply and where monitoring the implementation of controls consequent to changes in OHS legislation.

2.3.1.3 OHS management arrangements

The organization shall have a documented OHS management program (strategies and plans of actions) to achieve its policy and objectives. The program should identify and allocate responsibility and authority to deliver OHS objectives (at each relevant level). It should identify the tasks to be implemented, allocate time-scale to meet the related objectives, and provide allocation resource to each task.

2.3.1.4 Implementation and Operation

In a process of implementing planning policy, the organization shall define the responsibility, authority and relationship of personnel who manage, identify, evaluate and OHS hazards. An organization having multiple departments of OHS functions should define the authority of each function and describe how each related

2.3.1.5 Checking and Correction Action

Checking and monitoring is important for top management to check the performance and measurement of an OHS performance in an organization. The organization should identify the key performance

parameters to determine policy and objective are being achieved, risk controls have been implemented and effective, lessons have been learnt from OSHMS failure, including hazardous events (accidents, near misses and illness cases), awareness, training, communication and consultation programmes for employees and interested parties and information that can be used to review and improve OHS

2.3.1.6 Management Review

In this life cycle of continuous improvement, the top management should review the operations of the OSH to assess whether it being fully implemented and remains suitable for achieving the organization's stated OHS policy and objectives. The review should also consider whether the OHS policy and objectives. The documentation may include minute of review, revisions to the OHS policy and objectives, specific corrective or improvement actions with assigned responsibilities and target dated for completion, review of corrective action and areas of emphasis to be reflected in the planning of future OHS audits.

2.4 EMPLOYEE INVOLVEMENT

An effective safety and health (S&H) program cannot succeed without the active participation of all organization elements. The variables play a crucial part in making the

success factor in implementing the OSHA in the organization. Without the involvement between two parties it won't be effective as the organization plans to do. It's important for the employee to get involved in the safety program because they are the backbone of the company and they are connected closely to the operation held in the organization. Every activity in the operation will affect the employee as they are the one handling the task daily.

Working in an area full of dust, chemical, and others it will affect the long and short term to the employee. Working for eight hours a day leads to day dreaming which turn up to brings on distraction and finally an accident. The estimation of long working period not just cause the employee become loss focus but also motivation of work in quality performance (Morel R.J,2000). Instead in a process to maintain the safety and health in organization is not just only depend on the employer to make sure the safety of their employees but also it depend to the employees itself to avoid the injury. Without both responsibilities and responsiveness toward safety in workplace, it won't change anything even though government had provided many rules and regulation toward Occupational Safety and Health (OSH) act. Therefore, specific employee rights include the following:

- Employees who believe unsafe conditions exist may request an OSHA inspection by filing a complaint at the nearest OSHA office. OSHA will keep the employee's identity confidential. Employees can also file formal complaints on the Internet by using the "Workers' Page" available on OSHA's homepage at www.osha.gov. Complainants must enter their name, telephone number, their employer's name, and a description of the hazard and its location. The form is then automatically transmitted for follow-up to the appropriate OSHA office.

- Employees or their representative can accompany OSHA inspectors on the inspection of the workplace.
- Employees may participate in OSHA conferences, OSHRC and court proceedings, or other activities. Employees may also respond to employer applications for variances, modifications of abatement, and contest of citations.
- Employers cannot discharge or discriminate against employees for exercising their rights under the act, including the right to file a complaint charging unsafe or unhealthy conditions in the workplace. Labor Unions have the right to comment on proposed OSHA standards, challenging the validity of standards, and sue on behalf of employees in cases of unresolved imminent danger situations

Worker participation (or employee involvement) is a behavioral-oriented technique that involves individuals or group in the upward communication flow and decision making process within the organization (Vredenburg, 2002). A key component if intervention success is the establishment, early in the process of a joint committee, comprising employees, union representatives and management that has the responsibility and authority to identify safety and health needs and develop strategies for addressing them (Barbara, Elizabeth, Linda, Catherine and Susan (1996). Instead of employee involvement, we have to consider of three groups of employee involvement in the organization. There are permanent workers, part time workers and also new hired employee.

2.5 SAFETY CULTURE

Positive culture in organization creates a positive environment. The aim of create positive culture is to create an atmosphere in which employees are aware of the risks that they facing in their workplace and to avoid the unexpected conditions. Positive culture is defined by B.Fernandez-Muniz et al (2007) as a set values, perceptions, attitudes and pattern of behavior with regard to safety shared by members of the organization; as well as a set of policies, practices and procedure relating to the reductions of employees' exposure to occupational risk, implemented at every level of the organization and reflecting high level of concern and commitment to the prevention of accidents and illness. Every organization has its own culture to develop its own organization. Culture is the atmosphere created by those beliefs and attitude which shape our behavior (MacDonald, 2006). Safety culture consist of shared beliefs, value and behavior and attitude in an organization as 'safety culture' may be perceived as a subset of organizational culture where the beliefs and values refer specifically to the matter of health and safety (Clarke, 1999) Safety culture is an organizations norm, employee beliefs, roles, attitude and practice concerning on with minimizing exposure of employees to workplace hazards (Ostram et al,1993 and A.G Vrendenburgh,2002)

Every organization has a culture (or perhaps a series of subcultures) and that culture can e expected to impact on safety (A.Hopkins, 2006).The goal of safety culture is to develop a norm in which employee are aware of the risk in their workplace and are continually on the lookout for hazards (Vedenburgh,2002 and Ostrom et al,1993). Changing a company's culture is more difficult then issuing a new policy statement (Vendenburgh, 2002). Kletz(1993) does not believe that such a statement will impact a company's

accident records. He believes that the culture more influencing compare to the policy statement that being made by the organization.

Conversely, a weak culture results when people at all levels of the hierarchy fail to share value exposed by the management (Vendenurgh, 2002). Safety culture can be viewed as a component of the organization culture that refers to the individuals, jobs and organization characteristic that affect employees' health and health (Beatriz Fernandez-Muniz, Jose Manuel Montes-Peon, Camilo Jose Vazquez-Ordas, 2007). This is the challenge that organization has to face whereby there are many external potential factors that made it difficult to define a strong safety culture across.

Several researchers found that there are six dimensions that being consistently concerning about safety culture: (a) rewards, (b) training, (c) hiring, (d) communication/feedback, and (e) management support.

2.5.1 Reward

Rewarding system is part of organization culture in motivating the employee to perform in the organization. This is a common strategy of most organization will used to attract the employee to perform at his or her best level. From the beginning the organization has create the path to the employee by rewarded or giving the incentives for the efforts and steer employees' behavior toward increasing the productivity (Mark Resnick,2009)

There are two basic categories of incentives which consist of extrinsic and intrinsic. Extrinsic incentives are tangible rewards that companies bestow on

employees who achieve set levels of performance (Mark Resnick, 2009). Extrinsic incentives influence by the external factors that allow the employee to work out to achieve the rewards that being offered to the employee such as money or grades. However, the problems of creating the extrinsic values is that the employees are not looking forward to complete the task but they doing the task only to get the benefits from the completing the task. So they will make rewarding system as their motivation to perform their task. However there are pros and cons of implementing the extrinsic incentives whereby extrinsic motivator can be counterproductive (Mark Rensick,2009) but once the reward system become the priority to the worker, the inner desire of an individual to be safe is weakened. Therefore, misaligned incentives can lead to employee behavior that directly contradicts the company's true objective (Mark Resnick, 2009)

Opposite to extrinsic, intrinsic refers more to into an individual's inner needs rather than influence from the external rewards such as money or grades. The intrinsic gets from the task itself which the person putting their whole efforts to complete the task and gain the satisfaction after completing the task. The incentive is to directly link to the behavior and remains that way (Mark Resnick, 2009). Nevertheless, rewarding systems will impact the organization in short term and long term period.

2.5.2 Training

Every company, every organization provides training to all level of an organization member of employees. Training is function to increase the employees and manager knowledge and skills. Training should be followed with a program with a program based on goal setting and performance feedback (Cohen & Jensen,1984 and Vrendenburgh,2002).

Safety training provides the means for making accidents more predictable (Vrendenburgh, 2002). Therefore, the organization can measure OHS by implement Training Program Evaluation to the employee. This evaluation at any three stages, input, output ad outcomes (William M.,1 999)

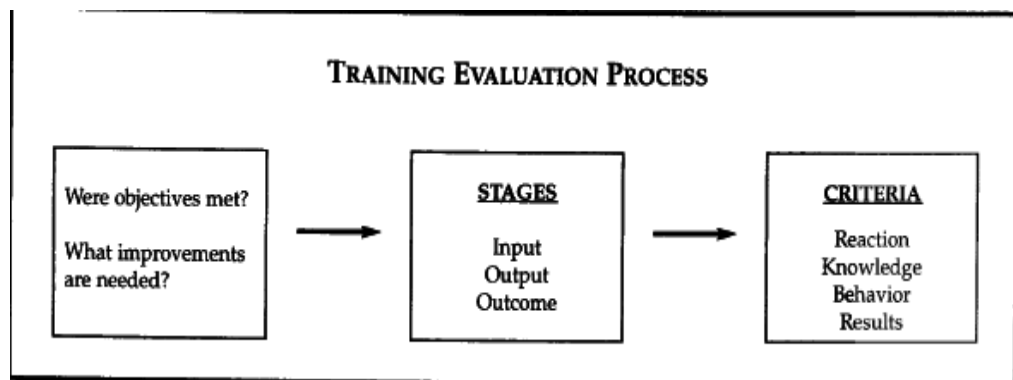


Figure 4: the training evaluation process

In this three stages, input consist of cost and time used to develop the training. This can be compared to planning or budget figures. Meanwhile output can be assessed in term of the number of people trained in period of time and lastly the crucial stages, outcomes. Outcomes can be measure and evaluate by four criteria, reaction, knowledge, behavior and results.

Reaction. This reaction of employee can be gather by making survey one-to-one interviews immediately after training, this intended to gauge the emotional response of participant.

Knowledge. Knowledge involve before and after test of knowledge gained or understanding of the employees in respect of their understanding regarding training.

Behavior. Behavior may involve proficiency tests, direct observation or self reports of skill performance.

Results. Can be accomplished by make direct calculation of losses, claims, or rates in waste, productivity, quality, and cost performance. It is design to measure the effects of training o the management system.

2.5.3 Hiring

Hiring is one of the parts of the organization process of selecting the employee. Selecting the perfect employee in an organization is important to make sure there is no wrongly pick up the employee. There are condition need to identify and characteristic before hire someone. Therefore personality and health condition plays an important role in criteria of picking a new employee. If the company hire unfit employee, it probably the company need to find another substitute to cover the works of that particular person. This is where medical checkup is important before they could enter an organization.

2.5.4 Communication/ feedback

Two ways of communication is important to increase the positive culture in an organization. In creating an effective communication and feedback, it needs two parties to make sure the communication able to receive and give a feedback to the other party. The primary focus has been top-down communication to the relative exclusion of other targets and sources (Sean Tucer, Nick Turner and M. Sandy Hershcovis, et al,2008) According to Vredenburg (2002) in order to encourage communication, it is important not to blame employees when accident occurs. Good communication leads to trust which is fundamental elements of strength (Vredenburg,2002)

2.5.5 Management Support

Management's commitment also plays an important role in creating a culture of an organization. If there is no support from the management itself probably the culture development will be retarded.

2.6 EMPLOYEE'S ATTITUDE

Attitude is a very difficult task to handle for a manager or top management o change their individual's worker. Even the word attitude is a general use which is a simple but it's complicated to briefly explain. Most sociologist define attitude as a synonym for habit (Bain,1928). Habit is recurrent behaviors that cause a repetition. Habit is a behavior which is done without the conscious mind. Meanwhile some would says habit is In

psychology, any regularly repeated behavior that requires little or no thought and is learned rather than innate. Some habits (e.g., tying a shoelace) may conserve higher mental processes for more demanding tasks, but others promote behavioral inflexibility or are unhealthy. Five methods are commonly used to break unwanted habits: replacing the old response with a new one, repeating the behavior until it becomes unpleasant, separating the individual from the stimulus that prompts the response, habituation, and punishment.

Theoretically when the worker takes for granted their own safety at work, it may cause a large number of accidents in an organization. As a result, the manager and supervisor will instantly and usually point fingers when there are human error and unsafe actions as the ultimate cause without preferring deep into the root cause of the accident. The first thing to consider when placing a worker for the jobs, the manager should find out whether the worker has the knowledge of the operation and how his or her mental attitude (Morel R.J, 2000). More recently, however research is beginning to suggest that job insecurity may also have a detrimental effect on employee safety attitude and behavior outcomes.

Attitude represents an individual's degree of like and dislike. Attitude not only just reflects the human perceive but it includes motivation and reaction toward the specific things. Attitude is important when certain rules and regulation being implemented by the organization but there is no positive reaction by the employee it won't make any continuous improvement in a process of increasing safety at the workplace. Managers' attitude and behavior may influence employee attitudes as well as their behavior (Rundmo and Hale,2003)

Attitude may also affect top and middle management decisions which also exert influence on the conditions under which employer individual decision making take place. According to Rundmo (2003) one reason for studying risk perception is the assumption that perception affects behavior. Therefore some researcher decide it is not easy to decide in what really an ideal attitude contributing to safety (Rundmo & Hale,2003). The ideal attitude enhancing safety which it capable in reducing the number of accident in the workplace. Instead there are two dimensions that reflects employee attitude. There are positive and negative attitude of employee.

2.7 THEORITICAL FRAMEWORK



Figure 5: The theoretical framework

The theoretical framework gives an overview in achieving the critical success factor in implementing OSHA. It shows that there are four variables that are interrelated in a process to improve the level of awareness among the employee. There are four

independent variable which consist of attitude, safety culture and employee involvement. Meanwhile the dependent variables consist of Occupational Safety and Health (OSHA). This is a single model which to identify the crucial parts in implementing Occupational Safety and Health (OSHA)

2.8 HYPOTHESIS

H₀: There will be positive relationship between attitude impacts in implementing OSHA

H₁: There will be positive relationship in safety culture to OSHA

H₂: There will be positive relationship between employee involvements in implementing OSHA

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter explains the procedure used to conduct the study including the data collection, data source and measurements being used to process data. The respondent of this research topic will be the employee of the

3.2 DATA COLLECTION AND DATA SOURCE METHOD

3.2.1 Data Collection

- **Questionnaire**

Ways of collecting data by having questionnaire methods. The questionnaire will be distributed to the employee. There will be 30 questions being prepared in the sheet whereby the questions will be categories into three variables which consist of attitude, safety culture and employee involvement.

3.2.2 Data Source

Most of the data collection above taken from the Department of Statistic (DOS) and Department of Safety and Health (DOSH) , articles and journals. Most of the figure above taken from the department of Safety and Health (DOSH)

3.3 UNIT OF ANALYSIS AND RESPONDENT

The unit of analyses was distributed to 10 industries which represent all sort of level of industry. These particular types of industries were chosen as the research samples compare to other industries for instance, manufacturing related firm which these industries were labor extensively. The respondent will be focus on the employee of the company whereby they are the one who handling and using the equipment in the organization and they were the one which facing it every day.

3.4 SAMPLE

The population of this study covered all industries registered with SMIDEC and SOCSO. The SOCSO database was preferred to other databases such as SME's Directory because The sample of respondent will be 150 person in this research process and the place where sample were focus on the Pulau Pinang.

CHAPTER FOUR

ANALYSIS HYPOTHESIS

4.1 Introduction

Upon this chapter, it will show the figure of data that had been analysis using SPSS software. Furthermore, there are nine variables that being answered by the respondent and the feedback that I received from the questionnaire that I had submitted to the company. The variables consist of safety culture, communication, training, management support, reward, attitude, awareness, employee involvement and last but not least Occupational Safety and Health (OSHA). Even, there are nine categories also being split into several questions to the respondent to answer the question. However, the respondent had been categories trough their job title in the organization. The data had classify into six group title while number one consist of senior manager, number two is human resource manager, number three manager, number four technical manager, five as operation employee and six is known as employee. Meanwhile, answer scale is provided from scale one until scale five which consist one as strongly disagree until five which represent strongly agree.

4.2 Safety Culture

The first variables in this study is known as safety culture whereby we want to identify how the culture that being implement in the organization and even what does the

management do to create the positive culture in their work place. Safety culture being classify into five questions to be answer.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
RESPONDENT	184	1	6	4.21	1.493
QUESTION ONE	184	1	5	3.21	.764
QUESTION TWO	184	1	5	3.27	.768
QUESTION THREE	184	1	5	3.38	.737
QUESTION FOUR	184	1	5	3.53	.708
QUESTION FIVE	184	2	5	3.54	.684
Valid N (listwise)	184				

Table 6: Safety culture's descriptive statistic

Based on the descriptive statistic gained from the SPSS analysis, the group respondent divided into six groups consists of senior manager, human resource manager, technical manager, operation employee and employee. Based on the data descriptive above, we can verify the means from each of question, for the question one, the mean is 3.21 which 64.2% with standard deviation 0.764. This question one shows that there is the positive relationship in approaching safety training for manager and employee. Question two 3.27 and standard deviation 0.768. Most of respondents agreed important of safety training knowledge in creating the positive safety culture in an organization.

In safety culture, the questionnaire is looking how far the issue of accident or illness appropriately is being reported to the authority. Therefore the average statistics being answered by the respondents is 3.38 with the standard deviation is 0.737. It is a positive sign that the organization implements in reporting to the authority if there is an accident. This shows that majority are alert or aware with their surroundings. Instead this safety culture also tries to see how far the workers routinely reinforce the safety on the job. The

statistic shows the average of 3.53 and standard deviation 0.684. When the standard deviation is nearly zero, it definitely shows the positive relationship where the employees totally implement the safety in their workplace. Therefore it also shows that there are positive safety culture in organization that helps to avoid the accidents in the workplace. Lastly for the questions number five is where the organization really work together to create the safety work environment. Therefore in this we should be identify whether there are the management or employee hands together to improve the safety in the organization or whether it only one parties take on charge in make sure the safety implemented or only for the sake of rules and regulation stated in the organization.

RESPONDENT * QUESTION ONE Crosstabulation

		QUESTION ONE					Total
		STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
R E S P O N D E N T	SENIOR MANAGER	0	3	6	3	3	15
	HUMAN RESOURCE MANAGER	0	1	8	6	0	15
	MANAGER	0	2	0	11	2	15
	TECHNICAL MANAGER	0	4	29	16	1	50
	OPERATION EMPLOYEE	0	11	27	12	0	50
	EMPLOYEE	1	7	23	7	1	39
	Total	1	28	93	55	7	184

Table 7: the cross tabulation for question one

Based on the cross tabulation above, it show the agreement and disagree among the respondent toward of the attending safety training regularly in their organization. This shows that there are certain organization did not do regular safety training to their employee. From the data above show that there are one number of respondent did not agree with the statement and 28 disagree, 93 neither agree or no, 55 agree and 7 with strongly agree.

About 1 respondent strongly disagree because probably he or she is new in the organization with might not even yet attend to the safety training. Meanwhile about senior manager who disagree that safety training should be attending regularly is based on the budget of a particular company and even it depends on the individual who attending a safety course using their own money probably won't go attending the training more than one but it just a matter of getting the certificate of OSHA.

RESPONDENT * QUESTION TWO Crosstabulation

Count		QUESTION TWO					Total
		STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	3	4	7	1	15
	HUMAN RESOURCE MANAGER	0	4	7	4	0	15
	MANAGER	0	0	5	7	3	15
	TECHNICAL MANAGER	0	7	19	23	1	50
	OPERATION EMPLOYEE	0	7	30	13	0	50
	EMPLOYEE	1	6	19	12	1	39
Total		1	27	84	66	6	184

Table 8: Cross tabulation for question two

Question two is to know whether safety training provides knowledge to employee. However the mean shows about 3.27 which consist of 65.4% over 100% which show a positive reaction to the knowledge of safety. Furthermore in a cross tabulation, about 1 respondent strongly disagree, 27 disagree, 84 either agree or not, 66 respondent agree and 6 respondent agree with the statement. The respondent who strongly disagree probably have been in organization quite number of years which makes him or she think that it does not gives any additional information to the respondent. There are possibilities that he or she attending the seminar or training and the same information that he or she gets from the seminar and training.

RESPONDENT * QUESTION THREE Crosstabulation

Count		QUESTION THREE					Total
		STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	3	4	5	3	15
	HUMAN RESOURCE MANAGER	0	1	10	4	0	15
	MANAGER	1	0	2	9	3	15
	TECHNICAL MANAGER	0	5	22	22	1	50
	OPERATION EMPLOYEE	0	1	32	16	1	50
	EMPLOYEE	1	2	24	10	2	39
Total		2	12	94	66	10	184

Table 9: Cross tabulation for question three

Question three is to identify whether if when there is accident or illness in the organization, does it appropriately report to the relevant authority. From the cross tabulation above in figure 9 shows that there is a variety of feedback regarding the

question three. There are about 2 respondent strongly disagree, 12 disagree, 94 either agree or not, 66 respondent agree and about 10 respondent strongly agree with the illness should be reported to the authority. The answer reflected the types of accident and illness that the employee faced in organization.

There are some strongly disagree, disagree and some would either agree or not. Accident has three types of accident which consist of permanent disease (PD), non-permanent disease (NPD) and death (D). Not every accident needs to be report to authority whereby non permanent for example of headache, cuts and other minor illness shouldn't be inform to the authority.

In this case the feedback probably can represent three types of accident and illness. However, for those respondent who agree with the statement would think on a permanent disease that cause while working should be inform to the authority to increase their motivation at work and not simply give up with their life and help the employee to get rid of their trauma. Permanent disease can be represented on the permanent damage on one of the physical damage to employee such as deaf, lost hands or legs which physically lost.

RESPONDENT * QUESTION FOUR Crosstabulation

Count		QUESTION FOUR					Total
		STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	1	4	9	1	15
	HUMAN RESOURCE MANAGER	0	2	5	7	1	15
	MANAGER	0	0	1	11	3	15
	TECHNICAL MANAGER	0	3	20	26	1	50
	OPERATION EMPLOYEE	0	2	23	24	1	50
	EMPLOYEE	1	3	17	16	2	39
Total		1	11	70	93	9	184

Table 10: cross tabulation for question four

Question four is to identify are the employee routinely reinforce safety in their job. The mean of question for shows about 3.53 (76%) agree with the statement above whereby reinforce is about adding support to safety in their jobs. It means the organization provides a safety protection and preparation for employee.

About 1 respondent strongly disagree, 11 respondent disagree, 70 neither agreed nor disagreed, 93 agree and about 9 respondent strongly agree. However it shows that 1 respondent who strongly disagree because there is no reinforcement done in his or her department. Instead reinforce on safety needs money, or else reinforcement cannot be implement. Therefore there are factor that cause of certain company did not reinforce the safety because it the budget of a company is small and even probably the company is a small firm which has number of workers less than five person makes it difficult to routinely reinforce the safety. However, there are some who neither agreed nor disagree because the workers not involved with reinforcement.

RESPONDENT * QUESTION FIVE Crosstabulation

Count		QUESTION FIVE				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	6	9	0	15
	HUMAN RESOURCE MANAGER	1	6	7	1	15
	MANAGER	0	2	8	5	15
	TECHNICAL MANAGER	3	27	19	1	50
	OPERATION EMPLOYEE	3	17	29	1	50
	EMPLOYEE	3	17	17	2	39
Total		10	75	89	10	184

Table 11: Cross-tabulation for question number five

Under the question five, the analysis would like to identify the cooperation between all level of employee working together to create a safety environment. From the data statistic shows the feedback of respondent toward the answer that they gave.

About 10 respondents disagree, 75 neither agree nor disagree, 89 agree and 10 strongly agree with the answer. The 10 respondent consist of one human resource manager, 3 from technical manager, 3 from operation employee and three from employee. These respondent did not see cooperation in teamwork to create safety in their workplace.

Compare to the number of respondent from the level of neither agree or no about 40.76% of respondent speak on behalf of themselves whether they are truly cooperate between themselves to have a positive working culture. From the cross tabulation above shows that about 6 respondents from the senior manager level, 6 from human resource manager, 2 from manager, 27 from the technical manager, 17 operation employees and lastly 17 from employee.

Meanwhile about 89 respondents agree with the questions which they believe that they help to create a safety culture. Safety work environment is where the employee able to work without having a trouble that may affect them while they were working. The meaning does not exactly mean that we have to attend meeting and discuss how to overcome the issue. Therefore safety environment can be interpret in different situation whereby an employee after handling the chemical they have to wash their hands before doing another task. This kind of situation can be considered of creating a safety culture.

As a senior manager they agree that most of them help to increase the safety culture whereby the senior manager monitor through the report. The report will identify the number of accident in a past few months. If there is no number of accident it shows the there are collaborating in making a positive culture.

Meanwhile about 7 respondents agree that they make a safety culture. As a human resource manager they look on the data of attendants, appraisal and others. Even 8 managers agree whereby they answer it due to their working condition. Meanwhile for the technical manager would agree with the same things like the manager. Operation employee thinks that they are working in packaging area , less danger to them.

4.3 Communication

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
RESPONDENT	184	1	6	4.21	1.493
QUESTION ONE	184	2	5	3.33	.593
QUESTION TWO	184	2	5	3.47	.724
QUESTION THREE	184	2	5	3.49	.669
QUESTION FOUR	184	2	5	3.57	.705
Valid N (listwise)	184				

Figure 12: communication descriptive statistics

Under the variables of communication, we will look through on the relationship of communication that will effect toward the effective of occupational safety and health (OSHA). First of all the questionnaire was structured to identify whether the two ways communication between employee is effective and are they freely talk about safety issue between employee and manager. Therefore, based on the descriptive statistics above, we could tell that among four questions that being pointed out to the respondent, the questions one is the lowest score even in mean or standard deviation compare to other three questions. For question number one, the number of means is 3.33 with the standard deviations of 0.593. Based on the cross tabulation we could identify that the there are number of respondent would answer neither agree or no and followed by 63 respondents agree and some are disagree with the freely communication between managers and employees. Proceed to the question two of communication is where it tries to identify the informal systems of communication is in addition to the traditional communication channels. Therefore the total mean analysis is 3.47 (69.4%) and standard deviation of 0.724.

The third communication process is whether worker and management meet together to formulate behavior oriented safety goals. Last but not least we would like to identify whether the two ways communication is effective in the organization. As the means achieve 3.57(71.4%) and 0.705 are the standard deviation calculation therefore it shows that most of the respondents agree with two ways communication is more effective in organization whereby if the particular organization has a weak communication or communication barrier between the employees and organization it would bring the negative working culture where the employee and managers focus on their work and live independently and has limited two ways communication which it can lead to poor information channels.

RESPONDENT * QUESTION ONE Cross tabulation

Count		QUESTION ONE				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	1	5	7	2	15
	HUMAN RESOURCE MANAGER	1	9	5	0	15
	MANAGER	0	4	11	0	15
	TECHNICAL MANAGER	3	30	17	0	50
	OPERATION EMPLOYEE	1	34	14	1	50
	EMPLOYEE	3	27	9	0	39
Total		9	109	63	3	184

Figure 13: cross tabulation for question one

Communication is important in an organization whereby the information can be spread to the whole entire employee in the organization. The function of communication is to

receive and accept then integrate the information and gives the feedback to the sender of information. When the flow of communication left only the sender and there's no receiver, it would be hopeless and the information of increasing the productivity and safety of organization will not directly achieve the objective of creating the safety culture in the organization.

From the figure 13 above shows that do the manager and employees communicate freely in safety issue. From the data of cross tabulation it shows there are 9 respondents disagree, 109 either agree or not, 63 agree and about 3 respondents strongly agree with the statement whereby from their perspective of free information flow in the organization. There are some are not flexible in allowing safety issue being talk in public and some allow to help the employee alert with the situation in an organization. However, about 109 either agree or not and mostly the technical manager, operation employee and employee either agree or not with the statement because most of time they discuss more in their job task rather than safety issue but still safety issue does being discuss among colleague but limited.

RESPONDENT * QUESTION TWO Crosstabulation

Count		QUESTION TWO				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	1	6	7	1	15
	HUMAN RESOURCE MANAGER	2	4	8	1	15
	MANAGER	1	3	8	3	15
	TECHNICAL MANAGER	5	20	24	1	50
	OPERATION EMPLOYEE	3	20	27	0	50

	EMPLOYEE	6	16	16	1	39
Total		18	69	90	7	184

Figure 14: cross tabulation for question two

Then the second question is the informal system communication in addition to the traditional channels. The traditional channels of communication represent the formal ways of communication such a manager and subordinate. This ways of formal communication mostly being use when the important information deliver from bottom to top or top to bottom system. Instead the meaning of informal channel is where the information delivered to anyone without using a formal language such a language to a same colleague. From cross tabulation data above it shows that about From cross tabulation data above it shows that about 18 respondents disagree, 69 either agree or not 90 agree and only 7 strongly agree with the statement. This probably some of the company doesn't like to talk about safety to others and become confidential and nobody should know and it become a sensitive issue to the company.

RESPONDENT * QUESTION THREE Crosstabulation

Count		QUESTION THREE				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	3	4	6	2	15
	HUMAN RESOURCE MANAGER	1	6	8	0	15
	MANAGER	0	3	9	3	15
	TECHNICAL MANAGER	2	25	22	1	50
	OPERATION	3	21	26	0	50

	EMPLOYEE					
	EMPLOYEE	2	20	16	1	39
Total		11	79	87	7	184

Figure 15: cross tabulation for question three

These are the critical questions whereby these questions are determined to look at the collaboration between two parties in formulating the behavior oriented in shaping safety goals. A safety goal is not only the top management responsibility to create a safety culture. Therefore, safety does need an involvement from the employee to get their responds about improving safety. Therefore, communication between two parties is important to improving and creating the behavior in working safety condition in the organization. However from the data analysis gain from the respondent shows a different surrounding whereby there is no collaboration in a way to formulate behavior toward safety in organization.

There are three senior manager does not agree with collaboration of two parties to formulate behavior because they think it is difficult to listen to the employee's voice and most the employee's opinion does not help to improve the safety behavior. Meanwhile about four respondents neither agree or not with the statement because they could not identify whether they make a discussion was about more about safety or they more brainstorming with their colleague about shaping the safety behavior culture in an organization. Others would agree because they use to make a meeting with their subordinate to update what happened surround them.

As human resource manager, only 1 respondent disagree, 6 neither agree or no and 8 agree. Furthermore, the respondent does not agree maybe because this person does not

think that he meets the management individually and discuss about safety and health issue. Meanwhile other who neither agree and disagree might found the same feeling like the one who disagree but at the same time human resource is a big department, it consists of accountant, recruitment and others. Therefore certain departments not related to the employee hiring and they think as a human resource management they should talk about safety behavior but certain department do not committed in formulate safety behavior. Others who agree might consider as a recruitment department whereby they are the one who handle the hiring and so forth. To avoid the high number of accident they should advise and inform the others how to shape the culture to make sure they achieve zero number of accidents.

As a manager, most of them believe that the worker and management meet together to formulate behavior oriented safety goals. Whereby as a manager they have to make sure their subordinate doing their task well and make sure there is no unexpected number of accident occur in their workplace. This is to avoid them to have to face the management of why does accident happened in their workplace. Only 3 respondent give a neither agree or no toward the answer above. It doesn't mean that they disagree but actually they likely talk to their subordinate and monitor to make sure that there is no serious injury in their department. Even though sometimes they do meet the management to update their department progress and at the same time they will discuss on the safety behavior.

Meanwhile as a technical manager, about 2 disagree, 25 respondent neither agree or no, 22 respondent agree and lastly only 1 respondent strongly agree with the questions that being pointed to them. Mostly technical manager handle the information technology department where this department more isolated compare to other department and

because of kind particular job description they hold makes them disagree of meet the management to formulate safety behavior. Meanwhile 25 respondent neither agree or not

The operation employee also think like the technical manager would think whereby there are 3 respondent disagree with the statement. This most probably that they don't have to do with improving safety. Meanwhile those who agree because about every six month they meet all in one seminar and that time they meet all level of employee and there are question and answer between management and employee from there they will discuss how to overcome certain issue and this same goes to employee.

RESPONDENT * QUESTION FOUR Cross tabulation

		QUESTION FOUR				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	1	7	5	2	15
	HUMAN RESOURCE MANAGER	2	6	7	0	15
	MANAGER	0	2	7	6	15
	TECHNICAL MANAGER	1	19	29	1	50
	OPERATION EMPLOYEE	3	19	28	0	50
	EMPLOYEE	5	13	19	2	39
Total		12	66	95	11	184

Figure 16: cross tabulation for question four

Last but not least the question in dimensions communication would like to identify whether two ways communication is effective in the organization or not. Therefore we

could see in the data above shows that majority of the respondent agree with the questions given. Therefore, as conclusion is needed in a way to improve the safety culture.

From the level of senior manager, there's only one respondent does not agree with the statement. This in situation probably the senior managers have a problem in communication with their subordinates and even probably they think talking about safety with the employee does not give any changes to safety in organization. Meanwhile about 7 respondent neither agreed nor disagreed, they look at the same level of communication does not effective because they all focus more their job compare to others and even their workload unfinished and they shouldn't waste their time of talking around without having any productivity. Meanwhile other who agree the two ways communication able to help them to get information quick and alert on the surrounding.

For the human resource manager, none of them agrees with the statement. The weird statement because probably working in department makes them working individually. Even though there is no percent of strongly agree by the human resource manager, therefore they still agreed with the statement. Meanwhile about two respondent disagreed with the statement because of these two respondent are an intrinsic persons where they are likely to work alone and the busy schedule cause them to work independently and by this situation cause the level of communication among two person become low. Even about 6 respondent neither agreed nor disagreed because they can not see the effectiveness in communication.

Meanwhile about manager, only 2 respondent neither agreed nor disagreed and the rest agreed and strongly agreed with the effective. Probably as managers they do not know how to verify the exact meaning of effective communication because they believe there is communication about safety and at the same time they might not consider it so effective talking about safety to the their subordinate.

As an operation employee 3 disagreed, 19 neither agreed nor disagreed and 28 agreed. As an operation, about 28 respondents agreed because safety is important in the organization. They have to face unexpected condition if they made a mistake. Therefore they as an operation employee they even think the two ways communication is effective in the organization. Meanwhile to the other 3 respondent that did not agree with the statement probably this respondent is new in the organization.

4.4 Training

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
RESPONDENT	184	1	6	4.21	1.493
QUESTION ONE	184	1	5	3.33	.712
QUESTION TWO	184	1	5	3.41	.838
QUESTION THREE	184	1	5	3.52	.775
QUESTION FOUR	184	2	5	3.11	.704
QUESTION FIVE	184	2	5	3.22	.709
QUESTION SIX	184	2	5	3.39	.775
Valid N (list wise)	184				

Figure 17: the training descriptive statistics

Training is one of the key dimensions toward the positive safety culture. Therefore based from the overall rating for means and standard deviation, the number of means have only between 60% to 70 % which consists of mean 3.00 until 3.50. Even the standard deviation mostly were around between 0.700 and 0840. Therefore, under the key dimension of training, there are six sub questions been asked to the respondent. Under the question one, there are 3.33 (66.6%) and standard deviation of 0.712. Meanwhile under question two, the mean was 3.41 (68.2%) and the standard deviation of 0.838. The highest rating of mean was 3.52 (70.4%) in the question and the gap between question four around 3.11.

RESPONDENT * QUESTION ONE Cross tabulation

Count		QUESTION ONE					Total
		STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR NO	AGRE E	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	1	6	4	4	15
	HUMAN RESOURCE MANAGER	0	3	6	6	0	15
	MANAGER	0	1	3	7	4	15
	TECHNICAL MANAGER	0	1	38	11	0	50
	OPERATION EMPLOYEE	0	4	28	18	0	50
	EMPLOYEE	1	2	26	7	3	39
Total		1	12	107	53	11	184

Figure 18: The cross tabulation for question one

Under the question that being asked to the respondent is does employee feel that they receive adequate training in how to work safely. However the training commonly often start on the one week early after we got hired. The first week of entering new

organization, the company will provide guidance to employee how to do if the respondent work in the operation department. The second week it will release us to do by ourselves but still under monitoring guidance. Once the employee able to handle the machine carefully then the human resource will leave us to do by ourselves. However from the figure above shows that there are 1 respondent strongly disagree, 12 disagree and about 107 neither agreed nor and about 11 and 53 respondent agree.

Furthermore, regarding on training on work safely, it is depending on the situation and place of work. It is because every department has different function of activity and different function has different ways of live safely.

RESPONDENT * QUESTION TWO Cross tabulation

		QUESTION TWO					Total
		STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	2	3	5	5	15
	HUMAN RESOURCE MANAGER	0	2	7	5	1	15
	MANAGER	0	2	3	7	3	15
	TECHNICAL MANAGER	0	5	18	25	2	50
	OPERATION EMPLOYEE	0	7	22	21	0	50
	EMPLOYEE	1	8	13	15	2	39
Total		1	26	66	78	13	184

Figure 19: Cross tabulation for question number two

The second question is to identify whether the employee understand to work safely. Company has its own procedure and policy to make sure the employee follow the rules to work safely in an organization. However, it has to be the employee’s responsibility to cooperate and follow the rules and avoid any harm. Mostly before entering a company, the human resource will explain the job description to employee and the flow of organization handle the company as an introduction to a new employee in an organization. Every department has different job description and different ways of working, the employee need to know their department before starts their work.

From the cross tabulation below there are one respondent strongly disagree with the question that being pointed out in the questionnaire, twenty six respondent neither agree or not, seventy eight agree and thirteen respondent strongly agree. The one respondent

who strongly disagrees with the questionnaire probably this respondent is a practicum student who had missed the briefing with the human resource manager.

RESPONDENT * QUESTION THREE Cross tabulation

Count		QUESTION THREE					Total
		STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	1	4	3	7	15
	HUMAN RESOURCE MANAGER	0	1	5	8	1	15
	MANAGER	0	0	3	9	3	15
	TECHNICAL MANAGER	0	3	16	29	2	50
	OPERATION EMPLOYEE	0	5	26	19	0	50
	EMPLOYEE	1	5	15	17	1	39
Total		1	15	69	85	14	184

Figure 20: Cross-tabulation of question three

When the new employees come into the organization, training is one of the common activities in the organization. Training is a part of the standard procedure in the organization for the new employee and current employee to improve the skills and knowledge of the employee. Even the procedure to new employees to get to know the organization.

Safety is one of the parts of training that should be provided to all the employees in the organization for their knowledge for them to be alert if there is a possibility of emergency situations that will happen in the organization. Most of researchers agree that training has positive relationship contributing to Occupational Safety and Health (OSHA). Therefore the means in the questions three is 3.33 with the standard deviation of .712. This show

the graph of mean will lead to the right axis where even though the mean increase more than fifty percent which it shows agreement among the respondent toward the questions. Comparing to the researchers and the feedback that received it shows the opposite result from the researcher had proved. Therefore we have to look at the level of perception from the senior manager whereby there's only one respondent disagree with the statement, 4 agree some denied it and 10 respondent agree with the statement. Therefore there are possibility that the reasons they agree with the unproductive training is that they are the top management who implement the rules and regulation about the safety.

Furthermore, we can see that far different perception from operations employee. They found out that safety training is important for them. About 26 respondents did not agree and agree with the question. This situation might be they agree that safety training is important but then even though they have the knowledge about safety training but then they cannot implement it.

RESPONDENT * QUESTION FOUR Cross tabulation

		QUESTION FOUR				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	2	4	6	3	15
	HUMAN RESOURCE MANAGER	6	7	2	0	15
	MANAGER	0	5	10	0	15
	TECHNICAL MANAGER	9	32	7	2	50
	OPERATION EMPLOYEE	6	32	12	0	50
	EMPLOYEE	7	29	2	1	39
Total		30	109	39	6	184

Figure 21: Cross tabulation for question four

Every period of time, the employee and employee need to improve their safety and health knowledge. Therefore training is one of the alternatives to improve the knowledge of employee in safety.

From the cross tabulation above shows that about 30 respondent disagreed, 109 neither agreed nor disagreed, 39 respondent agreed and only 6 respondent strongly agreed with the question four. Even though the mean shows about 3.11 (62.2%) with the standard deviation of 0.704 but still there are argument in cross tabulation where the feedback of neither agreed nor disagreed is high among five level of feedback. Based on the feedback that they give shows there are possibility whereby they do not care with the surrounding and just get done with their jobs.

Even from the perspective of senior manager, not all employees need to attend safety and health training because some work does not related in safety. Meanwhile for human resource manager most of them disagree with the question because it is not their field in handling who should go and who needs to attend the safety training. Even the technical manager where they probably attending the seminar that being arranged by the safety and health department but exactly attending it regularly and also they may be new in the organization that might just be attending for the first time.

Even though the number of disagree is small but still relate to Pareto Theory 80/20, the minor may still gives an impact to the safety in organization because safety is the backbone of a company which it represent the health of a company. If the company has weakness in maintaining their safety of employee shows that the company is not well

RESPONDENT * QUESTION FIVE Cross tabulation

Count		QUESTION FIVE				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	1	7	4	3	15
	HUMAN RESOURCE MANAGER	2	11	2	0	15
	MANAGER	0	3	10	2	15
	TECHNICAL MANAGER	6	30	12	2	50
	OPERATION EMPLOYEE	5	33	11	1	50
	EMPLOYEE	7	26	5	1	39
Total		21	110	44	9	184

Figure 22: cross tabulation for question five

For question five shows around 3.22 (64.4%) whereby in question five would like to identify whether the training tools and technique used for safety and health effectively. However the mean shows the positive relationship but compare the degree of agreement from six different level of position in an organization. From the cross tabulation shows the number of disagree is about 21 respondent, 110 neither agreed nor disagreed, 44 number of agreed and 9 numbers of strongly agreed to the questions that being forward to the respondent.

From the question above would like to identify approach of having a safety and health training being implemented effectively in the organization. however as senior manager there are some disagreed because from their survey of overall safety training in an organization there are some of their worker take for granted which they walk calmly to the meeting while the safety rehearsal in process.

There are 110 respondents neither agreed nor disagreed which consist of 7 respondent from senior manager, 11 human resource manager, 3 manager, 30 technical manager, 33

operation employee and 28 from employee. As a senior manager probably even not sure because it is not their field of making sure the technique that being used in training and only selected members of senior manager that directly involve in safety training in an organization. instead there are also human resource manager neither agree with the statement whereby due to training tools effectively probably the respondent not exactly in charge of preparing the tools but the technique need to be improve in making the situation of safety more likely in real situation. It same goes to the manager, from the training preparation seems to have an effective ways of training and at the same time to know the equipment being used 100% is not their will power to handle and identify.

Even about 30 technical managers not sure whether the management used training tools effectively or not. However some would neither agree nor disagree because even there are numbers from operation employee and employee who neither agree nor disagree because probably there are some of them had been working for many years in an organization and some would think it is effective but it does not truly gives an impact to the training because nearly every year the safety training is kind of a same situation and they could not implement it in work.

Then about 44 respondent agreed with the effectiveness of safety training in an organization whereby the safety training being implement like having the rehearsal of a fire drill in the organization. However the senior manager agreed because from the observation of senior manager the team work in planning in implement the safety training is high and the commitment from employee is excellent. There are two human resource managers also agree because the participation of employee is high as every time the training being held in organization.

Lastly about 9 respondent who strongly agreed with the statement which those respondent who strongly agreed are from 2 senior manager, 2 manager, 2 technical manager, 1 operation employee and an employee. However the senior manager strongly agreed because they probably get involve directly in planning the safety training and when the time's come in presenting the safety training it work smoothly as they planned. Meanwhile there are 2 managers who also strongly agreed because from their observation in training were being held successfully. Meanwhile the technical manager would agree because the training being implemented effectively. Even the employee would think so and probably the employee do involve in safety training.

RESPONDENT * QUESTION SIX Cross tabulation

Count		QUESTION SIX				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	5	6	4	15
	HUMAN RESOURCE MANAGER	3	8	4	0	15
	MANAGER	0	2	9	4	15
	TECHNICAL MANAGER	8	20	21	1	50
	OPERATION EMPLOYEE	4	27	18	1	50
	EMPLOYEE	6	20	11	2	39
Total		21	82	69	12	184

Figure 23: Cross tabulation of question six

From the questions six is to look on whether the employees attend safety and health training before commencing the job. Before entering a new company they have to attend or give a simple briefing of safety in the work industry. Every industry has different level of safety. In the question six, there are about 21 respondent disagreed, 82 neither agreed

nor disagreed, 69 agreed and 12 strongly agreed. It is obviously about 3 human resource disagreed because they are trained to handle the human in an organization. Training is another program and activity that being handled by the human resource manager. Under disagree, probably the human resource manager depends on the employee who is committed in attending OSHA program and has the certificate of OSHA.

As the technical manager does not agree because most of them enter the organization based on their skills and safety just an advantage to them in having the knowledge of safety. Meanwhile as an operation employee safety surely is important for the operation

4.5 Management Support

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
RESPONDENT	184	1	6	4.21	1.493
QUESTION ONE	184	2	5	3.29	.769
QUESTION TWO	184	2	5	3.32	.738
QUESTION THREE	184	2	5	3.38	.699
QUESTION FOUR	184	2	5	3.56	.737
QUESTION FIVE	184	2	5	3.64	.654
Valid N (list wise)	184				

Figure 24: Management support descriptive statistics

Having a good employee and effective employee without management support does not help to increase the safety awareness and culture in the organization. Management support is important not just from the capital incentive but also the welfare of their worker. Based on the question one the mean is only about 3.29(65.8%) with the standard

deviation of 0.769. Meanwhile the question two's mean is about 3.32(66.4%) with the standard deviation of 0.738. the questions' three is about 3.38(67.6%) and standard deviation of 0.699 and about question four with mean of 3.56(71.2%) and standard deviation of 0.737.last but not least is question five with mean of 3.64(72.8%) with the standard of deviation of 0.654. the highest mean in descriptive statistic above is about 72.8% and the lowest mean s about 65.8%

RESPONDENT * QUESTION ONE Cross tabulation

Count		QUESTION ONE				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	6	4	5	15
	HUMAN RESOURCE MANAGER	3	10	2	0	15
	MANAGER	0	3	9	3	15
	TECHNICAL MANAGER	6	28	15	1	50
	OPERATION EMPLOYEE	8	26	14	2	50
	EMPLOYEE	6	23	9	1	39
Total		23	96	53	12	184

Figure 25: cross tabulation for question one

The questions asked whether the safety rules are being reinforce when there is no accident has been occurred. Mostly rules implement or establish when there is accident occurred but then the questions are there new rules and regulation been made by the top management in the organization to reinforce much more productive safety incentive in the organization.

Based on the cross tabulation's analysis shows a huge gap between the employee and senior manager perspective. For the senior manager mostly they agree and strongly agree of the implementation of safety rules but at the same time there are senior manager stay in the middle decision whereby mostly decision making being made by the senior manager. The rules and regulation is under their power to decide which rules and regulation that need to be implement in their organization. However, the decision making mostly are based on the previous reports. If the number of accident is high therefore the top management needs to take note of the number of accident and find an alternative to reduce the number of accident.

RESPONDENT * QUESTION TWO Cross tabulation

Count		QUESTION TWO				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	3	4	7	1	15
	HUMAN RESOURCE MANAGER	2	7	6	0	15
	MANAGER	0	3	9	3	15
	TECHNICAL MANAGER	5	23	22	0	50
	OPERATION EMPLOYEE	9	23	17	1	50
	EMPLOYEE	6	21	12	0	39
Total		25	81	73	5	184

Figure 26: cross tabulation for question two

Every organization wants a safety organization and performance. The mean shows that in the question two it only have the average of 3.32 which is around 66.4% which this show that compare to every level's perception senior manager would probably agree more to

the safety performance and organization compare to other level of job position in the organization. Having the safe organization was the most important issue because the employees do need to have safety feeling in the workplace so that they could avoid the unsecure while they work.

RESPONDENT * QUESTION THREE Cross tabulation

Count		QUESTION THREE				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	1	5	7	2	15
	HUMAN RESOURCE MANAGER	1	9	5	0	15
	MANAGER	0	2	10	3	15
	TECHNICAL MANAGER	4	23	23	0	50
	OPERATION EMPLOYEE	6	26	17	1	50
	EMPLOYEE	5	21	13	0	39
Total		17	86	75	6	184

Figure 27: cross tabulation for question three

In this question three, this study would like to identify whether the management willing to provide the necessary resource to achieve the organization performance. Achieving the target is the most important issue in the company. This questions mean by necessary resource is by the equipment and material to improve the performance of safety. From example we took the chemical manufacturing industry whereby the company provide the glove to employee before they start to do their work and after they had finish their work, there are soap being provided for them to wash their hands to avoid chemical touch the human skins and cause reaction. Output is still the main objective but when output

release but then the employee fall sick, the money will not get to the company but to invest to the employee. However, the respond still heavy to either agree or not whereby about 86 respondent express their in between answer because they don't even know whether the management provides necessary resource to achieve performance. It is because when there physically item being given to employee is small and sometimes they did not use it even though the management do provide the necessary material to the employee so they would think that the management did not give anything to them.

RESPONDENT * QUESTION FOUR Cross tabulation

Count

		QUESTION FOUR				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	7	4	4	15
	HUMAN RESOURCE MANAGER	1	8	6	0	15
	MANAGER	0	3	7	5	15
	TECHNICAL MANAGER	3	19	25	3	50
	OPERATION EMPLOYEE	6	19	24	1	50
	EMPLOYEE	3	13	22	1	39
Total		13	69	88	14	184

Figure 28: cross tabulation for question four

This question four in management support is to identify whether all level of perceive contributing effectively to safety effort. Based on the cross tabulation above does show there are about 13 respondent disagree, 89 neither agreed nor disagreed, 88 respondent agree and 14 strongly agree with the question given. Perceive is where the employee

aware of the effectiveness of contributing safety from all level of workers. However, there feedback that they gives that they agree that by contributing safety from all level of employee does gives an effective safety culture but then this cannot blame to those respondent who neither agree nor disagree and probably they don't have knowledge in safety and they just do what they feel is right for them. Not even aware that probably the action that they take may lead to accident.

RESPONDENT * QUESTION FIVE Cross tabulation

Count		QUESTION FIVE				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	1	2	8	4	15
	HUMAN RESOURCE MANAGER	0	6	9	0	15
	MANAGER	0	3	5	7	15
	TECHNICAL MANAGER	0	23	25	2	50
	OPERATION EMPLOYEE	1	21	28	0	50
	EMPLOYEE	2	17	19	1	39
Total		4	72	94	14	184

Figure 29: cross tabulation for question five

The mean in the question five is 3.64 and the standard deviation 0.54. In this questions where the main stream of the questions to see whether the company holds the responsibility for the safety, health and welfare of the employee. Responsibilities being evaluate how far the company handles the welfare of their employee and the preparation of infrastructure of safety in the organization. Therefore there are about 94 respondent agree which it shows that their organization does put their responsibility in handling the employee welfare.

4.6 Reward

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
RESPONDENT	184	1	6	4.21	1.493
QUESTION ONE	184	2	5	3.27	.629
QUESTION TWO	184	2	5	3.44	.751
QUESTION THREE	184	2	5	3.50	.717
QUESTION FOUR	184	2	5	3.59	.703
Valid N (list wise)	184				

Figure 30: Reward descriptive statistic

Reward was another incentive in the organization in a way to increase the level of motivation to the employee. Due to relationship between rewards in safety is that there are high possibility that by provide reward as an organization culture, there are possibility that if the organization were positive influence by rewarding system, it will use the reward system as a ways to create a positive culture in influencing a positive safety in the organization.

RESPONDENT * QUESTION ONE Cross tabulation

Count		QUESTION ONE				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	1	5	8	1	15
	HUMAN RESOURCE MANAGER	2	7	6	0	15
	MANAGER	0	4	8	3	15
	TECHNICAL MANAGER	4	32	13	1	50
	OPERATION	2	35	13	0	50

	EMPLOYEE					
	EMPLOYEE	4	30	5	0	39
Total		13	113	53	5	184

Figure 31: cross tabulation for question one

Due to the main extreme questions, the first questions does the company provides incentives to the employee. as the means of question one is 3.27 with standard deviation 0.629. The means shows the mean is around 65.4%. Even though the number of mean does not reflect the result from the crosstabs, in this case. Majority of the respondent neither agreed nor disagree with the question which possibility that most of the respondent do not understand with the question needs. Incentive is where company gives reward to employees who perform or achieve target that begin set up by the company. In the questions would like to identify whether the company provides any incentive to their employee or not. About 13 respondent who disagree probably the company did not provide any incentive reward to create a positive culture.

RESPONDENT * QUESTION TWO Cross tabulation

Count		QUESTION TWO				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	1	3	9	2	15
	HUMAN RESOURCE MANAGER	1	7	7	0	15
	MANAGER	1	1	9	4	15
	TECHNICAL MANAGER	4	19	24	3	50
	OPERATION EMPLOYEE	7	22	21	0	50
	EMPLOYEE	6	20	13	0	39
Total		20	72	83	9	184

Figure 32: cross tabulation for question two

In the question two ,it is a bit tricky question to the employee. This questions is to identify the main focus of the employee whether they are more focus on the job task or on the reward that they are looking for. Same goes to the cross tabulation's result whereby the highest result compared between two nearly similar result where the most result heavy on the total agreement of the interesting reward and there also has 20 respondent did not agree with the with question. There will be high possibility that reward is not an issue to them.

RESPONDENT * QUESTION THREE Cross tabulation

Count		QUESTION THREE				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	1	1	11	2	15
	HUMAN RESOURCE MANAGER	1	6	8	0	15
	MANAGER	0	2	11	2	15
	TECHNICAL MANAGER	4	21	21	4	50
	OPERATION EMPLOYEE	6	23	21	0	50
	EMPLOYEE	3	18	17	1	39
Total		15	71	89	9	184

Figure 33: cross tabulation for question three

This is interesting part whereby the mean shows a positive relation to the questions where the mean show about 3.50 and 0.717 for the standard deviation. It shows that about 70% would agree the question given. Therefore mean only describes the average of the total respondents answer. Compare to the standard deviation of the question three the graph lead to the right flow and only 0.717.

Based on the cross tabulation, based on the total number of 184, majority of the respondent agreed with the rewarding system with it does not being denied by all level of respondent which consist of senior manager, human resource manager, manager, technical manager and operation employee and employee.

Each organization has its unique way to attract the employee. The reward can be in many form of reward. There are systems where they create the monthly achieve employee, three month bonus and there are also vacation. This reward depends on the organization to choose what type of reward system that they want to apply in the organization.

RESPONDENT * QUESTION FOUR Cross tabulation

Count		QUESTION FOUR				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	4	8	3	15
	HUMAN RESOURCE MANAGER	1	6	8	0	15
	MANAGER	0	1	10	4	15
	TECHNICAL MANAGER	4	18	26	2	50
	OPERATION EMPLOYEE	3	19	26	2	50
	EMPLOYEE	3	17	18	1	39
Total		11	65	96	12	184

Figure 34: cross tabulation for question four

Everybody loves being rewarded. From our childhood everything that we do , we need to be rewarded. That is a reality. Most people think that by giving reward will make ones to be more motivated. For example, when we were young our parents often indirectly ask

us to do the task, they would attract us with the present surprise that they will give to us after we had done our job.

This situations same goes to the question related on the employee perception whereby they feel motivated to go to work when they know they will be rewarded by their company. Do keep in mind that working eight hours will be tiring. Therefore by eight hours working it will lead to low motivation whereby they as employee knew that their eight hours condition will lead to low concentration and it will make the employee lost their focus in work. Therefore organization mostly will provide a reward as a tactic to boost up their employee's attention and focus on work. The mean of the question was 3.59 which it leads to 71.8% which the graphs nearly lead to 80% with standard deviation of 0.703. This graph shows there are positive effects of reward system in motivating the employee. From the crosstabs gains shows that majority of the respondent agreed with the questions given.

Some who did not agree with the situation might be their principle of working is to achieve self-satisfaction. Looking back at the theory of Maslow whereby there are five dimensions will affect the human needs.

4.7 Attitude

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
RESPONDENT	184	1	6	4.21	1.493
QUESTION ONE	184	2	5	3.28	.681
QUESTION TWO	184	2	5	3.40	.769
QUESTION THREE	184	2	5	3.52	.685
QUESTION FOUR	184	2	5	3.54	.651
QUESTION FIVE	184	2	5	3.61	.644
QUESTION SIX	184	2	5	3.73	.746
QUESTION SEVEN	184	2	5	3.32	.635
QUESTION EIGHT	184	2	5	3.29	.692
QUESTION NINE	184	2	5	3.47	.709
Valid N (listwise)	184				

Figure 35: Attitude descriptive statistic

There are two types of attitude that we are looking forward. There are positive and negative attitude that represent by the employee. There are sometimes in the organization manager facing a various personality and attitude of his or her workers. Sometimes attitude can be influence by the factor of level of experience of the particular worker in the organization and other might cause the ego of a workers show in the workplace. Therefore the question has been divided into nine sub questions that will look through of the level of attitude of employee in the workplace. Most the average of all the means among nine questions that been pointed out, the lowest means show in lowest mean only 3.28 and the highest score was 3.73.

RESPONDENT * QUESTION ONE Cross tabulation

Count		QUESTION ONE				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	7	5	3	15
	HUMAN RESOURCE MANAGER	2	6	7	0	15
	MANAGER	0	5	8	2	15
	TECHNICAL MANAGER	4	33	12	1	50
	OPERATION EMPLOYEE	6	32	10	2	50
	EMPLOYEE	4	26	9	0	39
Total		16	109	51	8	184

Figure 36: cross tabulation for question one

Attitude is difficult to measure whereby attitude is due to personal responsibility and personal characteristic that will represent the behavior of an individual. Based on the mean and standard deviation achieved from the respondent were 3.28 (65.6%) and 0.681. Personally attitude will represent person's habit whether it may lead to positive attitude or negative attitude.

Therefore there are gaps in identifying the positive attitude in the organization whereby nearly 60 percent of respondent did not know how to describe and give the specific answer toward these questions even there are small number of respondent would agree and strongly agree to these questions. However some would not agree which it may lead to the consequences for the majority did not know how to describe and they probably did not care with their surroundings. This attitude was a bad attitude and this kind of attitude does not give any positive influence to improvement of organization.

From the data gathered, senior manager, eight out of fifteen agree that there are positive attitude and the rest confuse of their own answer whereby they might consider that looking on the overall organization or their own department. Furthermore, looking at the positive attitude in all level of organization is that they might found out there are no serious injury for the past of few month.

From the perspective of human resource manager, there is no hundred percent of strongly agreement from them therefore there are several number of respondent agree with the positive attitude in the organization. Meanwhile there are six and two respondent just express in between of agree and not even there are disagree from the question asked.

Attitude is difficult to measure whereby attitude is due to personal responsibility and personal characteristic that will represent the behavior of an individual. Based on the mean and standard deviation achieved from the respondent were 3.28 and 0.681. Personally attitude will represent person's habit whether it may lead to positive attitude or negative attitude.

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looking on the overall organization or their own department. Furthermore, looking at the positive attitude in all level of organization is that they might found out there are no serious injury for the past of few month.

From the perspective of human resource manager, there is no hundred percent of strongly agreement from them therefore there are several number of respondent agreed with the positive attitude in the organization. Meanwhile there are six and two respondent from Human Resource manager who are neither agreed nor disagreed and disagreed respectively.

RESPONDENT * QUESTION TWO Cross tabulation

Count		QUESTION TWO				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	2	6	5	2	15
	HUMAN RESOURCE MANAGER	4	3	8	0	15
	MANAGER	0	2	8	5	15
	TECHNICAL MANAGER	7	23	18	2	50
	OPERATION EMPLOYEE	3	28	19	0	50
	EMPLOYEE	6	14	18	1	39
Total		22	76	76	10	184

Figure 37: cross tabulation for question two

It is important for the management to take care the society of its employee. By taking care of the employee's welfare indirectly it will attract the employee to work in the organization and at the same time it will increase the satisfaction working in the organization. It same goes to the contacts of safety in the workplace. The questions arise

whether the employee feel the management is fair and effective in their approach in safety. Approach to the safety is not just only focus on the fire extinguisher of emergency doors that being provided in the organization but it is more than that just preparing the full equipment of safety. Therefore it takes more than that.

Employee been facing high risk in their workplace.

RESPONDENT * QUESTION THREE Cross tabulation

Count		QUESTION THREE				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	5	7	3	15
	HUMAN RESOURCE MANAGER	1	6	8	0	15
	MANAGER	0	4	6	5	15
	TECHNICAL MANAGER	2	24	22	2	50
	OPERATION EMPLOYEE	4	20	26	0	50
	EMPLOYEE	3	19	17	0	39
Total		10	78	86	10	184

Figure 38: cross tabulation for question three

The third question would like to identify whether it is necessary to take shortcuts as long as the work can be complete. From the figure 38 the cross tabulation shows that there are about 10 respondent disagree, 78 either agree or not with the question and about 86 respondent agree. Lastly about 10 respondents strongly agree with the questions based from the questionnaire given. Working in the private sector, time is limited where it effect the workload that being handle by workers. Due to limited time and the pressure

that being pushed from the top management to the employee cause they has to take any chances to complete their task in the given time.

RESPONDENT * QUESTION FOUR Cross tabulation

Count		QUESTION FOUR				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	4	8	3	15
	HUMAN RESOURCE MANAGER	1	10	4	0	15
	MANAGER	0	1	11	3	15
	TECHNICAL MANAGER	4	22	22	2	50
	OPERATION EMPLOYEE	2	21	27	0	50
	EMPLOYEE	1	18	20	0	39
Total		8	76	92	8	184

Figure 39: cross tabulation for question four

From the figure 39 shows a positive relationship whereby most of the employee agree that safety should be a high priority to all employee. This is only 8 respondent disagree because for them money is the most priority in live. The reasons they work is to get money. Instead about 76 respondent either agree or not to make safety as their priority needs in life whereby there have their own priority and priority of an individual's based on the theory of needs. Some who just started to work will put the priority in life is more until the certain stage when the employee become more mature, the priority in life is to have safety living and money it not a priority until it achieve self-achievement. However some agree probably these respondents had been working in the industry more than 5 years or above.

RESPONDENT * QUESTION FIVE Cross tabulation

Count		QUESTION FIVE				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	5	7	3	15
	HUMAN RESOURCE MANAGER	1	9	5	0	15
	MANAGER	0	2	11	2	15
	TECHNICAL MANAGER	4	22	21	3	50
	OPERATION EMPLOYEE	0	15	35	0	50
	EMPLOYEE	2	14	22	1	39
Total		7	67	101	9	184

Figure 39: cross tabulation for question five

The mean of question five shows that the mean shows in figure 35 state that about 3.61 which consist of 72.2% does not even care about safety as long whatever they do did not get caught. Surprisingly that even there are senior manager also agree with the question that being distributed to them. About 9 strongly agree and some around 101 respondents agree with the questions. It totally shows that they do not even care about safety as long they able to perform their workload perfectly. Compare to the number of disagree, it does shows a huge gap where only 7 respondent disagree because they do aware on the safety issue instead about 67 respondent either agree because sometimes they even don't even care about safety and when there is accident occur in the workplace then they start to aware on the safety but it is only for a short period of time.

RESPONDENT * QUESTION SIX Cross tabulation

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Count		QUESTION SIX				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	1	10	4	15
	HUMAN RESOURCE MANAGER	0	8	4	3	15
	MANAGER	0	2	5	8	15
	TECHNICAL MANAGER	2	23	20	5	50
	OPERATION EMPLOYEE	2	13	31	4	50
	EMPLOYEE	3	14	20	2	39
Total		7	61	90	26	184

Figure 40: cross tabulation for question six

Unsafe behavior should not be tolerated. This question does represent the attitude of an individual whether they do care about safety or not. However the cross tabulation shows that there are still has 7 respondent disagree with the question. It does shows that their attitude is low whereby they does not even care if the action that they take will harm them but as long there is no accident, it is just fine for them. Meanwhile about 61 respondent either agree or not with the statement whereby due to certain condition of safety if the situation is extremely high risk it should not be tolerate with the unsafe behavior. If not, it can be more flexible and considerate. Meanwhile long of low attitude there are some respondent has a high attitude which safety behavior should not be tolerate at all in to improving the safety culture.

RESPONDENT * QUESTION SEVEN Cross tabulation

Count		QUESTION SEVEN				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	1	4	7	3	15
	HUMAN RESOURCE MANAGER	0	9	6	0	15
	MANAGER	2	2	11	0	15
	TECHNICAL MANAGER	3	31	16	0	50
	OPERATION EMPLOYEE	5	29	16	0	50
	EMPLOYEE	3	26	10	0	39
Total		14	101	66	3	184

Figure 41: cross tabulation for question seven

I think safety issue should be assigned to high priority in management meetings. From the cross tabulation shows about 14 respondents disagree whereby this respondent consist of senior manager, technical manager, operation employee and employee. This is probably they don't think that safety need to worry in an organization whereby the safety in organization now is maintained as there is no records of accident.

Meanwhile there are others who either agree whereby it is necessary to involve safety in the management meeting. Instead of talking about safety, better they discuss on how to improve the profits to the organization. Some perspectives think that it is good to make safety issue as a priority issue in the meeting because by increase safety it will increase the production and at the same time it will be able to increase the profits.

RESPONDENT * QUESTION EIGHT Cross tabulation

Count		QUESTION EIGHT				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	1	7	5	2	15
	HUMAN RESOURCE MANAGER	3	8	4	0	15
	MANAGER	1	1	11	2	15
	TECHNICAL MANAGER	5	31	14	0	50
	OPERATION EMPLOYEE	8	21	21	0	50
	EMPLOYEE	3	25	11	0	39
Total		21	93	66	4	184

Figure 42: cross tabulation for question eight

The mean in question eight is about 3.29 (65.8%) which represent the average of agreement in this question whereby the questions is about OSHA is only a policy and not fully implemented in this organization. the number of respondent does reflects their attitude whereby some disagree, either agree or not, and others agree. Therefore the feedback of this questions more likely toward either agree or not from all levels of position.

Those who some disagree probably the company does really put OSHA as a priority in making the company success. However the respondent who either agree or not probably does not even aware of the existing of OSHA in the organization and some respondent might be a new employee in the organization.

RESPONDENT * QUESTION NINE Cross tabulation

Count		QUESTION NINE				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	7	5	3	15
	HUMAN RESOURCE MANAGER	0	9	5	1	15
	MANAGER	0	0	10	5	15
	TECHNICAL MANAGER	2	24	23	1	50
	OPERATION EMPLOYEE	6	21	23	0	50
	EMPLOYEE	4	23	11	1	39
Total		12	84	77	11	184

Figure 43: cross tabulation for question nine

Attitude is not just the responsibility but it reflects the behavior of a person. However in question eight is to look on their attitude and perspective how far when rules and instructions relate to personal safety sometimes makes it difficult to keep up with. Therefore from the figure 44, shows there 12 respondents disagree, 84 respondent neither agree or not, 77 respondent agree and only 11 respondent strongly agree. This shows that the graph has different gap between strongly agree and disagree. Mostly the employee disagree with the statement whereby the employee who are handle the outputs of company, it they did not follow the rules that being design to work safely it will affect their personal safety. Especially the operation employee, the company has provide glove, jackets and safety glass while working but if they refuse to follow the rule it does not give any benefits to them.

Obviously safety has a lot of aspect to cover. About 84 respondent either agree or not with the statement because sometime they do follow the rules but when there are time's they do not want to follow the rules they just do whatever that makes their life easier.

4.8 Employee Involvement

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
RESPONDENT	184	1	6	4.21	1.493
QUESTION ONE	184	2	5	3.29	.608
QUESTION TWO	184	2	5	3.48	.746
QUESTION THREE	184	2	5	3.53	.677
QUESTION FOUR	184	2	5	3.57	.624
QUESTION FIVE	184	2	5	3.59	.629
QUESTION SIX	184	2	5	3.54	.660
QUESTION SEVEN	184	2	5	3.52	.661
QUESTION EIGHT	184	2	5	3.48	.685
Valid N (list wise)	184				

Figure 44: Employee involvement descriptive statistic

Employee involvement is the most important needs in the organization whereby involvement not only from one parties but it needs two parties of involvement to increase the productivity. Without involvement from the employee, the operation in the organization will not work properly. Therefore from here, we could identify the important of employee involvement in organization from the welfare of employee until the safety in work for employee. However from the statistic gain from data analysis, the first category we shall identify there are about six group of respondent in this study and it represents every level of position in organization. Out of 184 respondent, about 15 respondent are from senior manager, human resource manager and manager. Then around 50

respondents gathered from technical manager, operation employee and the rest is employee in the organization. Therefore employee involvement divided into eight questions that everything related to the employee involvement. Therefore from the variables of employee involvement we could see the standard deviation between eight questions the highest deviation is about 0.746 and the lowest 0.608.

RESPONDENT * QUESTION ONE Cross tabulation

Count

		QUESTION ONE				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	6	8	1	15
	HUMAN RESOURCE MANAGER	0	10	5	0	15
	MANAGER	0	4	9	2	15
	TECHNICAL MANAGER	3	36	10	1	50
	OPERATION EMPLOYEE	2	37	10	1	50
	EMPLOYEE	5	23	11	0	39
Total		10	116	53	5	184

Figure 45: cross tabulation for question one

Idea is needed in every company to expand their business and even to create a new strategy for company. However, it is not just for the expanding and other but idea also influence to create positive culture of safety in an organization. From time to time the company needs to review its company reputation and find a new idea and strategy to improve their safety. However idea is not only come from the top management, therefore every human being had been created to create the best for themselves. It same goes to the organization, idea is good but then if there are a more head in one task it will create more fantastic idea and it also lead improvement. Here is where involvement plays its role.

From the question one, we shall identify are the employee is given the opportunity to make contribution idea in improving safety. Therefore we could see the different gap between managers' and employees' level of thinking.

First of all we shall identify the senior manager's data, 0 disagreed, 6 either agreed nor disagreed, 8 agreed and 1 strongly agreed. Meanwhile among the human resource managers, about 10 respondents neither agreed nor disagreed with the statement. Maybe as human resource manager, they find that they know about employee community in the organization and only they more focus on their job task compare to alert on the information regarding improvement of safety. Meanwhile the other five respondents agreed on the statement. They might find that the collaboration between community and the top management is effective and some of the ideas being taken note from the top management to improve the safety in an organization.

Meanwhile compare to manager, there is not much different from human resource whereby about 4 respondents neither agreed nor disagreed , 9 agreed and 2 strongly agreed . Even the manager would not agree. . However, is depends on the types of leadership styles that being implement in the organization whereby types of leadership will identify whether the employee are given the opportunity to voice out the idea. Leadership consists of autocratic, laissez faire, or participative leadership. Each leadership has different styles of approach if the company apply the system autocratic, the employee will not b able to voice their idea but compare to the work environment of participative approach, this approach more toward the brainstorming where this types of leadership style demanding someone who are creative and capable to solve complex problems.

RESPONDENT * QUESTION TWO Cross tabulation

Count		QUESTION TWO				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	8	5	2	15
	HUMAN RESOURCE MANAGER	3	6	6	0	15
	MANAGER	0	2	10	3	15
	TECHNICAL MANAGER	8	18	22	2	50
	OPERATION EMPLOYEE	5	15	29	1	50
	EMPLOYEE	4	15	20	0	39
Total		20	64	92	8	184

Figure 46: cross tabulation for question two

New employees are thoroughly trained in safety. Every employee needs to be informed and educate about safety. There are about 3.48 mean and the standard deviation of 0.748. In percentage the mean of question two is about 69.6%. This shows that the means was about 70% and show a positive reaction of involvement in safety training.

Safety training is essential to the entire employee. As a senior manager, around two strongly agreed about the introduction about safety training to a new employee. Most of the senior manager would agree because new employee does know how the actual working condition in an organization. Meanwhile for human resource manager, there are three disagreed, six neither agreed nor disagreed and six people agreed.

RESPONDENT * QUESTION THREE Cross tabulation

Count		QUESTION THREE				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	1	6	6	2	15
	HUMAN RESOURCE MANAGER	2	7	6	0	15
	MANAGER	0	0	13	2	15
	TECHNICAL MANAGER	1	25	22	2	50
	OPERATION EMPLOYEE	4	21	24	1	50
	EMPLOYEE	2	16	19	2	39
Total		10	75	90	9	184

Figure 47: cross tabulation for question three

Does the training continue on the job with the help from experience workers? Based on the question it shows that contribution from the experience worker who had been working in the industry for more than five to ten years should help others by telling and advise the new employee or other employee so that they do not make the same mistakes again. Safety training not just only being exposed on the rehearsal and seminar but also while on the job. Therefore as a senior manager, some would disagree because they are working in the building and office and the building is safe and even the senior manager does not see the objective of having the safety training while they work.

RESPONDENT * QUESTION FOUR Cross tabulation

Count		QUESTION FOUR				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	3	9	3	15
	HUMAN RESOURCE MANAGER	0	8	6	1	15
	MANAGER	0	4	9	2	15
	TECHNICAL MANAGER	2	17	31	0	50
	OPERATION EMPLOYEE	2	21	27	0	50
	EMPLOYEE	3	19	17	0	39
Total		7	72	99	6	184

Figure 48: cross tabulation for question four

Question four plays another important question whereby we want to look at disciplinary actions are being taken almost immediately when safety and health violation takes place in the organization. From this point of view we could see the action taken about safety in organization.

From the senior manager point of view about 80% respondents agreed with the statement. So it shows that there are disciplinary rules and action taken if there are safety and health violation take place in an organization. Meanwhile about 20% neither agreed nor disagreed with the statement because the company might have the rules toward safety but then sometimes disciplinary action does not taken immediately but it takes few cases regarding safety then action would be taken.

Meanwhile as a human resource manager, about seven respondents out of fifteen respondents agreed and the rest of respondent either agreed nor disagreed. It is because they have different views compare to another three level down, the technical employee, operation employee, and employee. They have different point of view compare to top management perspective. As these people, the number of disagreed toward this questions was 2 from technical manager, 2 operation employee and 3 employee respondent disagreed because of these respondent might be a victim of safety in organization and they had been experience the incident at the workplace and at the time of accident the action takes time to settle down what makes the respondent did not agree with the statement. As technical manager, they might aware of safety and they might not see a strict disciplinary action taken to the safety especially on the minor accident. Similarly goes to operation employee, they are the high potential to get accident at the workplace especially working in manufacturing industry which focus on assembly industry where these industry were handling the maintaining, creating and built a new product.

Furthermore, there are about 72 number of respondents neither agreed nor disagreed with the statement whereby the senior manager do not agreed because they are probably do not directly involved in planning of safety action and this action mostly under the department of safety and health that would know better what to do to overcome the safety violation. About the other manager, employee, operation workers and technical manager not sure because it is not their field and does not aware of the action taken when there is violation in the organization. another 99 and 6 respondent who strongly agree that the effectiveness the top management handle the problems immediately when there is a

violation in the organization and they cooperate with the health and safety department to overcome the problems.

RESPONDENT * QUESTION FIVE Cross tabulation

Count		QUESTION FIVE				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	1	6	4	4	15
	HUMAN RESOURCE MANAGER	0	7	7	1	15
	MANAGER	0	3	10	2	15
	TECHNICAL MANAGER	0	25	23	2	50
	OPERATION EMPLOYEE	1	18	31	0	50
	EMPLOYEE	2	18	18	1	39
Total		4	77	93	10	184

Figure 49: cross tabulation for question five

Question five represents the mean of 3.59 (71.8%) with the standard deviation of 0.629 where the questions want to identify whether the employee motivated at the workplace. Motivation plays an important to increase the productivity and performance of employee whereby it may affect individuals’ performance and outputs. However, based from the figure above the cross tabulation shows about 4 respondents disagree, 77 neither agreed nor disagreed. 93 respondents agreed and about 10 respondents strongly agreed with the motivational outcome at the workplace.

However, motivation can be influence by the work environment, social environment and experience of working condition. From the senior manager, there are one senior manager

does not agree with the statement because he or she might had identify certain their subordinate has low motivation which the record can be viewed from the report of attendant and performance. Meanwhile the workers' who disagree with the question shows that possibility that low motivation and motivation can cause many factors which by the pays of salary is small, the working condition not comfortable and others. These factors influence the employee and for some reasons it affect the performance. Money can be major factors of motivation, if the salary pays low but the demographic of working condition is relaxing and beautiful it does improve the level of motivation. Everyone has different ways to motivate themselves some by the brand of company, some based on the pays of salary and some others based on the working condition whether the workplace is near to house or something that makes the condition is positive to the employee. This what makes the data of cross tabulation scatted where it depending on the needs and motivation of an individuals' ways of motivation. Some who disagree probably they not even like the job and their interest is in different field of job scope. Meanwhile about 77 respondent who either agree or not is probably that they sometimes do feel motivated but there is one period of time that they feel unmotivated to come to work because of the way of working and condition of working especially to those who had been working in the industries for years.

RESPONDENT * QUESTION SIX Cross tabulation

Count		QUESTION SIX				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	1	5	6	3	15
	HUMAN RESOURCE MANAGER	0	5	9	1	15
	MANAGER	0	7	5	3	15
	TECHNICAL MANAGER	1	22	24	3	50
	OPERATION EMPLOYEE	2	21	27	0	50
	EMPLOYEE	2	24	12	1	39
Total		6	84	83	11	184

Figure 50: cross tabulation for question six

Does the employee have a community that represent employee in organization. An active community plays an important role to help improve the employee’s welfare. Community is function to fulfill the employee’s needs but also is the platform for the employee to voice out their opinion and idea for improvement.

Clearly for the senior manager, 3 and 6 respondents agreed with the establishing community in the organization. It is because from the meeting community will know the employee needs and discuss the matter regarding their problems. Meanwhile there are 5 respondent does not recognize the whether to agree or not. Even though the senior manager neither agreed nor disagree with the statement but it doesn’t mean that they totally disagreed or agreed with the statement. Communities mostly establish in a big company meanwhile some of small company does not have community at all in the organization. for some reasons the senior manager agree and disagree is depending on the

organization and sometimes there in non active community in the organization but still exist in the organization.

Even the human resource manager also mostly neither agreed nor disagreed with the function of the community in the organization whereby in the organization it needs an employee's community to help the employee to voice up their opinion in the organization. Also there is quite a number of neither agreed nor disagreed from employee whereby some community just represent the benefits of them not the whole employee's organization and some does represent the employee's welfare.

RESPONDENT * QUESTION SEVEN Cross tabulation

Count

		QUESTION SEVEN				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	0	9	5	1	15
	HUMAN RESOURCE MANAGER	0	5	10	0	15
	MANAGER	1	5	4	5	15
	TECHNICAL MANAGER	2	26	21	1	50
	OPERATION EMPLOYEE	5	19	26	0	50
	EMPLOYEE	1	15	22	1	39
Total		9	79	88	8	184

Figure 51: cross tabulation for question seven

Does the community helps to improve the OSHA. This question brings a lot of contribution to the improvement of Occupational Safety and Health. From the ranking between senior manager, human resource manger and others, it shows that mostly the

senior manager stays in between the safe line whereby they would say either agree or not. Therefore, as a senior manager they do made a decision making in company. They either agree or not because community is more likely represent the voice of employee. The function of community is to improve the welfare of employee. However, the decision making still under the power of top management to identify whether the employee shall be fulfill or not.

Meanwhile for the human resource manager's point of view some would agree and some would not agree. So far they do agree to the function of community does improve the OSHA policy in the organization whereby the management and community will meet few times a years to hear the employees' perspective and ideas to overcome the high number of accidents but it is different from technical manager, operation employee and employee opinion whereby some say they disagree some say either agree or no, and there are some agreed. Those respondents do not agreed with the statement because they do not agreed with the management. However, there exists two parties in the organization that agree and non-agree to the system of the organization.

RESPONDENT * QUESTION EIGHT Cross tabulation

Count

		QUESTION EIGHT				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	2	5	7	1	15
	HUMAN RESOURCE MANAGER	1	6	8	0	15
	MANAGER	1	4	7	3	15
	TECHNICAL MANAGER	4	23	22	1	50
	OPERATION EMPLOYEE	4	18	27	1	50

	EMPLOYEE	2	17	20	0	39
Total		14	73	91	6	184

Figure 52: cross tabulation for question eight

Does the community being given a privilege to speak out for the employee. In the questions eight, the calculation of mean was about 3.49 which consist of 69.8% and the standard deviation gain about 0.678. Therefore first of all from the top ranking toward the lowest ranking, senior manager only two persons disagree with the privilege of speaking out. Therefore, there are some would either agree or no because they might not aware of the function of community in the organization. It also may see that they more focus on their work rather than to want to know about the community. Lastly some would agree that community was established to defend the employee welfare.

Meanwhile for the perception human resource, only one would disagree meanwhile 6 were neither agreed nor disagreed and 8 would agree. In context of 1 respondent, probably that these respondent know the existing of the community but this respondent identify that whatever the community speak out for their rights, the management does not take a note of their complaining and so forth. This shows that in the perception of this person that like even though they have community but they still have to obey the rules when the rule being made without reflecting the opinion from the community.

Meanwhile for the manager, the numbers of analysis show that there is about 1 disagreed, 4 neither agreed nor disagreed, 7 agreed and 3 strongly agreed with the statement given.

On behalf of operation employee, number of disagree toward the community is about 4 people, 18 neither agreed nor disagreed, 27 agreed and 1 strongly agreed with the question. This analysis shows that possibility that they can estimate the impact of community to safety.

Even employees there are some does not believe in community speak out for employee because these respondent might not see any benefits from having a community in the organization. Meanwhile about seventeen respondents do not know how to answer the question. This respondent might not active in community and maybe they don't know the existing of community.

4.9 Occupational Safety and Health (OSH)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
RESPONDENT	184	1	6	4.21	1.493
OCCUPATIONAL SAFETY AND HEALTH	184	1	2	1.20	.402
QUESTION ONE	148	2	5	3.32	.595
QUESTION TWO	148	2	5	3.32	.690
QUESTION THREE	148	2	5	3.48	.622
QUESTION FOUR	148	2	5	3.57	.640
Valid N (list wise)	148				

Figure 53: Occupational Safety and health(OSHA) descriptive statistic

In Occupational Safety and Health (OSHA), the questions been divided into four question and therefore the before the respondent answer the questions they have to identify whether they do exactly being exposed by the Occupational Safety and Health rules

regulations. If the respondents haven't been exposed to the OSHA rules and regulation they don't have to answer the question provided below.

RESPONDENT * OCCUPATIONAL SAFETY AND HEALTH Cross tabulation

Count		OCCUPATIONAL SAFETY AND HEALTH		Total
		YES	NO	
RESPONDENT	SENIOR MANAGER	15	0	15
	HUMAN RESOURCE MANAGER	10	5	15
	MANAGER	13	2	15
	TECHNICAL MANAGER	44	6	50
	OPERATION EMPLOYEE	39	11	50
	EMPLOYEE	26	13	39
Total		147	37	184

Figure 54: Respondent who answer yes and no to the OSHA

Even occupational safety and health being classify into two decimal number which one consist of yes to the OSHA rules and regulation and number two for not being exposed to the OSHA rules and regulation. Therefore based on the standard deviation and means gain from the questions one, the means around 3.32 and 0.595. The number of analysis shows that around 66.4% and the number is more than 50% shows that most of the respondents agree with the OSHA standard affect the cost of project. From the table of cross tabulation from the total of 184, only 147 respondents agreed with the questions and only 37 would not agree with the question. Therefore these shows about 79.89% agree with the OSHA effect the cost of project. Even we should consider another 20.11% that mention they not agree to this issue.

RESPONDENT * QUESTION ONE Cross tabulation

Count		QUESTION ONE				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	3	3	7	2	15
	HUMAN RESOURCE MANAGER	0	6	5	0	11
	MANAGER	0	2	10	1	13
	TECHNICAL MANAGER	2	28	14	0	44
	OPERATION EMPLOYEE	2	29	8	0	39
	EMPLOYEE	0	22	4	0	26
Total		7	90	48	3	148

Figure 62: cross tabulation for question one

To follow the standard procedure of OSHA is expensive. Even though it is expensive still we need to implement it to make sure the safety in workplace is guaranteed. Following the procedure does takes time but still to have a high quality project, the company needs to implement it.

From the figure above shows only 7 disagreed (12.88%), 90 neither agreed nor disagreed (48.91%), 48 agreed (26.09%) and 3 respondent strongly agreed (1.63%). The factor that they disagreed from a three senior manager, two technical manager and two operation employee opinion as a senior manager they believe that safety has its own budget in an organization and it will not effect the company’s cost project. Meanwhile like other from the technical and operation employee would think that safety should not affect anything because even the project will gain high profits but the employee has no protection for any injury, it won’t give any positive profits to the company.

Then about 90 respondent stick in between of the answer whether to agree or not which at the same time that they know to implement standard OSHA is expensive but how far it effect these respondent also not sure with the answer. Compare back the weight of respondent mostly they are technical employee, operation employee, and employee. This respondent does not handle the cost of project

Some respondent agree that OSHA standard does effect the cost of a project where the feedback can be seen from senior manager, human resource manager, manager and small number of employee whereby they think that they could have done better project if the money is enough to do the project. Meanwhile the employee who agree because probably they also involve in the project. Lastly there only 3 number of respondent who strongly agree and it comes from senior manager and manager would involve the project will see money would give high impact to their projects.

RESPONDENT * QUESTION TWO Cross tabulation

Count		QUESTION TWO				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	3	2	8	2	15
	HUMAN RESOURCE MANAGER	0	10	1	0	11
	MANAGER	0	2	9	2	13
	TECHNICAL MANAGER	3	29	10	2	44
	OPERATION EMPLOYEE	4	22	13	0	39
	EMPLOYEE	3	16	7	0	26
Total		13	81	48	6	148

Figure 62: cross tabulation for question two

Even for the question number two, the means show the number of 3.32 and standard variations of 0.690. Even though the number of means is same with the questions one, therefore it doesn't means the number that gain from the analysis is attractive compare its standard deviation, this questions is the most important procedure in occupational Safety and Health (OSHA) particularly in monitoring the implementation of the safety in the organization and it's not just for the sake of having the OSHA certificate but not implemented as it should be. However the problems arise when the auditor comes rarely to check on the organization safety's procedure. However in this case we shall not put hundred percent blame to the auditor but instead the organization also responsibility toward the safety of the workers. From the cross tabulation we can see there are scatted answer in answering these questions. About 81 respondents did not or agree with the questions. This probably there are consequences whether the respondent is a new employee in an organization.

RESPONDENT * QUESTION THREE Cross tabulation

Count

		QUESTION THREE				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	2	2	8	3	15
	HUMAN RESOURCE MANAGER	0	5	6	0	11
	MANAGER	0	1	10	2	13
	TECHNICAL MANAGER	1	22	21	0	44
	OPERATION EMPLOYEE	1	23	15	0	39
	EMPLOYEE	1	19	6	0	26
Total		5	72	66	5	148

Figure6: cross tabulation for question three

This is a tricky question where we like to identify whether the company does follow the exact standard of safety or just holding the certificate of safety. However based on the cross tabulation above shows there are 5 number of respondent disagreed with the statement, 72 neither agreed nor disagreed, 66 agreed and 5 strongly agreed with the statement.

There are about 5 respondent which consider senior manager, technical manager, operation employee and employee who disagreed with statement. This represent that their company does truly implement the safety and health follow the standard of OSHA. Meanwhile others who either agree or not and this is probably that they do implement OSHA standard but not strictly follow and can be tolerate through condition and situation of a company. Meanwhile to those who agreed that they do have the certificate of OSHA but it does not give any impact to the company and they just ignore the safety but implement it in little amount of safety programs such as safety training and rehearsal made once a year instead of it can be twice a year. Strongly agree by senior manager and manager is where does represent the image of company when the high management take for granted in safety of employee, there is high possibility that the employee does not even care about safety.

RESPONDENT * QUESTION FOUR Cross tabulation

Count		QUESTION FOUR				Total
		DISAGREE	NEITHER AGREE OR NO	AGREE	STRONGLY AGREE	
RESPONDENT	SENIOR MANAGER	1	3	8	3	15

HUMAN RESOURCE MANAGER	1	3	7	0	11
MANAGER	0	0	12	1	13
TECHNICAL MANAGER	0	16	26	2	44
OPERATION EMPLOYEE	2	22	15	0	39
EMPLOYEE	2	13	11	0	26
Total	6	57	79	6	148

Figure 64: cross tabulation for question four

From the figure above shows the cross tabulation of question four whereby about 6 respondent disagreed with the statement, 57 neither agreed nor disagreed, 79 agreed and lastly 6 respondent strongly agreed.

The mean of question four is around 3.57(71.4%) with the standard deviation of 0.640. there is a disagreement between senior manager, human resource manager, operation employee and employee. the senior manager disagreed that to get the certificate is expensive because it is important for a company to have OSHA certificate to make sure that safety really being implement in an organization.

Meanwhile about 57 neither agreed nor disagreed where by the huge number can be identify from the technical manager, operation employee and employee. this is because they does not handle the process of handling the certificate of OSHA and about 79 agreed it is expensive because especially a senior manager, manager and human resource manager sees the amount to pay the certificate of OSHA can be done something else that may gives profit to the company. However, this has to remember the outside training in safety is expensive and no everybody could afford to pay the price.

CHAPTER FIVE

CONCLUSION

5.1 SUMMARY OF FINDINGS

About 1500 copies of questionnaire had been submitted to the company and there only about 184 number of copies being given back. From the 184 feedback, the analysis being process by using the SPSS system in analyze the questionnaire and transform it into descriptive data. The questionnaire had been divided into eight variables which consist of safety culture, communication, training, management support, reward, attitude, employee involvement and occupational safety and health (OSHA). There are six different level of position in an organization answers the questionnaire. From the difference level of position shows the different level of perspective and opinion of employee about safety.

As a conclusion, it is difficult to scope safety in one group of people whereby in an organization has different level of age and different level of experience in organization. Some would have a positive perception on safety and some does not know how to describe the safety in a company. It is reflected by the individual's experience and knowledge toward safety. Furthermore some employee only has the highest education of diploma, stpm and spm. This level of education has a different perspective compare to those who has degree, master and PHD. It also reflects the ways of thinking and behavior of an employee. However, the different of education and experience does not make safety will be one side responsibility to improve safety. Therefore it will be excellent when employee and organization hold hands to find the alternative to reduce the number

accident. Even communication about safety must be more flexible in an organization to make the information update about safety can be deliver to the entire employee. However based on the analysis that being done we could see there are positive relationship in implementing occupational safety and Health (OSHA).

5.2 DISCUSSION ON HYPOTHESIS

There are four hypotheses will be discussed as below.

H₀: There will be positive relationship between attitude impacts in implementing OSHA

However from the findings that being done from the chapter four, there is positive relationship of attitude of employee in implementing OSHA. Attitude represents the behavior of an individual towards safety. Even though there are numbers of respondent sit in between but still the mean and respondent moving toward the positive attitude.

The number of mean does shows the positive relationship but the objective is to look on the level of attitude employee in safety and health is still at the average level whereby there are some does not even bother the safety in the workplace and some put the high priority in safety. Therefore from the question that been pull out is there are positive relationship where they tries to make safety as their high priority in life.

H₁: There will be positive relationship in safety culture to OSHA

Many researchers identify the positive relationship of safety culture. However, based on the analysis, safety culture represents five components that represent the organization culture. Every organization has its own unique culture. Culture will identify the identity of a company. However from the analysis shows that the company provides a full complete communication, training, hiring and others activity to make sure the positive culture being implement in the organization. Going back to the objective of the study, to identify how far the safety culture being implement in an organization is the

H₂: There will be positive relationship between employee involvements in implementing OSHA

Employee involvement is crucial in company whereby without the involvement by the employee, any work and operation in organization will not work. Employee involvement plays important role in safety and health whereby safety is interrelated with the human. Human always make mistake and cause by the mistake it will create accident by accident it will cause death and by death the company need to pay to the victims.

However, the level of employee involvement is still about 70% which it shows the positive relationship to the positive safety culture.

5.3 RECOMMENDATION

Safety as a big picture plays an important role in an organization. It reflects the whole organization whereby it will represent the organization strength and weakness of a particular organization. However, even though there are positive relationship in safety and health in organization but there is still a lack of attitude in employee toward safety and health in an organization. Even though the numbers of employee involvement shows a positive relationship but still there is a lot of people out there does not even bother the important of safety. Safety just a simple word that causes some people believe that they will not get hurt in the workplace but then who knows suddenly the accident occurs and the employee himself lost their physical ability then it peoples aware of the importance of safety.

Therefore the employee should not only get blame whereby the company did not provide safety training to their employee. The employee just come to work and get done until the end of the month, they get their salary. Therefore the best suggestion I would like to suggest that the first step to improve the level of awareness is by introduce the function of safety to the public. Even though we could identify there are a lots of employee does not even know the safety in the organization based on the analysis which most of the respondent will either agree or not with the question that being pointed to them. There is a lot of medium can be approach in introducing OSHA and the best element to use is by approach safety through the Social Security Organization (SOCSO). The Social Security Organization is an organization set up to administer, enforce and implement the Employees' Social Security Act, 1969 and the Employees' Social Security (General) Regulations 1971. The Social Security Organization provides social security protection

by social insurance including medical and cash benefits, provision of artificial aids and rehabilitation to employees to reduce the sufferings and to provide financial guarantees and protection to the family. SOCSO is a medium where the employee will get medical insurance and cash benefits from the accident. SOCSO can be used as a medium to introduce safety and health to the employee which it will give benefits to them and help them to improve the safety awareness in employee. The employee still can get the insurance because the accident occurred but still the SOCSO can sue back the company if the organization has not carried out safety and health in their organization. SOCSO can put the priority to all the manager and senior manager to have the Safety and Health certificate before they start a business because if there is an accident occur in the workplace but the organization does not implement safety and health in the organization, it will be the company's fault whereby it is their responsibility to maintain the welfare of their workers. It is obviously that the business is all about money but the company has to remember that their employee is the asset of the company. Without employee there will be no production of outcomes. The second way to improve the ways of carrying out OSHA is by reduce the course of training whereby to those who already had the OSHA certificate, they have to renew every six months to make sure that the safety knowledge is up to date and those who want to attend the course can take the money from the direct body such as Kumpulan Wang Simpanan Pekerja (KWSP) to attend the course. This approach will help to increase the importance of safety in workplace and at the same time it will be able to reduce the level of accident in the organization.

5.4 FUTURE RESEARCH

However there are still has a gap in research whereby for the future research I would like to suggest for the future safety research is on the level of awareness and how to measure the awareness and ways to increase the level of awareness of safety. Safety has a big scope to cover. However, the topic has pointed out the crucial parts in carrying out OSHA whereby even though the level of involvement, and attitude is good but if the individual themselves did not be given an introduction of the importance of safety there is still have no meaning of improving safety.

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SECTION A

Following information about your company and yourself. Please provide the information in your best possible manner. Please tick (x) your answer in appropriate box below

1. What is the current number of employees?

0-20 person

100-500 person

1000- above people

2. Nature of the business

Furniture

Agriculture

Manufacturing

Oil and gas

Electric and Electronics

Semi-conductor

Services

Others _____

3. How many years has your company establish?

0-2 years

2-5 years

5 years above

4. What is your job title?

Manager

HR manager

Technical Manager

Senior manager

Operation employee

Employee

5. How long have you work in the company?

0-2 years

2-5 years

5-10 years

11 and above

6. Has any accident occurred in your company past 12 months?

Yes

No

7. Do you hold any safety and health qualifications?

Bachelor Degree

Diploma

SHO certificate

Others

SECTION B

Following are the statements on safety and health management that may be practiced in the company. Please indicate your level of agreement by putting a tick in appropriate box provided. Use the following scale to respond to the statements given.

Strongly Disagree	Disagree	Neither Agree or No	Agree	Strongly Agree
1	2	3	4	5

Safety Culture

Dimension 1: Participation

1	The manager and employee normally safety training regularly	1	2	3	4	5
2	The safety training provides a good knowledge to you	1	2	3	4	5
3	Accidents and illness are appropriately reported to the relevant authority	1	2	3	4	5
4	Are workers routinely reinforce safety on the job	1	2	3	4	5
5	Is the whole organization seen as work together to create safety work environment	1	2	3	4	5

Dimension 2: Communication

1	Do manager and employees communicate freely in safety issue	1	2	3	4	5
2	Are there informal system of communication in addition to the traditional channels	1	2	3	4	5
3	Do worker and management meet together to formulate behavior oriented safety goals	1	2	3	4	5
4	Does two ways safety communication is effective in the organization	1	2	3	4	5

Dimension 3: Training

1	Do employees feel that they receive adequate training in how to work safely?	1	2	3	4	5
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2	Do employees understand how to work safely	1	2	3	4	5
3	Do you think safety training is unproductive	1	2	3	4	5
4	Employer and employee received safety and health training regularly	1	2	3	4	5
5	Training tools and technique used for safety and health effectively	1	2	3	4	5
6	Employee attend safety and health training before commencing the job					

Dimension 4: Management Support

1	Safety rules are enforced even when no accidents has occurred	1	2	3	4	5
2	Is management wanting safe performance	1	2	3	4	5
3	Are they willing to provide the necessary resource to achieve performance	1	2	3	4	5
4	Is each level of the employee perceived as contributing effectively to safety effort	1	2	3	4	5
5	Your company takes responsibility for the safety, health and welfare of employees.	1	2	3	4	5

Dimension 5: Reward

1	Do company provide incentive to employee	1	2	3	4	5
2	I'm working to gain reward compare to complete task	1	2	3	4	5
3	The company provides very interesting reward	1	2	3	4	5
4	I feel motivated to work when I know I'll be rewarded by the company	1	2	3	4	5

Attitude

1	Is there a positive attitude toward safety at all levels of organization	1	2	3	4	5
2	Do employees feel that management is fair and effective in their approach on safety	1	2	3	4	5
3	Sometimes it is necessary to take shortcuts as long our work is complete done	1	2	3	4	5
4	Safety should have a high priority to all employees	1	2	3	4	5
5	Who cares about safety as long we are not caught	1	2	3	4	5

6	Unsafe behavior should not be tolerate	1	2	3	4	5
7	I think safety issue should be assigned to high priority in management meetings	1	2	3	4	5
8	OSHA is only a policy and not fully implemented in this organization	1	2	3	4	5
9	Rules and instructions relate to personal safety sometimes make it difficult to keep up with	1	2	3	4	5

Employee Involvement

1	are the employee is given the opportunity to make contribute idea in improving safety	1	2	3	4	5
2	Are new employees thoroughly trained in safety	1	2	3	4	5
3	Does the training continue on the job with help to reinforce from experience workers?	1	2	3	4	5
4	Disciplinary actions are taken almost immediately when safety and health violation takes place	1	2	3	4	5
5	The employee motivated at the workplace	1	2	3	4	5
6	Does employee have a communities that represent employee in organization	1	2	3	4	5
7	Does the community helps to improve the OHSA	1	2	3	4	5
8	Does the community being give a privilege to speak out for the employee	1	2	3	4	5

Occupational Safety and Health (OSHA)

Do you being exposed by the OSHA rules and regulation?

Yes No

If you say yes, please proceed answering this question.

1	OSHA standard affect the cost of a project	1	2	3	4	5
2	The auditor comes often to check on the safety	1	2	3	4	5
3	Does organization follow the exact standard of safety or just holding a certificate of OSHA	1	2	3	4	5
4	To get the OSHA certificate is expensive	1	2	3	4	5