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**THE RELATIONSHIP OF SAFETY MANAGEMENT PRACTICES AND
SAFETY BEHAVIOUR AMONG EMPLOYEES IN A PALM OIL MILL**



SITI HANIS HIDAYU BINTI AZIZ

Thesis Submitted to the
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In fulfillment of the Requirement of the Degree of Master of Science
(Occupational Safety and Health Management)



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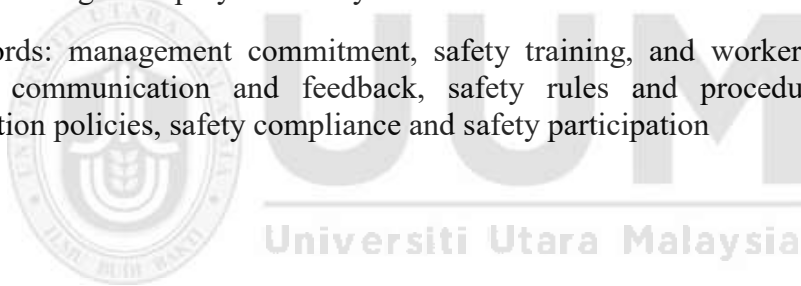
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ABSTRACT

In Malaysia, the agriculture, forestry, logging and fishery sector recorded the second higher number of victims in relation to occupational accidents after the manufacturing sector followed by the construction sector in 2017. This alarming statistic call for the necessity to examine the effectiveness of safety management practices, which aim to reduce occupational accidents through the establishment of positive work behaviour. This study is confined to a palm oil mill located in Besout, Perak. Six facets of safety management practices namely management commitment, safety training, and worker's involvement, safety communication and feedback, safety rules and procedures and safety promotion policies were studied in relation to two (2) components of safety behaviour (safety compliance and safety participation). A total of 82 sets of questionnaires were distributed among employees in the palm oil mill. The results of this study demonstrated the validity and reliability of six facets of safety management practices on safety compliance and safety participation. Direct effects of safety management practices on components of safety behaviour (safety compliance and safety participation) were also identified. The results of this study revealed that safety training, workers' involvement, safety communication and feedback, safety rules and procedures and safety promotion policies were important factors to predict safety behaviour. These findings may enhance management's understanding of employees' safety behaviour and how it can be influenced.

Keywords: management commitment, safety training, and worker's involvement, safety communication and feedback, safety rules and procedures and safety promotion policies, safety compliance and safety participation



ABSTRAK

Di Malaysia, sektor pertanian, perhutanan, pembalakan dan perikanan mencatatkan bilangan mangsa kedua tertinggi berhubung dengan kemalangan pekerjaan selepas sektor perkilangan diikuti oleh sektor pembinaan pada tahun 2017. Statistik ini mendorong penyelidik untuk menjalankan kajian berkaitan keberkesanan amalan pengurusan keselamatan yang bertujuan untuk mengurangkan kemalangan pekerjaan melalui penubuhan tingkah laku kerja yang positif. Kajian ini terhad kepada kilang minyak kelapa sawit yang terletak di Besout, Perak. Enam aspek amalan pengurusan keselamatan iaitu komitmen majikan, latihan keselamatan, penglibatan pekerja, komunikasi dan maklumbalas keselamatan, peraturan dan prosedur keselamatan dan dasar promosi keselamatan dikaji berkaitan dengan dua (2) komponen tingkah laku keselamatan (pematuhan keselamatan dan penyertaan keselamatan). Sebanyak 82 set soal selidik diedarkan di kalangan pekerja di kilang minyak kelapa sawit. Hasil kajian ini menunjukkan kesahihan dan kebolehpercayaan enam aspek amalan pengurusan keselamatan terhadap pematuhan keselamatan dan penyertaan keselamatan. Kesan langsung daripada amalan pengurusan keselamatan ke atas komponen-komponen tingkah laku keselamatan (pematuhan keselamatan dan penyertaan keselamatan) juga dikenalpasti. Hasil kajian mendedahkan bahawa latihan keselamatan, penglibatan pekerja, komunikasi dan maklumbalas keselamatan, peraturan dan prosedur keselamatan dan dasar promosi keselamatan adalah faktor penting untuk meramalkan tingkah laku keselamatan. Penemuan ini boleh meningkatkan pemahaman pengurusan tentang tingkah laku keselamatan pekerja dan bagaimana ia dapat dipengaruhi.

Kata kunci: komitmen majikan, latihan keselamatan, penglibatan pekerja, komunikasi dan maklumbalas keselamatan, peraturan dan prosedur keselamatan dan dasar promosi keselamatan, pematuhan keselamatan dan penyertaan keselamatan

ACKNOWLEDGMENTS

First and foremost, I would like to express my sincere gratitude to Allah s.w.t with a humble heart, for providing me with the strength and the chance to complete this project paper with His grace. My special thanks dedicated to my supervisor, Dr. Munauwar Bin Mustafa, for his continuous support, patience guidance, useful comment, and encouragement through the learning process of this final project paper in fulfilment of the degree of Master in Science (Occupational Safety and Health Management).

Furthermore, I would like to extend my appreciation to the management of the Palm Oil Mill Company for giving me the permission to conduct the survey among the employees at Palm Oil Mill located in Besout, Perak. Also, I like to thank the participants in my survey, who have willingly shared their precious time during the process.

Last but not the least; my greatest gratitude goes to my husband, son and daughters and all the members of my family for providing me with unfailing support and continuous encouragement throughout the process of researching and writing this thesis. This accomplishment would not have been possible without them. Thank you.

TABLE OF CONTENTS

CERTIFICATION OF PROJECT PAPER	i
PERMISSION TO USE	ii
ABSTRACT	iii
ABSTRAK	iv
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS	xi
CHAPTER ONE	
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Problem Statement	3
1.3 Research Questions	6
1.4 Research Objectives	6
1.5 Significance of the Study	7
CHAPTER TWO	
LITERATURE REVIEW	8
2.1 Introduction	8
2.2 Safety Management Practices	9
2.2.1 Management Commitment	10
2.2.2 Safety Training	12
2.2.3 Worker's Involvement	13
2.2.4 Safety Communication and Feedback	14
2.2.5 Safety Rules and Procedures	15
2.2.6 Safety Policies Promotion	16
2.3 Safety Behaviour	17

2.4	Summary	18
CHAPTER THREE		
RESEARCH METHODOLOGY		19
3.1	Introduction	19
3.2	Theoretical Framework	19
3.3	Hypotheses Development	20
3.4	Research Design	22
3.5	Operational Definition	22
3.6	Measurement of Variables	23
3.7	The Sampling Procedure	24
3.8	Data Collection	25
3.9	Data Analysis	25
3.10	Summary	27
CHAPTER FOUR		
RESEARCH FINDINGS		28
4.1	Introduction	28
4.2	Response rate	28
4.3	Frequency Analysis	28
4.4	Reliability Analysis	32
4.5	Descriptive Analysis	33
4.6	Pearson Correlation Analysis	34
4.7	Hypotheses Testing	38
4.8	Summary	42
CHAPTER FIVE		
DISCUSSION AND CONCLUSION		43
5.1	Introduction	43
5.2	Discussion	43
5.2.1	Management Commitment with Safety Compliance and Safety Participation	43

5.2.2	Safety Training with Safety Compliance and Safety Participation	46
5.2.3	Workers' Involvement with Safety Compliance and Safety Participation	47
5.2.4	Safety Communication and Feedback with Safety Compliance and Safety Participation	48
5.2.5	Safety Rules and Procedures with Safety Compliance and Safety Participation	49
5.2.6	Safety Promotion Policies with Safety Compliance and Safety Participation	50
5.3	Implications	51
5.3.1	Theoretical Implications	51
5.3.2	Practical Implications	52
5.4	Limitations and Suggestion for Future Research	54
5.5	Conclusions	55
	REFERENCES	56
	APPENDIX A	61



LIST OF TABLES

Table 3.1	Research hypotheses	20
Table 3.2	Cronbach's Alpha Measures	26
Table 4.1	Demographic Characteristics of the Respondents	29
Table 4.2	Reliability Analysis of Each Variable	33
Table 4.3	Descriptive Statistics for Main Variables	34
Table 4.4	Pearson Correlation Matrix for Main Variables	35
Table 4.5	Multiple Regression Result On Safety Compliance	38
Table 4.6	Multiple Regression Result On Safety Participation	39
Table 4.7	Hypotheses Results	41



LIST OF FIGURES

Figure 3.1 Theoretical Framework

20



LIST OF ABBREVIATIONS

DOSH	Department of Occupational Safety and Health
ILO	International Labor Organization
OHSAS	Occupational Health and Safety Assessment Series
OSH	Occupational Safety and Health
OSHA 1994	Occupational Safety and Health Act 1994
OSHMP	OSH Master Plan
SPSS	Statistical Package for Social Sciences



CHAPTER 1

INTRODUCTION

1.1 Background of the Study

In recent years, industrialization and urban renewal have given a great impact to the Occupational Safety and Health (OSH) whilst working. Providing a safe and healthy workplace is the ultimate responsibility of the employer to ensure the safe, health, and welfare of all employees and other persons under his control. According to the International Labor Organization (ILO), “every day, people die as a result of occupational accidents or work-related diseases – more than 2.78 million deaths per year” (ILO, 2018). For this reason, administering health and safety in the workplace may lean towards survival as the costs associated with accidents in the workplace can be substantial and may far outweigh the expense of providing a safe and healthy working environment. In addition, the ratio of the direct cost to the indirect cost of the work-related accidents is 1:11. The indirect costs include product and material damage, loss of production time, legal costs, overtime and temporary labor, investigation time, supervisor’s time, fines, loss of expertise and experience, loss of morale, and bad publicity (Yoon et al., 2013).

World’s worst industrial disaster like Chernobyl had shown the importance of safety management in high reliability industries (Abdullah, 2010). Chernobyl tragedy had a strong impact on the safety culture in many countries, from the legal point of view, adopted regulations on nuclear safety, accidents and assistance, to the adopted

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APPENDIX A



Date:

Dear Respondent,

I am a Postgraduate student in Universiti Utara Malaysia and carrying out a survey regarding safety behaviour, in order to fulfil the degree of Master requirement of Universiti Utara Malaysia. The objective of this research is to determine the relationship between safety management practices with safety behaviour.

Attached with this letter is a short questionnaire that addresses the element of safety management practices alongside safety behaviour as an employee in an organisation. I realize that your time is priceless and very precious; however, your involvement in this survey, which will need only 10 - 15 minutes of your time, will contribute to the success of this study.

There is no right or wrong answer to the statements listed in the questionnaire. Your sincerity and honesty is highly required in answering these statements. Please be rest assured that all your responses will be kept confidential and will be strictly used for the academic research purposes only.

With this I highly appreciate your cooperation and participation in this study and wish to convey my thanks in advance.

If you are interested in this study and it's outcome, please contact me via email at cthanishidayu87@yahoo.com or call me at 010-4006448.

Thank you for your time and attention

Yours sincerely,

Tuan/Puan,

Saya adalah pelajar Sarjana dari Universiti Utara Malaysia yang sedang menjalankan satu kajian mengenai tingkah laku keselamatan, untuk memenuhi pra-syarat Sarjana dari Universiti Utara Malaysia. Objektif kajian ini adalah untuk menentukan hubungan antara amalan pengurusan keselamatan dengan tingkah laku keselamatan.

Soal selidik yang disertakan bersama-sama dengan surat ini merangkumi elemen pengurusan keselamatan serta tingkahlaku keselamatan anda sebagai pekerja di dalam organisasi. Saya sedar bahawa masa anda sangat berharga dan bermakna; walau bagaimanapun, penglibatan anda selama 10 - 15 minit bagi menjawab soal selidik ini, akan menyumbang kepada kejayaan kajian ini.

Tidak ada jawapan yang betul atau salah dalam soal selidik ini. Hanya keikhlasan dan kejujuran anda diperlukan dalam menjawab soalan. Untuk makluman, semua maklumbalas anda akan dirahsiakan dan hanya digunakan bagi tujuan penyelidikan akademik sahaja.

Dengan ini saya sangat menghargai kerjasama dan penglibatan anda dalam kajian ini dan saya dahului dengan ucapan terima kasih.

Jika anda berminat dengan kajian ini dan dapatannya, sila hubungi saya melalui e-mel cthanishidayu87@yahoo.com atau menghubungi saya di talian 010-4006448.

Terima kasih atas kerjasama dan perhatian anda.

Yang Benar;

Siti Hanis Hidayu Binti Aziz

Universiti Utara Malaysia, Kuala Lumpur.

SECTION A: DEMOGRAPHIC INFORMATION

BAHAGIAN A: MAKLUMAT DEMOGRAFI

Please fill in blank and tick (✓) in the appropriate boxes that corresponds to your answer to each of the following questions below.

Sila isikan tempat kosong dan tandakan (✓) untuk mewakili jawapan anda pada semua soalan di bawah.

1. Job title/ ***Jawatan*** : _____

2. Gender/ ***Jantina*** : Male/ *Lelaki* Female/ *Perempuan*

3. Age/ ***Umur*** : _____ years/ *tahun*

4. How long have you been working? / ***Sudah berapa lama anda bekerja?*** :
_____ years/ *tahun*

5. How long have you been working with the present organisation? /
Sudah berapa lama anda bekerja dengan organisasi sekarang? : _____ years/ *tahun*

6. Highest Educational level/ ***Tahap pendidikan tertinggi:***
 Secondary school/ *Sekolah Menengah* Diploma/ *Diploma*

SECTION B: SAFETY MANAGEMENT PRACTICES

BAHAGIAN B: AMALAN PENGURUSAN KESELAMATAN

Considering only your perception, please circle the most appropriate answer to you based on the scale below:

Dengan hanya mengambil kira pandangan anda, bulatkan jawapan yang paling tepat kepada anda berpandukan pada skala jawapan di bawah:

1 Strongly Disagree <i>Sangat Tidak Setuju</i>	2 Disagree <i>Tidak Setuju</i>	3 Moderate <i>Moderasi</i>	4 Agree <i>Setuju</i>	5 Strongly Agree <i>Sangat Setuju</i>
--	--------------------------------------	----------------------------------	-----------------------------	---

Questions/ Soalan		Answer/ Jawapan				
1	Safety is given high priority by the management/ <i>Keselamatan diberikan keutamaan oleh pihak pengurusan</i>	1	2	3	4	5
2	Safety rules and procedures are strictly followed by the management/ <i>Peraturan dan prosedur keselamatan dipatuhi oleh pihak pengurusan</i>	1	2	3	4	5
3	Corrective action is always taken when the management is told about unsafe practices/ <i>Pihak pengurusan membuat pembetulan segera atas amalan tidak selamat apabila dimaklumkan</i>	1	2	3	4	5
4	In my workplace manager or supervisors do not show interest in the safety of workers/ <i>Pengurus atau penyelia di tempat kerja tidak menunjukkan minat terhadap keselamatan pekerja</i>	1	2	3	4	5
5	Management considers safety to be equally important as production/ <i>Pihak pengurusan mementingkan keselamatan sama seperti penghasilan produk</i>	1	2	3	4	5
6	I feel that management is willing to compromise on safety for increasing production/ <i>Saya merasakan pihak pengurusan sanggup bertolak ansur terhadap hal keselamatan demi meningkatkan pengeluaran</i>	1	2	3	4	5

Questions/ Soalan	Answer/ Jawapan				
7 When near-miss accidents are reported, my management acts quickly to solve the problems/ <i>Pihak pengurusan bertindak pantas untuk menyelesaikan masalah berpunca dari kejadian hampir kemalangan yang telah dilaporkan</i>	1	2	3	4	5
8 My company provides sufficient personal protective equipment for the workers/ <i>Pihak pengurusan menyediakan peralatan perlindungan keselamatan secukupnya untuk pekerja-pekerja</i>	1	2	3	4	5
9 My company gives comprehensive training to the employees in workplace health and safety issues/ <i>Pihak pengurusan memberi latihan kesihatan dan keselamatan yang komprehensif untuk pekerja di tempat kerja</i>	1	2	3	4	5
10 Newly recruits are trained adequately to learn safety rules and procedures/ <i>Pekerja baru diberikan latihan secukupnya mengenai peraturan dan prosedur keselamatan</i>	1	2	3	4	5
11 Safety issues are given high priority in training programmes/ <i>Isu keselamatan diberikan keutamaan dalam program-program latihan</i>	1	2	3	4	5
12 Management encourages the workers to attend safety training programmes/ <i>Pihak pengurusan menggalakkan pekerja untuk menyertai latihan-latihan keselamatan</i>	1	2	3	4	5
13 Safety training given to me is adequate to enable to me to assess hazards in workplace/ <i>Latihan keselamatan yang diberikan kepada saya adalah mencukupi untuk membolehkan saya menilai bahaya/hazad di tempat kerja</i>	1	2	3	4	5
14 Management always welcomes opinion from employees before making final decisions on safety related matters/ <i>Pihak pengurusan sentiasa mengalu-alukan pendapat pekerja sebelum membuat keputusan akhir mengenai hal-hal berkaitan keselamatan</i>	1	2	3	4	5

Questions/ Soalan	Answer/ Jawapan				
15 My company has safety committees consisting of representatives of management and employees/ <i>Jawatankuasa keselamatan di syarikat saya terdiri daripada wakil pihak pengurusan dan wakil pihak pekerja</i>	1	2	3	4	5
16 Management promotes employees involvement in safety related matters/ <i>Pihak pengurusan menggalakkan penglibatan pekerja dalam hal-hal keselamatan</i>	1	2	3	4	5
17 Management consults with employees regularly about workplace health and safety issues/ <i>Pihak pengurusan sering berunding dengan pihak pekerja mengenai isu kesihatan dan keselamatan di tempat kerja</i>	1	2	3	4	5
18 Management operates an open door policy on safety issues/ <i>Pengurusan mengamalkan dasar keterbukaan mengenai isu-isu keselamatan</i>	1	2	3	4	5
19 There is sufficient opportunity to discuss and deal with safety issues in meetings/ <i>Terdapat peluang yang secukupnya bagi membincangkan dan menangani isu-isu keselamatan di dalam mesyuarat</i>	1	2	3	4	5
20 The target and goals for safety performance in my organization are not clear to the workers/ <i>Sasaran dan matlamat prestasi keselamatan kepada para pekerja di organisasi ini tidak jelas</i>	1	2	3	4	5
21 There is open communications about safety issues in this workplace/ <i>Terdapat komunikasi terbuka mengenai isu keselamatan di tempat kerja</i>	1	2	3	4	5
22 The safety rules and procedures followed in my company are sufficient to prevent incidents occurring/ <i>Peraturan dan prosedur keselamatan di organisasi ini adalah cukup untuk mencegah berlakunya kemalangan</i>	1	2	3	4	5
23 My supervisors and managers always try to enforce safe working procedures/ <i>Penyelia dan pengurus saya sentiasa cuba untuk</i>	1	2	3	4	5

Questions/ Soalan	Answer/ Jawapan					
<i>menguatkuasakan prosedur kerja yang selamat</i>						
24	Safety inspections are carried out regularly/ <i>Pemeriksaan keselamatan kerap dijalankan</i>	1	2	3	4	5
25	The safety procedures and practices in this organization are useful and effective/ <i>Prosedur dan amalan keselamatan dalam organisasi ini adalah berguna dan berkesan</i>	1	2	3	4	5
26	In my company safe conduct is considered as a positive factor for job promotions/ <i>Dalam syarikat ini amalan keselamatan adalah faktor positif yang boleh membantu kenaikan pangkat</i>	1	2	3	4	5
27	In my company employees are rewarded for reporting safety hazards (thanked, cash or other rewards, recognition in newsletter, etc.)/ <i>Dalam syarikat ini pekerja diberikan ganjaran kerana melaporkan bahaya/hazad keselamatan (ucapan terima kasih, imbuhan wang atau penghargaan di dalam bulletin, dll)</i>	1	2	3	4	5
28	In my company safety week celebration and other safety promotional activities arranged by the management are very effective in creating safety awareness among the workers/ <i>Dalam syarikat ini minggu keselamatan dan lain-lain aktiviti promosi keselamatan yang dianjurkan oleh pihak pengurusan adalah berkesan untuk mewujudkan kesedaran keselamatan di tempat kerja</i>	1	2	3	4	5
29	There exists very healthy competition among the employees to find out and report unsafe condition and acts/ <i>Wujud persaingan yang sihat di kalangan pekerja untuk melaporkan keadaan dan tingkahlaku yang tidak selamat</i>	1	2	3	4	5

SECTION C: SAFETY BEHAVIOUR
BAHAGIAN C: TINGKAHLAKU KESELAMATAN

Following are questions relating to safety behaviour. Considering only your perception, please circle the best answer to describe your response on the appropriate number on the scale.

Berikut adalah soalan-soalan yang berkaitan dengan tingkah laku keselamatan. Dengan hanya mengambilkira persepsi anda, sila pilih jawapan yang paling tepat kepada anda mengikut skala yang disediakan

1	2	3	4	5
Strongly Disagree <i>Sangat Tidak Setuju</i>	Disagree <i>Tidak Setuju</i>	Moderate <i>Moderasi</i>	Agree <i>Setuju</i>	Strongly Agree <i>Sangat Setuju</i>

Questions/ Soalan		Answer/ Jawapan				
1	I use all necessary safety equipment to do my job/ <i>Saya menggunakan semua peralatan keselamatan yang sepatutnya untuk melakukan pekerjaan saya</i>	1	2	3	4	5
2	I carry out my work in a safe manner/ <i>Saya melakukan kerja saya dengan tingkahlaku yang selamat</i>	1	2	3	4	5
3	I follow correct safety rules and procedures while carrying out my job/ <i>Saya patuh kepada peraturan dan prosedur keselamatan semasa menjalankan tugas saya</i>	1	2	3	4	5
4	I ensure the highest levels of safety when I carry out my job/ <i>Saya memastikan tahap keselamatan yang tinggi semasa saya melakukan tugas saya</i>	1	2	3	4	5
5	I always point out to the management if any safety related matters are noticed in my company/ <i>Saya selalu menyuarakan kepada pihak pengurusan sekiranya saya mengesan sebarang perihal berkaitan dengan keselamatan di syarikat</i>	1	2	3	4	5
6	I put extra effort to improve the safety of the workplace/ <i>Saya memberikan usaha yang lebih untuk meningkatkan keselamatan di tempat kerja</i>	1	2	3	4	5

Questions/ Soalan	Answer/ Jawapan				
7 I voluntarily carryout tasks or activities that help to improve workplace safety/ <i>Saya secara sukarela menjalankan aktiviti yang dapat memperbaiki tahap keselamatan di tempat kerja</i>	1	2	3	4	5
8 I encourage my co-workers to work safely/ <i>Saya menggalakkan rakan sekerja saya untuk bekerja dengan selamat</i>	1	2	3	4	5

-THANK YOU/ TERIMA KASIH -

