THE EFFECT OCCUPATIONAL SAFETY AND HEALTH PROGRAMMES ON ORGANIZATION PERFORMANCE: A CASE STUDY OF SPIRIT AEROSYSTEM SDN BHD

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FACULTY OF BUILT ENVIRONMENT

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THE EFFECT OCCUPATIONAL SAFETY AND HEALTH PROGRAMMES ON ORGANIZATION PERFORMANCE: A CASE STUDY OF SPIRIT AEROSYSTEM SDN BHD

ABSTRACT

This study aims on the occupational health and safety programmes effect on organizational performance, using Spirit AeroSystems Sdn Bhd as a case study. The study focused on investigating management performance that show commitment to health and safety programmes, health and safety management systems in the context of an organization, the significant contribution of occupational health and safety programmes to performance and identifying the obstacles affecting workplace health and safety programm. Semi-structured interviews and questionnaire were used to collect data. Based to the findings of the respondent analysis, the occupational health and safety programme had a positive impact on the company or organization. However, challenges exist that prohibit the company from reaching total achievement in occupational health and safety. Provide training and education, as well as employee engagement, and incentives, as suggested by researchers.

Keywords: occupational health and safety programmes, organizational performance, management.

KESAN PROGRAM KESELAMATAN DAN KESIHATAN PEKERJAAN TERHADAP PRESTASI ORGANISASI: KAJIAN KES SPIRIT AEROSYSTEM SDN BHD

ABSTRAK

Kajian ini bertujuan untuk kesan program kesihatan dan keselamatan pekerjaan terhadap prestasi organisasi, menggunakan Spirit AeroSystems Sdn Bhd sebagai kajian kes. Kajian ini memberi tumpuan kepada menyiasat prestasi pengurusan yang menunjukkan komitmen terhadap program kesihatan dan keselamatan, sistem pengurusan kesihatan dan keselamatan dalam konteks organisasi, sumbangan penting program kesihatan dan keselamatan pekerjaan kepada prestasi dan mengenal pasti halangan yang mempengaruhi program kesihatan dan keselamatan di tempat kerja. Temu bual separa berstruktur dan soal selidik digunakan untuk mengumpul data. Berdasarkan dapatan analisis responden, program kesihatan dan keselamatan pekerjaan memberi kesan positif kepada syarikat atau organisasi. Walau bagaimanapun, wujud cabaran yang melarang syarikat daripada mencapai pencapaian keseluruhan dalam kesihatan dan keselamatan pekerjaan. Menyediakan latihan dan pendidikan, serta penglibatan pekerja, dan insentif, seperti yang dicadangkan oleh penyelidik.

Kata kunci: program kesihatan dan keselamatan pekerjaan, prestasi organisasi, pengurusan.

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TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF APPENDICES

LIST OF ABBREVIATIONS

CFOI	Census of Fatal Occupational Injuries
DOSH	Department of Workplace Safety and Health
DSE	Display Screen Equipment
FTE	Full-Time Equivalent
HRM	Human Resource Management
ILO	International Labor Organization
ISO	International Organization For Standardization
NPD	Non-Permanent Disability
OOS	Occupational Overuse Syndrome
OJT	On-The-Job Training
OHS	Occupational Health and Safety
OSH	Occupational Safety and Health
OSHA	Occupational Safety and Health Administration
PD	Permanent Disability
PPE	Personal Protection Equipment
PDCA	Plan, Do, Check, And Act
RSI	Repetitive Strain Injury
SHO	Safety and Health Officer
WHO	World Health Organization

CHAPTER 1: INTRODUCTION

1.1   Introduction

Malaysia has been designated as one of the emerging countries with the greatest potential (Bahari, 2011). Undergoing a transition from an agricultural to an industrial economy improved the country significantly (Majid, 2010). It attracts a large number of new investors to invest in small, medium, and large businesses. One of them in the manufacturing industry. Manufacturing has classified into several categories, including aircraft, automobiles, computers, electronics, electrical equipment, heavy machinery, petroleum products, and others.

While the aircraft manufacturing business has developed consistently over the past 20 years due to increased demand for new aircraft (Karanikas, 2018). This manufacturing sector is one of the most important types of industries as it produces goods on a larger scale. To assure quality and quantity, these items are created with high-tech tools, machinery, industrial procedures, chemicals, and labor.

It is also regarded as an industrial sector that is constantly and continuously developing. Malaysia's manufacturing industry employed 1.94 million people in 2008, accounting for 18% of overall employment in the nation (ILO, 2008). Furthermore, the manufacturing sector contributes significantly to global economic growth. Nevertheless, it is certainly this industry that is most vulnerable to injury.

The record of manufacturing workplace accident or injuries has escalated over the last few years and has damaged the reputation and the credibility of the company. Table 1.1 also includes information on permanent disability (PD) and non-permanent disability

(NPD) until March 2022. They can occur in a variety of settings including offices, factories, and building sites, and at any time. This shows extremely worrying figures, and all parties, including the government, must take severe and comprehensive action, particularly those in charge of linked occupations.

SECTOR	NPD	PD	DEATH	TOTAL
Hotel and Restaurant	20	1	0	21
Utilities (Electricity, Gas, Water and Sanitary Service)	64	0	3	67
Finance, Insurance, Real Estate and Business Services	80	1	3	84
Construction	34	1	16	51
Transport, Storage and Communication	60	0	3	63
Manufacturing	1065	41	16	1122
Wholesale and Retail Trade	24	0	0	24
Public Services and Statutory Authorities	19	1	0	20
Mining and Quarrying	5	1	2	8
Agriculture, Forestry and Fishery	230	8	5	243
TOTAL	1601	54	48	1703

Figure 1. 1 Occupational Accident Statistic by Sector until March 2022

Source: (International Policy and Research Development Division, 2022)

Furthermore, the injuries that occur are varied from small to large and sometimes even life-threatening. Secondary data from the Malaysia social security organization was reviewed (Ayob, Shaari, Zaki, & Munaaim, 2018) revealed that in Malaysia there were 2,822 casual occupational injuries, with an annual rate of 9.2 fatal job-related accidents per 100,000 employees (SCOSO). In short, statistics on workplace accidents and injuries paint a rather bleak picture. It is necessary to find a practical solution to reduce, if not eliminate accidents in the workplace. Since a result, worker safety in the manufacturing workplace remains a key worry for this industry, as there has been a rise in recorded occurrences of workers being injured or killed.

As a result, it is vital to develop OHS programmes to limit the number of accidents rate, fatalities, and illnesses linked with this manufacturing industry. In one year, over 460,000 occupational accidents and illnesses were registered, equating to 3.8 cases per 100 full-time employees stated by (Department of Industrial Relations, 2020). A similar tendency, according to (Dagensbyggeri, 2018) has been found in many other countries.

The increased rate of workplace accidents and injuries will become a big concern for the company, resulting in significant financial losses. Employees who are injured may suffer productivity losses, as well as unpleasant emotional and psychological anguish, if they return to work after recovering (Chandrakantan S., 2016), as well as delay in work completion (Jingfeng Yuan, 2018). To attain quality, quantity, and product continuity goals, the manufacturing sector must fulfill safety standards in all work processes and use work equipment appropriately to reduce occupational accidents.

Workplace accidents can lead in fatalities, financial losses for employees and their families, and disruptions towards the entire industrial process (Setyawan, 2021). As a result, the primary goal of this research is to assess the influence of the OHS program on company performance. These studies look at how businesses keep their workplaces healthy and safe, as well as how the program is utilized to accomplish organizational goals and distribute sustainable performance to employees in both specialized as well as general companies.

1.2   Problem Statement

The responsibility to ensure a safe and secure working environment for employees has a long history in human resource management (HRM). Work systems, according to

(Legge, 2020), may have long-term implications on individual well-being in addition to the "four Cs" of competence, committed, congruence, and cost efficiency.

There is some proof indicates working structure design can have an influence on human health, psychological health, and overall life span. This underestimated the importance of safe and healthy workplaces for employee health (Bratton & Gold, 1999). Various studied on safety management practice at workplace have been done locally and internationally. The uncontrolled incidents at the workplace will lead to significant problems. As mentions by (Harsini, et al., 2020) unsafe behavior and human carelessness are variables that lead to workplace accidents and injuries. DOSH is a Ministry of Human Resources body responsible for ensuring occupational health and safety in Malaysia. DOSH is in responsibility of ensuring workplace safety, health, and welfare, as well as safeguarding people from workplace safety and health hazards (Norsalnita, 2018).

DOSH's mission is to decrease industrial accidents and occupational diseases. DOSH is in charge of administering and enforcing occupational safety and health standards in the country, with the goal of being a national leader in promoting a safe and healthy work culture that leads to increasing employee lives (Norsalnita, 2018). DOSH concerns extend beyond physical workplace injuries to include occupational diseases. Excessive and continuous noise, for example, which has hitherto been overlooked as a source of problems, can lead to serious health issues such as neurologic, cardiovascular, and endocrinological illnesses, as well as cancer and hypertension, which are caused by occupational hazards and stress (CCOHS, 2022).

Furthermore, according to (Tulchinsky, 2014) the widespread presence of chemicals in the workplace and home, particularly long-term and short-term problems are caused by chlorinated and synthesized organic chemicals. Carbon tetrachloride, for example, has been linked to liver and kidney damage in plastic and dry-cleaning employees, as well as bladder cancer in paint and textile workers. Rapid technological advancements, as well as an increase in the use of hazardous chemical compounds in industry and commerce, have increased the possibility that workplace hazards will endanger the health and safety of many people, both employees and the general public.

As mentions before the workplace hazards not only can cause injury and death to employees but it can also occur among the public. Unfortunately, those in charge of corporate management and individual managers in an organization sometimes underestimate the value of healthy and safe rules and procedures. It is widely recognized that there is an inherent contradiction between the employer's goal of optimizing effectiveness and the employees' need to maintain good health and be protected from occupational dangers. If this trend continues, many firms and employees may struggle to gain value for money, since employees would spend a significant amount of their salary addressing work-related injuries and illnesses, or even fatalities. While the organizations are busy paying compensation and damages, as well as penalties to authorities and restoring structures and machinery that have been broken or destroyed as a result of accidents and hazards (Greepherson A. , 2013).

Significant advancements in organizational safety performance have been made in recent years. Many businesses, however, are still struggling to go past current safety performance plateaus. As a result, mention in (EHS Today, 2017) it is vital to maximize

safety management to decrease the number and severity of injuries while also improving the safety culture inside the organization.

1.3   Research Question

The purpose of this study was to look at the impact of health and safety programs on organizational performance. Therefore, that is a research question.

i.   What method does management employ to demonstrate its commitment to workplace safety and health?

ii.   What are the OHS management systems that influence the success of occupational safety and health in an organizational structure?

iii.   What is the effect of OHS management in organizational performance?

iv.   What are the obstacles to the adoption of occupational health and safety programs?

1.4   Research Aim and Objective

The study aim is to investigate the OHS effect measure in performance of organization. The study objective will be as follows:

i.   To identify methods of management that show the commitment on OHS within the organization.

ii.   To examine the organization OHS management system.

iii.   To access the OHS management system which can affect organizational performance.

iv.   To identify challenges facing in implementation of OHS programme in organization.

1.5 Research Methodology

The research begins with exploratory work to focus on current and relevant concerns that will enable the development of a clear and exact description of the problem. The research then does a literature review on the subject of study and employs a quantitative and qualitative approach with interviews and questionnaires as data gathering tools. The third chapter goes deep into the research process. This study serves as the foundation for all of the figures and tables in this thesis.

1.6 Research Scope

The scope of the research is largely concerned with occupational safety and health. Safety and health concerns are still being disputed because there is a lack of understanding about how organizations should adopt safety and health programs to decrease workplace injuries. This research will be conducted in the aircraft manufacturing industry, namely Spirt AeroSystems Sdn Bhd, which is located near Subang Airport.

1.7 Significant of Study

The outcome of this study is also likely to be relevant to other public and private organizations as it will demonstrate how important OHS measures are to the organization's performance. It will aid in lowering the risk of hazards or injuries caused by new technology or inadequate workplace health and safety. Aside from that, it will help other organizations who apply the results to improve performance through cheaper training expenses, decreased staff turnover, and so on, resulting in greater production. It is expected to help governments establish and execute safety and health laws to support worldwide efforts to minimize the number of workplace fatalities, diseases, and dangers.

1.8 Structure of Thesis

Chapter 1: To convey the study purpose by offering an introduction to the issue information, current issue, and research objectives.

Chapter 2: It all comes down to reading the works of other writers and researchers on the appropriate study topic to see what they have done. In this chapter, the researcher creates a conceptual framework in an attempt to integrate dissimilar notions into a cohesive whole. Furthermore, the conceptual framework is built here by exploring the relationship between theories and human behavior in adopting and executing OSH programs to help organizations perform better.

Chapter 3: The research methods, research design, study location, sample size, and target population are all discussed. It investigates data collection techniques and tools, data validity and reliability, as well as data measurement and analysis procedures.

Chapter 4: Discusses the qualities of the outcomes and analyzes the facts to grasp reality It goes through the data based on the replies to the research questions posed in chapter one.

Chapter 5: Regarding the study findings analyses conclusion and recommendations.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter explores OHS in different places of the world, discusses OHS concerns, the safety act, OHS policies and programs, as well as safety standards.

2.2 Conceptual Meaning of OHS

WHO describes health as a full condition of physically, mental, and social well-being, rather than simply the absence of sickness and disability (WHO Interim Commission, 1948). The Oxford dictionary defines safety as "the state of being safe and protected from danger or injury." The phrase "safety" is clearer and more straightforward. The absence of or protection from hazards in the workplace is referred to as workplace safety. Protection from harm or danger, a state of not being dangerous or harmful, an area free of harm or danger (Merriam-Webster, 2022).

 OSH are a vast issue that includes a range of specialist professions, according to the (ILO, 2008). It seeks to achieve the main goals: development and maintaining of the maximum possible level of physically, emotional, and social well-being among all employees, The avoidance of undesirable health impacts among employees induced by their working environment, Worker protection in the workplace against hazards caused by potentially hazardous conditions to their health. Worker placement and retention in an occupational setting that meets their physical and emotional needs.

Meanwhile, (OSHMP, 2020) states that its mission is to enhance the working lives of the nation most valuable asset by eliminating workplace illness and accident. When employees work in a safe, healthy, and accommodating environment, they contribute to

the organization's increased productivity and competitiveness. The crucial thing to remember is that all workplaces must handle health and safety risks. In general, the definitions of occupational health and safety that follow embrace health and safety in its broadest sense.

Staff welfare, on the other hand, includes employee health and safety. Employee well-being refers to a person's overall well-being, which encompasses aspects such as excellent health and comfort, as well as stability and success (Greepherson, 2013). As a result, the obligation to ensure safe and healthy working conditions should be regarded as an essential component of the job of providing employee welfare. Historically, the term "employee welfare" refers to the physical working conditions of employees. According to (Ngirwa, 2005) here are the example of virtue such as sanitation services, cafeteria, lounges, coffee machines, and any other measures aimed at increasing workplace pleasure and life quality at work.

2.3   Safety and Health at Workplace

According to DOSH in the report, ((DOSH), 2018), Between 2011 and 2016, 1,116 work-related accidents occurred, with 37.85 percent–51.50 percent of incidences resulting in non-disability, permanent disabilities, or fatality. According to the International Labour Organization, every year 2.2 million employees worldwide die due to job accidents and diseases.270 million employees are injured in workplace accidents, while 160 million are afflicted with occupational disorders (TATAR, 2019). This poses the issue of whether companies actually appreciate employee safety and health at work, and to what degree employers are aware of the importance of employee safety at work.

2.3.1 Safety and Health Features

This section will attempt to visualize potential workplace safety and health issues.

2.3.1.1 Stress

(NIOSH, 2014) defines job stress as the negative physical and emotional responses that occur when the job requirements do not match the worker's abilities, resources, or needs. In most cases, this leads to injuries, industrial accidents, and severe absenteeism (Nart, 2014). The phrases "job stress" and "challenging" are frequently misused. A challenge energizes a person both intellectually and physical, and it is motivating them to master new talents and become experts in their fields. People are satisfied when they complete the task. As a result, challenge is a vital component of productive and healthy employment (Bansal, 2018).

Researchers have identified three forms of stress: acute, episodic, and chronic. Acute stress, which would be a reaction to challenges that an individual/employee encounters, is the most prevalent form of stress. Many people regard a situation as an opportunity to learn new things, whilst others see it as a cause of stress. The second form of stress is known as 'episodic stress,' and it happens when a worker experiences acute stress on the job on a regular basis. Individuals that lack technical and social skills are unable to face new professional difficulties are victims of episodic stress. Lastly, the third type is 'chronic stress,' which is caused by chronic acute stress over a lengthy period of time. This could be caused by new employee regulations or employment circumstances (Robert, 2018).

Occupational stress may cause 'cognitive' effects such as memory issues, concentrating problems, thinking the bad aspects all the time, racing mind, and so on. Sadness, mood

fluctuations, loneliness, anxiety, and other comparable symptoms may be present. Physical symptoms include headaches, gastrointestinal problems, palpitation, nausea, and so on. Finally, it can have an effect on behaviors such as drug use, unusual sleeping patterns, eat less or more (Mathur, 2018).

However, in order to alleviate professional stress, it is important to exercise and get adequate sleep. Exercise can help prevent illness increase metabolic rate, enhance blood flow and oxygen to brain, and reduce job stress. Furthermore, obtaining enough sleep or being well-rested makes it much easier to maintain emotional equilibrium when dealing with job and professional stress (Karimi, 2011).

2.3.1.2 Sexual Harassment

(EU Directive, 2002) say that harassment based on a person's sex and sexual harassment are incompatible with the concept of equal treatment for men and women; hence, such phrases must be identified and prohibited. To that end, it should be highlighted that different sorts of discrimination occur not only in the workplace, but also throughout employment and vocational training, as well as during employment and profession.

Here some of improper sexually harassing as defined by the courts: sending ambiguous letters, notes, or email, displaying inappropriate sexual photographs or posters in the workplace, sharing sexual anecdotes or telling inappropriate jokes, making inappropriate sexual gestures, whistling or staring in a sexually provocative or unpleasant way, making sexual remarks about someone's looks, attire, or bodily parts, inappropriate touching, such as squeezing, patting (Doyle, 2021).

The sexual harassment will have a detrimental effect on the predator. Anger, guilt, and panic are some of the emotional consequences of the individual impact effect. Sexual

harassment can also cause low self-esteem and panic episodes in victims. Not only that, physical health and mental health are inextricably linked. Sexual harassment generates a response in the body, which has an impact on health. Emotional and physical problems often result in financial loss. For fear of being harassed, the victim may take unpaid leave or even quit job. Such a shift may have a long -term negative impact on professional path (LLC, 2021).

2.3.1.3 Workplace Bullying

Several research on workplace bullying have been undertaken, yet the reality remains that no single universally understood phrase exists to characterize this phenomenon. Every author and researcher have a unique method of expressing themselves (Tag-Eldeen, 2017). When an employee is subjected to aggressive and unpleasant acts at work, this is referred to as workplace bullying. Victim humiliation, intimidation, retribution, or panic are common instances, all of which cause severe pain and social stress (Einarsen, 2009). It has an effect on behaviors such as low morale, a bad mood, and legal issues, demonstrating that bullying is a stress generator that leads employees to perform poorly at work (Chia, 2018).

Bullying on the workplace has several negative effects. It not only affects employees, but it also ruins organizations and societies. The turnover rate will be considerable in terms of influence on the organization. Employees trust, effort, and loyalty are being eroded as a result of poor team relationships. The bullied employee will be forced to follow work instructions, but the victim will not give his or her full commitment. That is why workplace bullying should be prevented because it has caused a negative impact on both the organization and the employee (Gordon, 2022).

2.3.1.4 Occupational Overuse Syndrome (OOS)

OOS is a clinical syndrome triggered or exacerbated by inefficient work practices, the surroundings, and inadequate working conditions. OOS is also known as Carpal Tunnel Syndrome, Tenosynovitis, Repetitive Strain Injury (RSI), and Repetitive Motion Injury (RMI) (Bammer, 1987). It is a condition that commonly affects the fingers, hands, wrists, and elbows. According to (Glenn, 1995), neck, shoulder, and back pain are the most prevalent complaints among computer users, and these problems are the main causes of illness and absenteeism from work.

Several studies have found that repeated (or aggressive) activities and restricted (or unpleasant) posture induce long-term musculoskeletal disorders and discomfort (Browne CD, 1984.) and (Khaki and Rosemoff H, 1993). Pain has been related to decreased performance, absenteeism, and poor workplace morale (Niland J, 2003). Prolonged pain relaxes muscles and has a harmful impact on bodily organs. Emotional symptoms such as despair and worry are typically associated with chronic and severe pain. OOS treatment is challenging, and the recovery period might span months or years.

2.3.1.5 Workplace Hazard

A hazard is anything that can cause harm to others. In practice, a hazard is often connected with a condition or activity that, if left uncontrolled, might result in injury or sickness. The first step in preventing accidents and illnesses is to identify hazards and eliminate or minimize them as soon as feasible. ((OSHA), 2002). Recognizing workplace hazards keeps employees safe and reduces the expenses associated with accidents and illnesses, including lost productivity (Bahn, 2013). According to (Martinelli, 2019) research, frequent threats and their descriptions are found in

workplace physical hazards, which include extremes of heat and cold, as well as vibration and loudness.

Work at a height, such as on a rooftop, ladder, or scaffolding, increases your risk of injury (Regel, 2017). Asphyxiation is a problem when working in restricted areas. Workers may get injuries or become stuck in machines. Electrical shock and exposure to harmful radioactivity including such X-rays, laser, and radio-frequency energy are further equipment-related dangers (CCOHS, Canadian Centre for Occupational Health and Safety, 2018). Poor lifting technique can result in back problems, and prolonged computer use might result in repetitive stress injuries and simple housekeeping mistakes, such as spilled drink on the ground, might result in a major slip and fall accident (Quilter, 2021).

Chemical hazards, numerous occupations demand the usage of dangerous chemicals. This material might be toxic, fiery, acidic, or sensitive. Some are exceedingly toxic, causing injury at extremely low dosages, while others can withstand higher levels of exposure without harm. Health consequences might present either immediately (acute exposure) or gradually (long-term exposure) (chronic exposure). Aside from that, numerous chemicals can be hazardous to the respiratory system when breathed. This includes asbestos, chemical solvents, metal vapors, and dusts. Certain types of fungus found in the workplace may induce allergic responses in certain persons. Furthermore, even though many businesses prohibit smoking, secondary smoker remains a possible respiratory concern (Public Health Scotland , 2019).

The management of health and safety at work rules, according to (WorkSmart, 2022), offer organizations with the following safety management advice for tackling risks: The

basic approach is commonly referred to as a control hierarchy: As an alternative, choose a risk-free or less harmful option. To avoid accidents, install machine guards or non-slip surfaces on sidewalks. Rearrange work to reduce risk exposure: basic rules state that duties should be tailored to personnel. Ensure that the workplace seats and display screen equipment (DSE) are user-friendly, and schedule regular breaks in all computer usage.

Finally, supply all at-risk personnel with personal protective equipment and train them on when and how to use it, such as eye protection, gloves, specialized clothing, and footwear. Provide training on how to operate safely. Specifics about potential hazards and how to prevent them should be provided. For pollution clearance, provide social and welfare amenities such as a restroom and shower facilities.

2.3.2   The Act on OHS

OSHA's major goal in 1994 was to protect employee security, health, and wellbeing at workplace from any occupational hazards and risk-taking behaviors. It should be the responsibility of the employer to guarantee that a successful system is in place, ensuring employees participate, and that OHS management is continually upgraded. The initial and most crucial step is to make regular employees aware of and appreciate the advantages.

Concern for workplace occupational health and safety has been voiced at the international, national, and local levels, which is why the ILO has exhibited significant concern and support to ensure that organizations are safe for commercial activities (OGINNI, 2022). OHS are not only the government primary responsibility but both

employers and employees must participate to it. Employers are responsible for providing a secure and pleasant working environment.

Organizations must provide and maintain safe workplaces, machinery, and equipment, as well as employ work procedures that are free of potential health concerns. Ensuring that chemicals, physiological, and biologically materials and agents beyond their authority do not pose a health risk when precautions are taken, and offer efficient job monitoring, as well as the development and implementation of OHS procedures.

However, it is also the employer's obligation to supply personnel with appropriate personal protection (PPE) apparel and equipment. When dangers cannot be avoided or managed, employers must guarantee that work arrangements, particularly working hours and rest intervals, do not jeopardize employee health and safety and, when necessary, offer mechanisms for dealing with crises and accidents. Employee collaboration is centered on employee cooperation inside the company, which is necessary to reduce workplace accidents and illnesses.

In other words, workers should adopt appropriate precaution for their own security as well as the protection of those who may be affected by their actions or omissions, and they must follow all safety and health requirements. Employees must take health and safety procedures seriously, using safety devices and protective equipment correctly and avoid rendering them inoperable, immediately report any potentially dangerous situation to the nearest supervisor, and report any accidents or injuries that occur during or in connection with work (Chidi, 2019).

2.3.3   Safety and Health Standards

The basic argument is that firms have a moral and legal obligation to provide the greatest levels of worker health and safety. It is vital to prioritize health and safety since sick and injury triggered by the workflow or working circumstances cause misery and loss to persons and their dependents.

Accidents and absences due to illness or injury also cost the organization money (Armstrong M. , 2009). Standards outlining the permitted levels of various exposures and other work conditions are required to guarantee the implementation of a basic level of health and safety at work. These criteria also serve as a guide for planners and a reference for monitoring and evaluating performance. When developing standards, the wide range of worker sensitivity to occupational exposures should be recognized (Guidotti, 2014).

Prior to the intervention of OSHA officials, over than 80% of the regulations adopted had been supported by professional bodies, organizations, and workers, despite continual attacks by employers. Employers say that rules were created too rapidly, were superfluous, and did not account for corrective expenditures. Even though many skeptics disagreed with many OSHA judgements, numerous laws are excessive, redundant, and inconsistent, unjustifiably expensive, and poorly articulated - many critiques are unjustified and unfairly hostile.

However, when the costs of rectifying years of recklessness are high, accusations of excessive government engagement are inescapable. Many business owners believe that profit-making is reasonable and good to society, and that government regulation is burdensome and unneeded. Profiteers, on the other hand, neglect worker well-being as

well as society costs (Salary and tax revenue losses for the government, as well as the costs of aiding injured and sick workers).

2.3.4 Safety and Health Policies

A health and safety policy explains the organization overarching strategy and commitment, as well as the strategies in place to manage health and safety. It is a unique document that describes who does what, when, and how (HSE, 2021). Strategies for the prevention and monitoring of occupational risks in the workplace, according to (Alli, 2008), should be based on a clear, adoptable, and well policy at the business plan.

The workplace safety and health policy are used to define occupational safety and health goals and objectives, performance indicators, and other system components. It should be brief, easy to understand, authorized by upper management, and available to all personnel in the organization (Alli, 2008).

To guarantee the policy sustainability, it should be evaluated on a regular basis (Focus, 2020). As a result of new knowledge, new challenges, or organizational changes, a policy may need to be amended. Revision may be required if the nature of the work changes, or if new machines or risks are introduced into the workplace (OSHA, 2016). It could also be required if new organizational laws, practice standards, or official guidelines are implemented.

2.3.5 Law Enforcement for Occupational Safety and Health

According to OSHA, firms and self-employed individuals must have OHS policies and procedures in place to safeguard their employees (OSHMP, 2020). Some workplaces are required to employ a qualified employee to serve as a safety and health officer

(SHO) to guarantee that all occupational health and safety regulations are met. A safety and health committee are essential in each workplace with more than 40 employees or those defined by law. The committee is made up of a chairperson, a secretary, and representatives from both the company and the employees. The employer or manager shall be the chairperson, and the secretary shall be the safety and health officer (Surasak Buranatrevedh, 2015).

2.3.6 Safety Management

According to (Kirwan, 1998) defines safety management as a documented and institutionalized management approach for risk and accident prevention. In 2018, a new global standard, ISO 45001, was published to assist safety management. It provides a framework for managing and executing S&H on an ongoing basis, regardless of the organization's size or activity (International Organization for Standardization, 2018).

2.3.7 The Role of ISO 45001 in Organization Management

The major aim of the ISO 45001 standard is to serve as a valuable instrument for a company to proactively enhance its OHS performance, regardless of size, kind, or nature (ISO, 2018). However, merely complying to the standard's requirements is inadequate. A thorough awareness and compliance with the legal standards and other regulations, a complete and up-to-date risk assessment, and a strong safety culture inside the business are all required for efficient standard implementation. The company should not start from scratch when implementing ISO 45001, but rather respect the accomplishments that it has previously made (Darabont, 2017).

An ISO 45001-based occupational health and safety management system is expected to help the company improve its performance by establishing and implementing an OSH

policy and goals; establishing systematic procedures that take into account the organization's context, risks, and possibilities, as well as legal and other obligations; identifying hazards and risks associated with its activities; establishing operational control to manage occupational safety and health concerns as well as legal and other needs; increasing knowledge of its occupational safety and health risks; assessing and attempting to improve performance ensuring that workers actively participate in OSH issues (ISO, 2018).

By increasing employee participation, the firm may incorporate OSH into business processes, potentially lowering accidents and long-term or short-term health implications. ISO 45001 can help to build a solid safety culture that supports employee well-being. The requirements of the standard may substantially help a company develop its culture via challenge and improvement.

2.3.7.1 Cycle Plan Do Check Act

ISO 45001 is organized in four levels: Plan, Do, Check, and Act (PDCA). The International Organization for Standardization (2018) defines PDCA as follows, as illustrated in (Figure 2.1)

- **Plan:** By identifying the organizations OSH risks and opportunities, an OSH A policy can be developed that defines the targets, procedures, and resources required.

- **Do:** Carry out the processes as scheduled, while also ensuring worker engagement, detection of hazards, and emergency preparedness.

- **Check:** Evaluate measures and monitor OSH-related procedures and activities.

- **Act:** Actions must be made to enhance incident detection, nonconformance resolution, and audit detection.
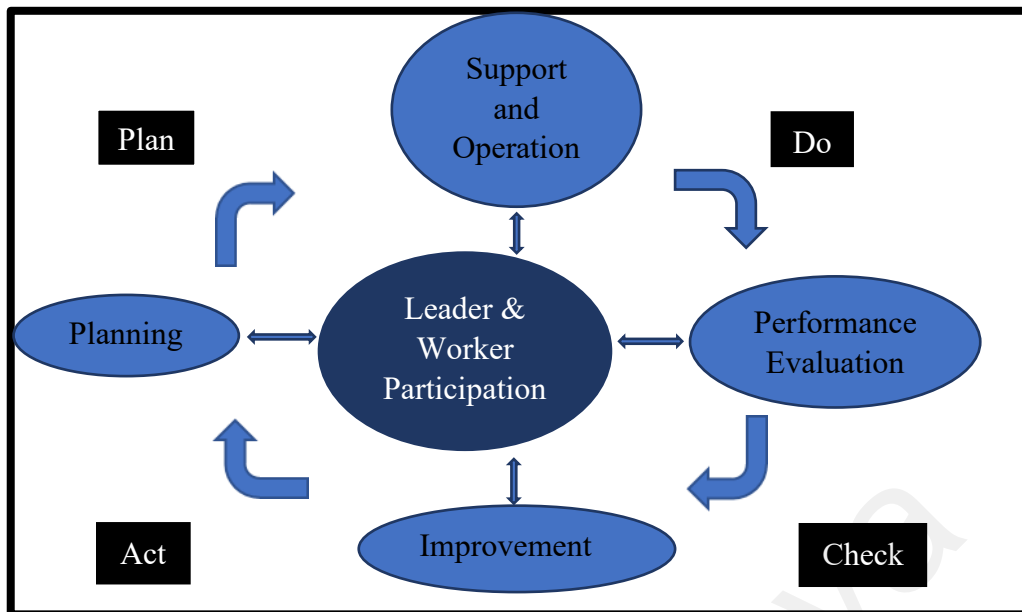
Figure 2. 1 Scope of the OSH Management System

Source: (International Organization for Standardization, 2018)

2.3.8 OHS Programmes

OHS programmes are procedures or actions implemented by an organization to reduce dangerous working conditions and harmful acts. The elimination of hazardous situations is always an employer's first line of defense in the avoidance of accidents (Hopkin, 2010). He continues by stating that when it comes to creating safe and healthy workplaces, company must show special consideration to vulnerable workers who may be present due to a lack of information, ill-fitting personal protective equipment, physical limits, or cultural issues.

Everyone engaged in a company, including those working under contract, is responsible for creating a healthy and safe workplace, as well as eliminating as many potential dangers to health and safety as possible. The OSH programs are designed to limit the impact of workplace illnesses and accidents (Armstrong M. , 2012). Because it is more difficult to evaluate progress, designing and implementing intervention programmes is

more difficult for organizations/companies with no activities throughout the world. Concerning the difficulty and obligation of human resource professionals and organizations in handling the conditions caused by large illness outbreaks and significant disasters. Organizations must be prepared due to the severity of the effect of illnesses and catastrophes (Greepherson, 2013).

Similarly, (Dessler, 2008) emphasizes the importance of creating a healthy and safer working environment. Organizations with the best security reputations have comprehensive health and safety programs that are well-planned. Safety should start from the top of the company, with the manager, then the supervisor. When a company implements effective safety and health precautions, smaller number of its employees will suffer short- or long-term consequences as a result of their work.

Employers depends on their workers as colleagues and members of the organization's community, according to (Nzuve, 2009). Achieving a healthy and safe workplace, as well as eliminating as many potential dangers as possible in an organization and those working under contract there. Organizations become much more effective by reducing the incidence and degree of occupational accidents, diseases, workplace harassment, anxiety illness, and improving employee job quality (Olanipekun, 2021).

Companies that engage in OHS programmes for humanitarian reasons, but also to manage expenses of various types, ranging from penalties for noncompliance with the OHS Act to health insurance premiums and compensation for nonproductive labor. There are several strategies that may be utilized to enhance workplace safety and health. Among the most frequent are programmes aimed at reducing accidents and injuries, illnesses, and improving employees stress management and overall health. While some

programmes are aimed to modify employees lives and non-work behaviors. All of these treatments have the potential to minimize the numerous costs connected with employee injuries, sickness, and mortality (Henarath, 2009).

2.3.8.1 Occupational Health and Safety Management Commitment

Management vows to improve OHS are considered as an important component in reducing workplace risk and accidents (Lehto, 2012). Although top leadership is ultimately responsible for a company's safety and health program, authority for maintaining safe operations should be assigned to all levels of management. Supervisors are most likely the most important persons in such a program since they have regular contact with the workforce.They work as staff members as safety officers, aiding in the administration of safety policies, offering technical expertise, assisting with training, and providing program material.

Factors that may cause an illness or accident, according to (Berhan, 2020), would be decreased if organizational safety laws and strategy concerns were effectively accepted and applied. As a consequence, the prevalence of workplace diseases and accidents will be minimized. Management commitment may also be shown in a variety of strategic choices and operational activities undertaken at various levels of the organization's management structure (Robson, 2007), (Zhou, 2008).

Previous research undertaken by many writers, in one way or another, address management commitment challenges from diverse viewpoints. Among many others, management commitment and awareness (Amponsah-Tawiah, 2016), (Huang, 2012) have thoroughly investigated include designing and applying organizational safety law and strategy (Hadjimanolis, 2013) , setting safety standards and operating procedures

24

(Morris, 2014), minimizing risk and building a safe and healthy working condition (Nordlöf, 2015).

It is thought that if a company has a high level of managerial engagement, workplace risk and hazard will be greatly reduced. (Taufek, 2016) investigated the link between workplace safety and health practices and injury management, as well as the impacts of implementing in enhancing OHS. An effective workplace OHS program necessitates management's unwavering dedication to making safety and health a top priority. Only when management is supportive can workers see such initiatives as a worthwhile and long-term endeavor. Management has the authority, power, and resources to set the environment for a safe and productive workplace.

2.3.8.2 Communication Safety Rules and Policies

In every organization, employee safety should be a major priority. Individuals who are injured while on work have the ability to sue their company for monetary damages in addition to the apparent suffering involved with worker fatalities and injuries. When individuals resume to work, they may be unproductive. As a result, it is critical that organizations effectively communicate safety rules to all employees (safety, 2022).

Anyone who that workplace has the right to obtain the information they require to recognize and mitigate potential dangers. To protect themselves, workers must be aware of the risks they may encounter while performing their responsibilities. Department management, particularly workplace supervisors, is responsible for acquiring correct and adequate information about such dangers and distributing it to employees in their division.

Workers are required to disclose dangers to their managers and to enquire about any area of their employment that they are unsure about. This is critical to ensuring that individuals realize and cooperate in the safety procedure, and that simple communication determines whether the procedure is accepted or rejected (Vecchio-Sadus, 2007).

2.3.8.3 OHS Inspections

According to (Dahl, 2019) inspections are likely the most significant policy weapon used by state labor inspectorates to guarantee that firms follow the essential processes to comply with OHS standards. According to the journal (Armstrong M. , 2009), health and safety inspections are developed to focus on a specific part of the company, including an operations and maintenance department or a production process, in exploring and classify any issues in the system, tools, plant, or heavy machinery, as well as any operations and maintenance errors that could jeopardize health or cause accidents.

Managers and supervisors should undertake frequent and systematic health and safety inspections with the supervision and help of health and safety advisers. According to (Public Health Scotland, 2020) the following measures must be done to conduct health and safety inspections: You should agree ahead of time on what needs to be inspected (for example, certain places or equipment) and to what standard locally or legally set. By reading the previous inspection report will help you to determine if any concerns have been noticed before and whether they have been resolved or not.

Inspections may be carried out simply by walking around the property and correcting any issues that occur. The inspection may involve an assessment of potentially

hazardous conditions and actions. Slippery, tripping, and falling risks such as uneven flooring or trailing cables are examples of unsafe environments. Electrical devices, malfunctioning or faulty work equipment, may be included. While unsafe actions may include neglecting to wear PPE or failing to adhere to safe workplace requirements. Inspections might be formal, informal, documented, or unrecorded. The crucial thing is that it is resolved on a regular basis and in accordance with an agreed-upon set of standards.

2.3.8.4 Risk Assessment

The purpose of OHS risk assessment is to guarantee and ensure the safety of occupational users. It also seeks to reduce potential losses and damages from task, workplace, and employee-related activities, resulting in a more productive and effective firm (Gul, 2018). According to (Zio, 2018), risk assessment is a field that has evolved over the last 40 years to help in the analysis and reduction of the risk of hazard occurrences.

The risk value is determined using mathematical techniques in quantitative risk assessment. In qualitative risk assessment, numerical scales are ascribed to the probability and consequence of a potential danger, which are then statistically and logically processed to yield a risk rating. (Ilbahar, 2018) provides just a few quantitative and qualitative risk assessment approaches.

There is no one risk assessment approach that is applicable to all business domains. OSH specialists should choose a technique based on the specifics of their work, workplace, and people. OSH specialists have an impact on risk outcomes evaluation, which is not something that a specialist can do alone, even if he or she is extremely

skilled in OHS. Successful risk assessment requires engagement from everyone in the company, from upper management to lower-level employees.

2.3.8.5 Safety Training

Workplace safety training is intended to develop or renew competency in safe procedures, behaviors, and safety awareness (Dhalmahapatra, 2022). OSH training is one of the most effective preventative treatments for a wide range of hazardous jobs in many industries (Demirkesen S, 2015). Training is a vital aspect of promoting a safe workplace, and it has always been an integrated component of OHS management. Managers, supervisors, and employees must all undergo training.

The safety training framework consists of steps such as threat identification, detecting, prioritizing, task allocation, understanding of needed actions, decision making, and action execution. Experiential learning improves situational awareness. It influences how a person reacts to a situation. This refers not just to acquiring information or skills, but also to applying them in real-world circumstances (Dhalmahapatra, 2022). Off-site or classroom-based training, as well as on-site or on-the-job training (OJT)., are other options Both training approaches assist employees in improving their knowledge learning by enabling them to do regular processes on their own.

2.3.8.6 Safety Education and Training

Education is an important element in providing a safety and healthy workplace, and it is frequently included in OSH management. Employees, managers, and supervisory personnel must all get education. Workers and their representatives should get OSH education training. Management is responsible for providing sufficient training and education while considering the functions and capacities of various worker groups. The

basic goal of occupational safety and health training is to persuade people to take action. As a result, it is necessary to raise awareness, distribute information, and assist users in adjusting to their new duties.

OSH training should not be treated as a distinct course instead, it should be integrated into job training and everyday work activities. Management must guarantee that everyone involved in the manufacturing has technical education to do their tasks. As a result, all technical skill training should always contain an OSH component (Alli, 2008).

2.3.8.7 First Aid

Many major deaths and accidents may be prevented if first aid was administered at the spot promptly, before medical assistance arrived. Workplace first aid refers to the provision of first-aid facilities, services, and personnel essential for the prompt care of workers who have been wounded or become unwell on the job. It is the initial treatment or care provided to a victim of an accident or unexpected sickness before to the arrival of certified health workers to provide treatment ((DOSH), 2004).

Some self-limiting diseases or small injuries may just necessitate first aid treatment and no further treatment. First aid is typically comprised of a few simple, often life-saving treatments that the majority of people are trained to do with minimum equipment. First aid is usually administered to humans, but it may also be administered to animals. According to (Felman, 2018), the goal of first aid is to keep the patient's condition from worsening, to aid in recovery, and to save lives. It is not medical therapy and cannot be compared to the results of a skilled medical practitioner. First aid is a combination of basic procedures and common sense.

2.3.8.8 Programme Review

According to (HSE, 1997) describes evaluating as the process of decision making regarding the appropriateness of performance as well as the type and timing of corrective measures. Organizations require feedback to determine if their health and safety management strategy is effective. The organization must assess and upgrade its safety and health management system on a regular basis so that its whole safety and health performance improved (HSA, 2022).

The company may profit from appropriate experience and put what it has learnt into practice. A full performance review should be carried out using evidence from monitoring and unbiased audits of the whole safety and health management system. These serve as the foundation for the organization's adherence to its obligations under the 2005 Act and other regulatory constraints. A serious commitment to continuous development is required, which involves the development of risk-control policies, processes, and techniques. To evaluate performance, internal references to key performance indicators, external comparisons with the performance of business rivals, and best practice in the organization's employment sector should all be considered.

Reviewing should be a continuous effort at all organizational levels. It includes top managers' or other management staff' responses to audit findings to overcome failures to implement workplace precautions observed during daily routines; remedy sub-standard success identified by active and reactive monitoring, and analyze action plan at the participant, department heads, site, team, or organizational level.

Employees, managers, or divisions are evaluated monthly. Three-monthly assessments of departments and yearly reviews of sites or the business as a whole are examples of review strategies. Companies should establish the frequency of reviews at each level and develop reviewing activities to augment measuring and auditing operations. All evaluating activities should result in unambiguous corrective actions that specify who is in responsible of implementation and establish completion dates.

2.4   Literature Reviews (Empirical)

2.4.1   Global Empirical Reviews

According to a survey conducted, employee absenteeism has decreased across all industries (Chartered Institute of Personnel Development, 2016), hitting its lowest level in seven years (6.3 days per employee). In comparison to prior years, the median cost of absence per employee (£522) has decreased marginally, owing to lower absence levels.

According to (The Bureau of Labor Statistics, 2021), there occurred 4,764 fatal workplace injuries in the United States in 2020, a 10.7 percent decrease from 5,333 in 2019. (Figure 2.2). There were 3.4 fatal work injuries per 100,000 full-time equivalent (FTE) employees in 2019, a decrease from 3.5 in 2019 (Figure 2.3). The Census of Fatal Occupational Injuries provided these figures (CFOI).
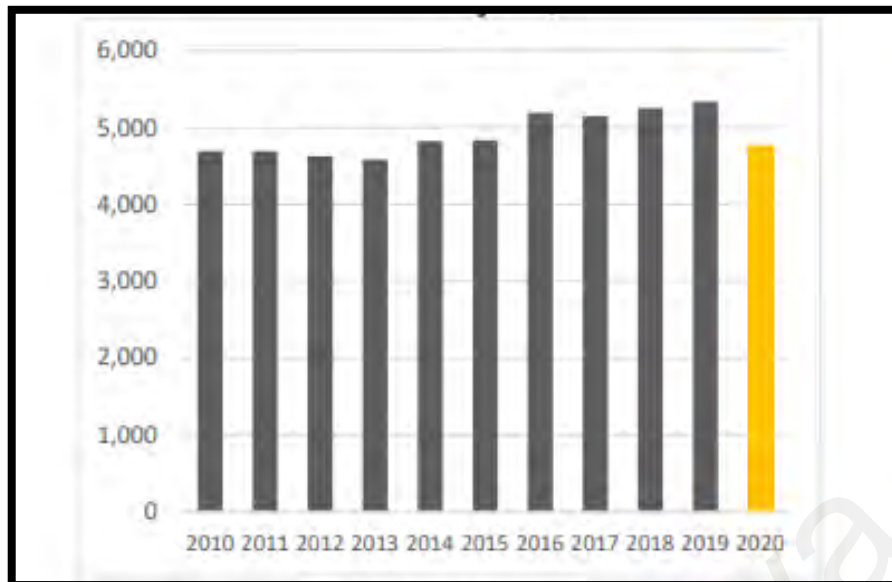
Figure 2. 2 Number of fatal work injuries 2010 - 2020

Source: (The Bureau of Labor Statistics, 2021)
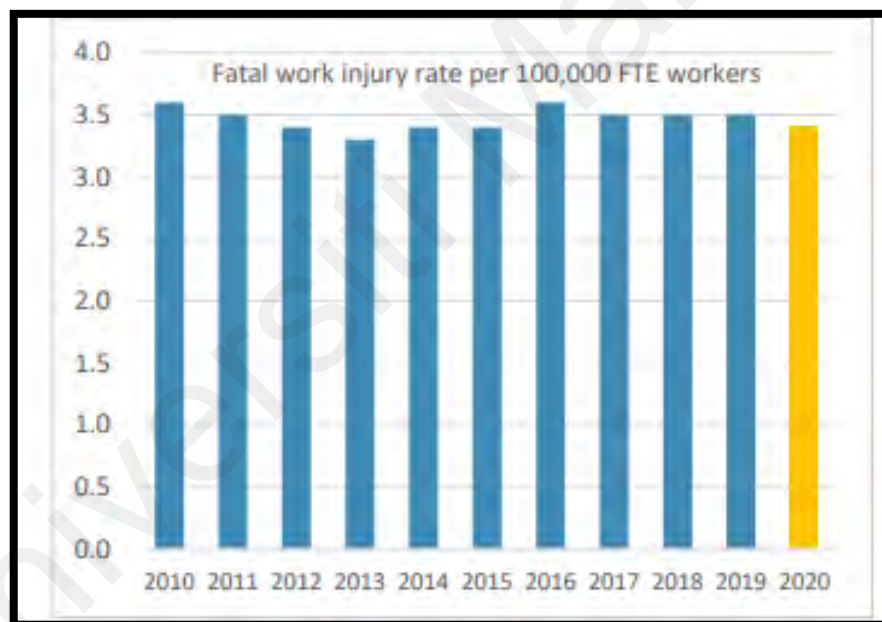
Figure 2. 3 Fatal work injury rate, 2010- 2020

Source: (The Bureau of Labor Statistics, 2021)

In year 2003, 226 persons died in workplace accidents in the United Kingdom, the great majority of which were caused by falling and equipment malfunctions. According to a WHO estimate, cancer is the top cause of mortality worldwide, accounting for about 10 million deaths in 2020, or roughly one in every six (World Health Organization, 2022).

According to (Budnik, 2018) research, 6000 individuals will die each year from cancers induced by working circumstances. According to the Health and Safety Executive, approximately million people are impacted by a work-related sickness each year (Torrington, 2005).

Two million individuals report to have a disorder characterized by their employment, according to studies (The Royal Society for the Prevention of Accidents, 2011). Muscular diseases, such as repetitive strain injury (RSI) and back discomfort, are by far the most often reported illnesses, affecting 1.2 million people and growing. The second most serious issue is stress, which 500,000 people believe is causing them to get unwell (Armstrong M. , 2009).

2.4.2 Empirical Reviews in Malaysia

According to (Figure 2.4), in year 2020 there were 32,674 occupational accidents, Drop of 19.9 percent from the 40,811 recorded in 2019. Because to the reduction in incidence, the workplace rate of accidents per 1,000 workers will be 2.18 in 2020 (2019 = 2.71). The amount of workplace deaths decreased by 266 in 2020, down from 578 in 2019, lowering the workplace fatality rate per 100,000 employees to 2.09 in 2020, down from 3.83 the previous year (Department of Statistic Malaysia (DOSM), 2021).
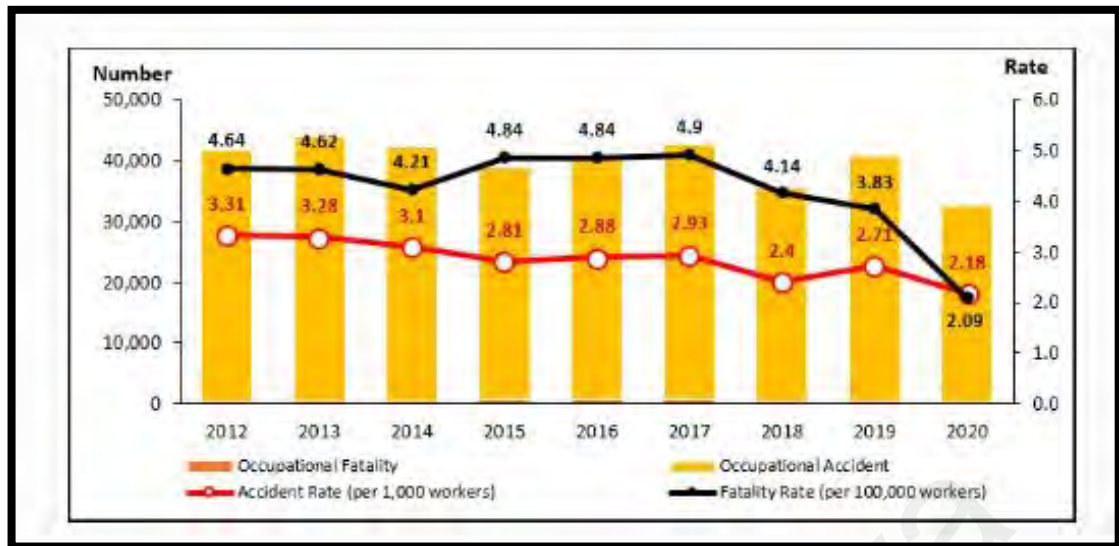
Figure 2. 4 Annual Occupational Accidents and Fatality, 2012 – 2020

Source: (Department of Statistic Malaysia (DOSM), 2021)

According to the (Department of Statistic Malaysia (DOSM), 2021) portal, 6.28 percent of work-related accidents are triggered by three types of accidents: falls of individuals (7,885 accidents, 88 fatalities), leaping on, hitting against, or being hit by items, including falling objects (7,285 accidents, 84 deaths), and other types of uncategorized accidents (5,351 accident, 21 deaths). The majority of these injuries are triggered by work-related transportation, lifting equipment, and machinery.

Other common wounds or injuries include open wounds, head wounds, nail or ear loss, fractures, and other and unidentifiable injuries. In industrial accidents, upper-limb injuries such as wrists, hands, and elbow are prevalent. Lower limb injuries, such as ankle and knee injuries, as well as general injuries, poisonings, and infections (Department of Statistic Malaysia (DOSM), 2021).

2.5   Theoretical Framework

This study was driven by behaviorist B. F. Skinner, who is the most referenced source in study and who discovered many of the behavioral processes she outlines, has always been adamantly opposed to cognitive explanations. B. F. Skinner used behavioral operant conditioning theory to try to understand the variables that drive certain employees inside an organization to accepting or rejecting OSH programmes for the benefit of individuals and the organization. The way a person behaves to a danger or safety choice is referred to as behavioral safety.

Individual behavior change may be critical in creating a safer workplace and fostering organizational performance. Employee conduct typically influences environmental changes. Protective apparel, for example, does not protect when left on the rack; ventilation systems do not operate until activated; and alarms that have been disconnected to eliminate their disagreeable noise do not notify staff of threats. The cornerstone of operant conditioning is the instant reward of every response that pushes the person towards the desired behavior in this case, safety precautions. Skinner discovered that either positive or negative reinforcement promotes subsequent behavior. Positive and negative reinforcement can both be used to enhance behavior (Schunk, 2012). Positive reinforcement comprises the addition of a positively valued input to the situation, which increases the probability that the behavior will be repeated.

Therefore, positive reinforcement is a powerful psychological technique that can be used by all reinforcers, teachers, employers, and parents to influence desired behaviors (Catania, 2001). Includes both tangible and intangible rewards as rewards may be quite successful in achieving the desired outcome (Gordan, 2014). It increases the subject's intrinsic and extrinsic motivation, causing the subject to put out more effort and

discover a means to achieve the desired action or results (Pratheepkanth, 2011). The elimination of an unpleasant or negatively valued stimulus strengthens behavior with negative reinforcement. Extraction of cooperation from workers, for example, because they do not want to face the wrath of their employer or supervisor.

Punishment also alters behavior by lowering the likelihood of a repeat offence. Punishment will, at most, just inhibit or repress activity. Obedience to new behaviors will be challenging since learned behaviors establish routines or habits that are hard to change. Once it comes to modifying habitual behavior patterns, a person requires help. To promote compliant behavior, proponents of the behavioral model propose using signals, incentives, and contracts. Cues include textual reminders, such as safety signs, posters, and so on, displayed in strategic locations, as well as the usage of intranet blogs. Money, compliments, certificates, and honours are examples of extrinsic rewards, whereas feelings of safety, happiness, and good health are examples of intrinsic rewards. The contract may be verbal but is usually a written agreement between management and employees. As a result, the focus of this research is on workplace OHS programmes, followed by management and employee compliance and dedication to the safety management system in order to improve performance.

CHAPTER 3: RESEARCH METHODOLOGY

3.1   Introduction

According on the literature study, a series of questionnaires surveys were designed to collect data on the impact of OHS programs on organizational performance. To accomplish the study aim, the structure of the question and its relationship to the literature review will be discussed. As a result, the goal of this chapter is to go through research methodology, which covers things like research design, data collecting techniques and approaches, sample selections, data validity and reliability, and data analysis.

3.2   Research Design

The research design, according to (Kombo, 2006), may be regarded of as the structure of research. It is the glue that ties a research project's various aspects together. According to (Kothari, 2004) it is the conceptual framework within which research is conducted. It serves as a paradigm for collecting, measuring, and analyzing data. The case study technique is used in this study to demonstrate a unit in detail, context, and holistically. Case studies, according to (Adam, 2008), are especially valuable when attempting to get a complete grasp of the subject under consideration and are capable of giving both qualitative and quantitative data for study.

This exploratory study collected data using a case study. Interview and questionnaire procedures are chosen because they are appropriate for answering research questions such as dependency and causal linkages, which is what this study does. The question was created with careful consideration and determination, with the explanation of the question written in a manner that the respondents can readily comprehend. Meetings

with supervisor were also considered in order to review and discuss particular questions that needed to be improved before the question were finalized and submitted. The Google Form survey software platform was used to build the questionnaire, which include 5 section a total of 24 question.

3.3 Research Model

Organizational sustainability may be achieved through occupational health and safety management. Rather than a single variable or factor, it is frequently generated by the interaction of numerous networks of diverse variables and factors. (Figure 2.5) This figure displays a conceptual framework of these characteristics, which served as a guideline for these studies on how they impact organizational performance.
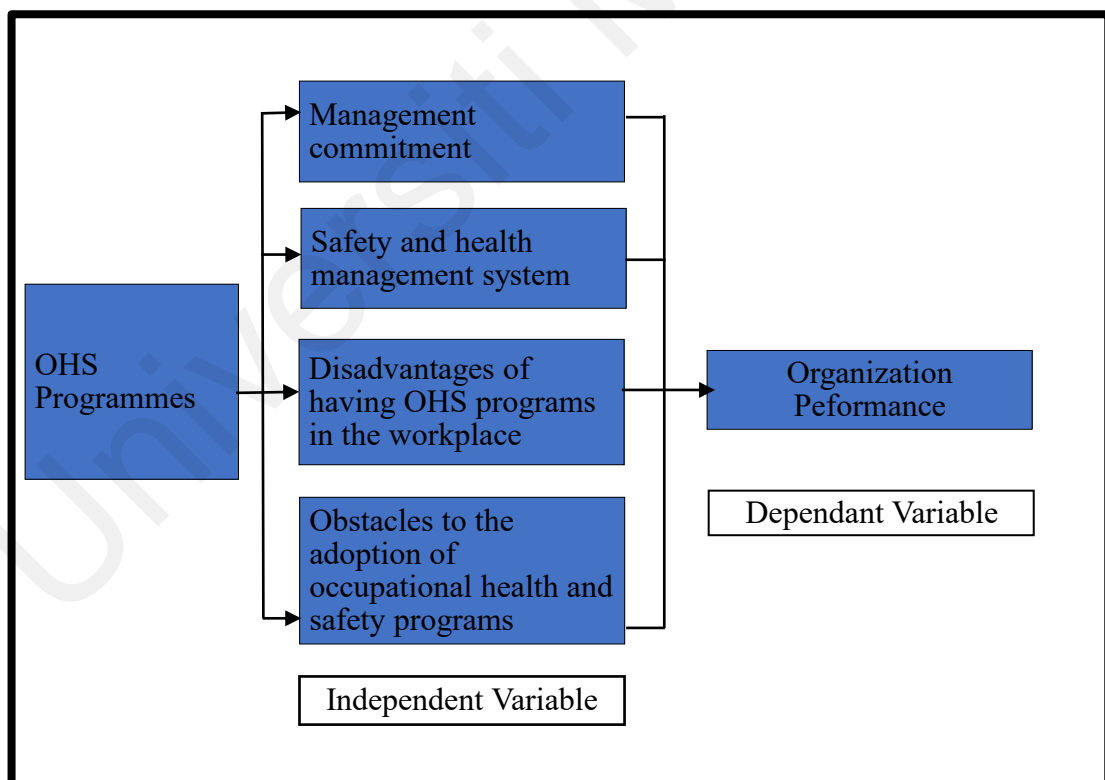

Figure 3. 1: Conceptual Framework

3.4   Research Scope

The research was carried out at Spirit AeroSystems Malaysia, which is located near Subang Airport. A well-known chosen organization that implements OHS programs in the workplace, the data discovered would be more representative, relevant, and credible. According to (Ghauri, P. & Gronhaug, K., 2005) when choosing a field of study, it is important to evaluate the efficiency and effectiveness in obtaining data in terms of time and cost.

3.5   Case Study

Spirit AeroSystems was founded on more than a century of aviation expertise. The Spirit legacy includes contributions from several of the best aviation businesses in the world, including Boeing, Rockwell, Bombardier, Short Brothers, Stearman, North American, and British Aerospace Corporation. Spirit has expanded its production and engineering activities internationally since 2005 by selectively acquiring the businesses of other top aerospace firms. Spirit built facilities in North Carolina in 2010, France in 2009, and Malaysia in 2007. Spirit finished acquiring the Texas, Texas, and Northern Ireland locations in 2020. Spirit has consistently increased company operations, technological advancements, and aerostructure manufacture for the best aircraft in the world.

The establishment of the Spirit AeroSystems Malaysia operation resulted from the company's Prestwick, United Kingdom, factory need for development and expansion. Since its launch in 2007, Spirit has continued to grow its operations in Malaysia, enhance capabilities, and increase the production of aerostructures for some of the best airplanes in the world. The core business in Malaysia is production and manufacturing of aircraft structures, including metallic and composite wings and fuel tanks, for the

Airbus A320/A350 and the Boeing 737/787. The total employee in Spirit AeroSystems Malaysia is 1200 people.

3.6   Target Population

Population, according to (Ghauri, P. & Gronhaug, K., 2005), is the total number of units from which the sample was obtained. To capture validity and reliability, study participants were employees selected from a majority of determined members. The data of this study were collected from a manager who had worked with the organization for more than 10 years to obtain reliable and meaningful information through interview sessions. While the respondents to answer the questionnaire were staff and contract staff, where the population in the B737 KBR department was 92 people not including the management team.

Table 3. 1: Total of Population

	Population
Manager	2
Supervisor	3
Staff	75
Contact Staff	12
Total	92

3.7   Sample Size

Sampling refers to the process where a researcher chooses people, locations, or stuff to investigate. It is the process of identifying a large number of individuals or things from a population so that the selected group reflects the larger group's characteristics. A

sampling is a part of a statistical population where features are studied to learn more about the entire population (Kombo, 2006).

As to (Adam, 2008) writing, the sample size must be established by considering the needed precision, the sampling technique, the kind and features of the population, the available time and financial resources, and the data collecting equipment. Taking everything into account, a 1 manager and 72 employee was deemed acceptable for this study.

There were some issues in selecting management level personnel because the majority of them were unable to participate in the sample owing to their workload and time constraints. Following the selection of a managerial level for the interview, both parties enforced and agreed on several terms and conditions. The management stipulates that the study be utilized solely for academic purposes and that it be kept personal and closed.

Table 3. 2: Total Sample Size

	Population	Sample Size
Manager	2	1
Supervisor	3	3
Staff	75	60
Contact Staff	12	9
Total	92	73

3.8   Data Collection and Procedures

According to (Sekaran, 2000) and (Zigmund, 2000) data sources can be either primary or secondary. This study employs both primary and secondary data. The principal sources of secondary data from publications, newspapers, journal articles, conference papers, referenced publications, academic papers, economics analyses, statistics sources, government agencies, internet information articles, and magazines. Pilot studies and outdoor research were used to collect primary data. Individual interviews were done, with participants answering questions during qualitative interviews. The interviewer briefed the participants about the research and informed them that the interview would be recorded for accuracy and valid purposes.

3.9   Data Collection

Due to the Corona Virus happen there will be no visitor are allowed. Due to that reason the interview was conducted online through TeamLink. Individual interviews were conducted, with individuals answering questions during qualitative interviews. The interviewer informed to the participants about the study and that the interviews would be recorded for the purpose of accuracy and valid. While the questionnaire was done by the Google Form survey software platform.

3.9.1   Questionnaire

The use of questionnaires in collecting data is becoming increasingly widespread due to its benefits over other strategies and its effectiveness (or capacity to acquire more information from sources) (Kothari, 2004). Each employee will complete a questionnaire (Appendix 1). The question had both closed and open-ended questions, with open-ended questions enabling participants to convey their emotions and closed-

ended questions requiring respondents to choose an option from a list and check the appropriate box.

3.9.2 Interview

According to (Kabir, 2016), face-to-face interviews are beneficial because in-depth questions can be asked; even farther inquiry can be made to provide rich data; literacy requirements of participants are not an issue; nonlinguistic data can be collected through observation; complex and unfamiliar issues can be explored; response rates are usually higher than for self-administered questionnaires. Because the researcher believes the managers are better educated about safety and health procedures and programs, they were exposed to a semi-structured interview. The researcher created guiding questions to steer the interview and acquire more relevant information for the study (Appendix 2).

The data analysis for the interviews focuses on how participants anticipate planning process that demonstrate commitment to OHS programs, OHS management systems within an organizational, the contributions of OHS programs to performance and identifying the barriers to OHS program implementation at the workplace.

3.10   The Study Reliability and Validity

Researchers who link abstract concepts to empirical elements must consider dependability and validity.

3.10.1 Reliability

Several strategies were used in this study to guarantee that the results were clear of significant mistakes, including questionnaire selection through data interpretation. Pre-testing the recommended question and previous evaluation of the question by the

43

supervisor were examples of such methods. In addition to the supervisor, the question was tried on one Spirit AeroSystems employee. These metrics enabled the researcher to estimate the amount of time needed to perform an interview, the clarity of instructions and questions, subject omissions, question arrangement, and other comments.

3.10.2 Validity

The validity of outcomes concerns the people, places, and times to which they may be generalized. This was addressed during the planning stage of the research. Interviews, sorting, and pre-testing of the question were used to examine the theoretical meaningfulness of the concepts and the consistency of language used to explain concepts. To determine the purpose of the questions, ask respondents if the questions are clear and easy to grasp.

3.11   Management and Analysis of Data

3.11.1 Data Management

The researcher processed the data once the data gathering phase was completed before doing the analysis. Data editing, sorting, and categorization were all part of the processing function to guarantee that the data was useful, correct, and comprehensive. The study was conducted both quantitatively and qualitatively. This was done to provide meaning to the obtained data and to group comparable data for simple comparison and tabulation. For ease of analysis, data including quantitative numbers was classified, collated, and presented in the form of frequencies and percentages. The qualitative data was edited and processed in a way that made explanation building easier. Data processing is done on a case-by-case basis.

3.11.2 Data Analysis

The descriptive approach was used in Microsoft Excel to evaluate the data. Tables and charts were created to examine data and demonstrate percentage relationships. For responding the research questions, a scoring of 50 percent or above was used as the approval criterion. A scoring system of less than 50 percent was used to reject the study topic. When each of the results is 50 percent, the study question is neither accepted nor rejected.

CHAPTER 4: DATA ANALYSIS AND RESULTS

4.1   Introduction

This chapter shows the results of data analysis and findings. It is to cover the effects of health and safety programs on organizational performance at Spirit AeroSystem Sdn Bhd. Several persons did the research study utilizing various methods of fact discovery. This was accomplished through the use of a questionnaire and an interview. Based on the research problem, four questions were developed:

i.   What method does management employ to demonstrate its commitment to workplace safety and health?

ii.   What are the OHS management systems that influence the success of occupational safety and health in an organizational structure?

iii.   What is the effect of OHS management in organizational performance?

iv.   What are the obstacles to the adoption of occupational health and safety programs?

The answers to these questions give a manner of reaching the study goal. This survey had four types of respondents. This comprises manager, supervisor, staff, and contract staff.

4.2   Analysis Respondents

The analysis looks at the features of the respondents to see if they could respond to questions and were aware of the health and safety programs and system. This section illustrates the answer statistics, staff job categories, staff working experience and staff education levels.

4.2.1 Respondent Distribution

This implies that the research sample size was 73 respondents, divided into four categories: manager, supervisor, staff, and contract staff. As a result, the researcher received genuine replies from 67 people, this includes (1) one manager and 66 employees. This study wanted to explore information from the employee who are most involved in the operation. This research collected information from employees who are most engaged in the organization.

4.3 Primary Data Analysis

According to the study context, field data was employed to answer the research questions. This section exhibits all respondent groups' replies to study questions at the same time.

4.3.1 Section A

4.3.1.1 Details of the Respondent

All 3 supervisor gave a responded (4.5 percent), 58 for staff (86.6 percent) and 5 (7.5 percent) responded for contract staff in total of 67 respondent (Table 4.1) and one (1) manager mechanical engineer (automation), with 13 years of experience. The manager responsibility checking on staff discipline, break hour, attendance, performance and ensure instruction are followed. Train and education staff to accept new system and implementations and ensure all given task are carried out to expectation. Manage all production activities and workers. Responsible for meeting targets on productivity, safety and quality. Responsible for implementing a supervisory control and reporting system. Full commitment to ensure total quality control is being practiced by all personnel within their authority. Work order closures and stock control transactions are managed. Ensure that team members and resources are used in the most efficient and

effective way possible to achieve delivery objectives while maintaining quality and safety standards.

Table 4. 1: Job Category

Job Category	Total Respondent	Percentage %
Supervisor	3	4.3
Staff	58	88.2
Contract Staff	5	7.5
Total	66	100

4.3.1.2 Working Experience

54 employees (81.82 percent) have work with the organization more than four years. While 10 (15.15 percent), 2 (3.03 percent) have work four year or less. The data indicate that the majority of the respondent have work in this organization more than four year. That so understanding of safety and health at workplace is higher. (Table 4.2).

Table 4. 2: Working Experience

Years	Total Respondent	Percentage %
Below two years	2	3.03
Four years	10	15.15
Above four years	54	81.82
Total	66	100

4.3.1.3 Education Level

The highest education level is graduate level represent by 9 (13.64 percent). Most of the employee is having diploma education background 49 (74.24 percent). While 8

respondent (12.12 percent) are from vocational and technical background. The data indicate that the majority of the respondent have diploma. (Table 4.3).

Table 4. 3: Education Level

Education Level	Total Respondent	Percentage %
Vocational/ Technical Level	8	12.1
Diploma Level	49	74.2
Graduate Level	9	13.6
Total	66	100

4.3.2   Section B

Management commitment on health and safety

4.3.2.1 What processes does management use to demonstrate its commitment to workplace health and safety?

The research questions on management commitment to OHS at work was designed to gather information on the availability of OHS system at work and how deep management has support the program to enhance overall performance.

4.3.1.2 Availability of health and safety program in an organization

In response to a question about the availability of health and safety programs in a company, 61 respondents (92.42 percent) said their organization has such a program. This indicates that they are aware of the OHS programme and understand what workplace health and safety means. While another 7.58 percent were unaware of the existence of the program. According to the above distribution, it shows that 61

respondents were fully aware of the researcher's queries, and as a result, they supplied useful data to the research (Table 4.4).

Table 4. 4: Availability of OHS Programme

	Frequency	Percentage %
Yes	61	92.42
No	5	7.58

4.3.1.3 The Program Performance in the Organization

The survey findings found that 57 respondents (86.36 percent) claimed the programme works well in their workplace, whereas 9 (13.64 percent) said the programme does not operate effectively in their organization. This emphasizes that, most (86.36 percent) agreed that there existed OHS at the workplace, just the bare minimum of employees (39.13 percent) thought that it worked inadequately (Table 4.5). This shows that companies do not spend a lot of money to buy safety equipment and conduct regular or ongoing seminars to inform employees only about the other advantages and direct and indirect benefits of OSH.

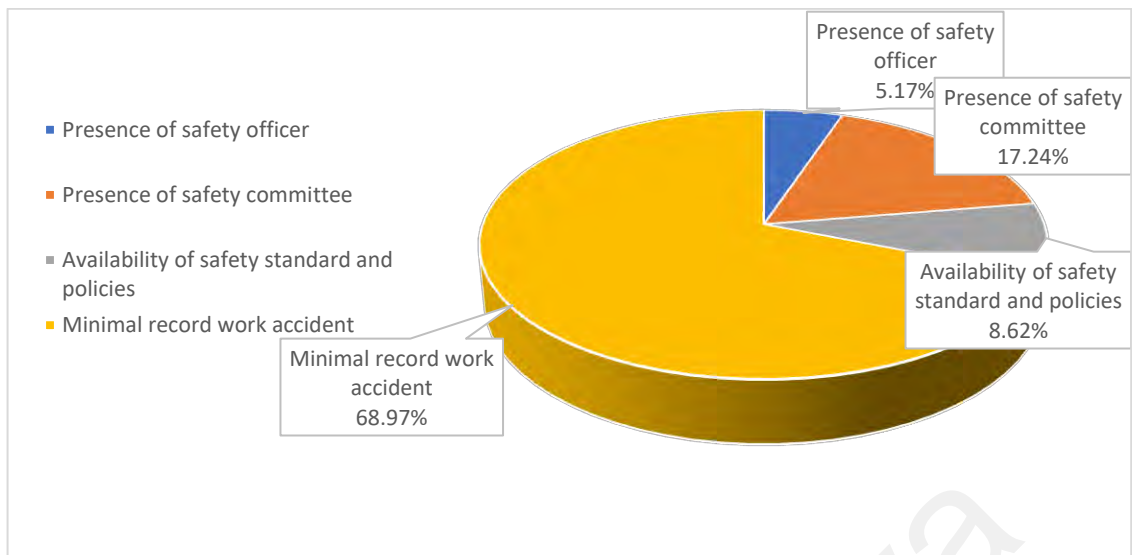**Table 4. 5: Performance OHS in Organization**

	Frequency	Percentage %
Yes	57	86.36
No	9	13.64

4.3.1.4 OSH Performance Explanation

According to statistics, the majority of respondents agreed that the program worked successfully in some way, 40 respondent (68.97 percent) reported that there were no or limited records of work -related illnesses/accidents. Furthermore, 10 respondent (17.24 percent) said there was a safety committee in the workplace, and 5 respondent (8.62 percent) mentioned there were good safety standards and procedures, while 3 others (5.17 percent) said they had a responsible safety officer (Figure 4.1).

Based on the interview supported the answer in the questionnaire, although the organization has a very solid OHS programme in place because they have reached 1000 days without accident., there is still a minimal employee engagement in OHS procedure. This is due to limited number of seminar or training regarding the benefits of OHS programme. However, the manager felt that most supervisors starting to follow OHS, there has never encounter any common work-related illnesses or accidents. In addition, a program like this is very important because it can increase productivity. When they constantly improve health and safety standards and procedures it can ensure employees are more focused on safety and reduce accidents and in turn can improve productivity and quality. Next it can also help reduce the risk of harm to employees.

Figure 4. 1: Performance of OHS in Organization

4.3.1.5 Causes for the organization to focus on workplace health and safety programs

When questioned why the organization focuses on workplace health and safety programs, 66 respondents (100%) agreed that there is a reason for the organization to concentrate on workplace health and safety programs. According to the study, the majority of employees are aware of the benefits of workplace health and safety. In addition to prevent workplace injuries and illnesses it also reduces costs, including significant reductions in workers compensation premiums and increase productivity and enhance overall business operations. The distribution below shows that respondents were fully aware of the researcher inquiries, and as a result, they gave important data underscoring the relevance of OSH to the research (Table 4.6).

Table 4. 6: Cause on OHS

	Total Respondent	Percentage%
Yes	66	100.00%
No	-	-

4.3.1.6 Compensation is awarded based on the nature and severity of the accident.

The goal of the study was to determine how much workers have received in compensation for the different kinds of accidents that have happened to them. When asked if compensation should be taken into account together with the kind or type of accidents, 66 respondents (100 percent) replied yes (Table 4.7).

Table 4. 7: Compensation Awarded

	Total Respondent	Percentage%
Yes	66	100.00%
No	-	-

However, the results of the interviews showed that the company had adequate compensation programmes for work-related injuries and illnesses. Since no illnesses or diseases related to work have been reported thus far, the study concluded that this was either not clearly communicated to employees or that it was never mentioned to them at all.

4.3.3   Section C

Occupational Health and Safety Systems that Contribute to the Success of an Organizational Structure

The purpose of this inquiry was to elicit information on the organization's health and safety systems. It desires to know all organizational policies, methods, and practices in order to create a healthier and safer working environment. It is particularly interested in examining employee acceptance of OHS and the organization's overall safety culture.

4.3.3.1 The definition of success in health and safety

The question concerning the notion of success in terms of OHS was created to examine and analyze employees' comprehension of OHS in general at the workplace. Employees fully grasp what OHS is all about, success is defined as 43 respondent (65.15 percent) agree that for OHS to be successful, no accidents or work-related diseases should occur in the workplace. Furthermore, 10 of it (15.15 percent) indicated training and education to increase OHS awareness. While 6 person (10.61 percent) see staff involvement to be a key accomplishment for OHS. According to 7 others (9.09 percent) timely inspections and audits on safety should be priority (Figure 4.2).
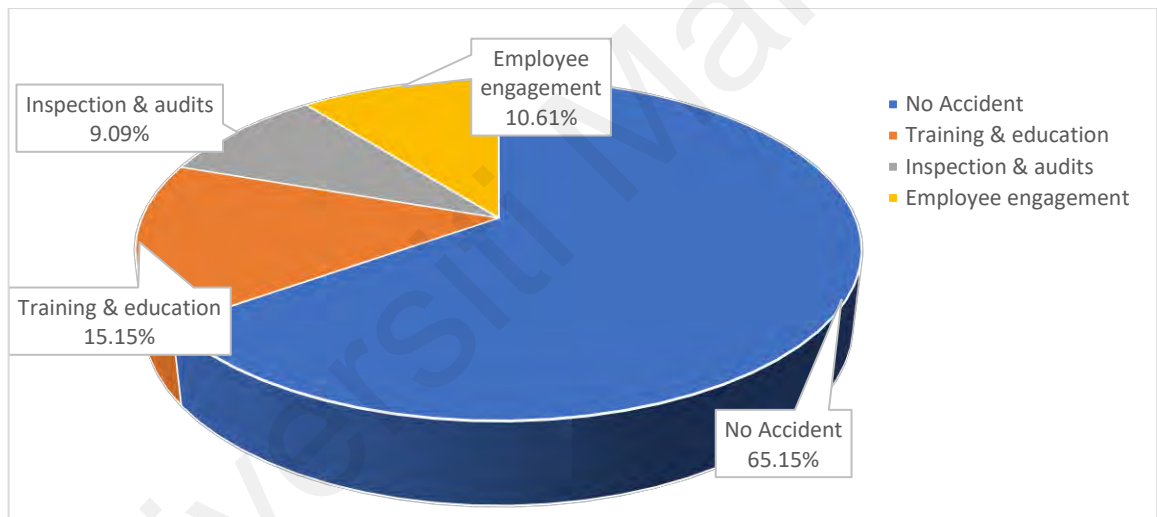

Figure 4. 2: Success in Terms of OSH

4.3.3.2 Components required for the OHS program

When asked what components are required for an OHS system to work well, 24 respondents (36.36 percent) replied that training and education are crucial. Working and safety equipment such as ear plugs, safety goggles, and safety boots were highlighted by 11 respondents (16.67 percent). Each of the 10 respondents (15.15 percent) underlined the necessity of good communication and knowledge on health and safety, as well as 9 respondent (13.64 percent) management appreciation and motivation towards health and

safety. Response demonstrates the importance of having safety regulations and procedures 2 (3.03 percent), a safety audit 5 (7.58 percent), a safety committee 3 (4.55 percent), and a safety officer 2 (3.03 percent) on the job. As a result, the findings emphasize strongly for almost half of respondents the importance of employee health and safety education and training (Figure 4.3).
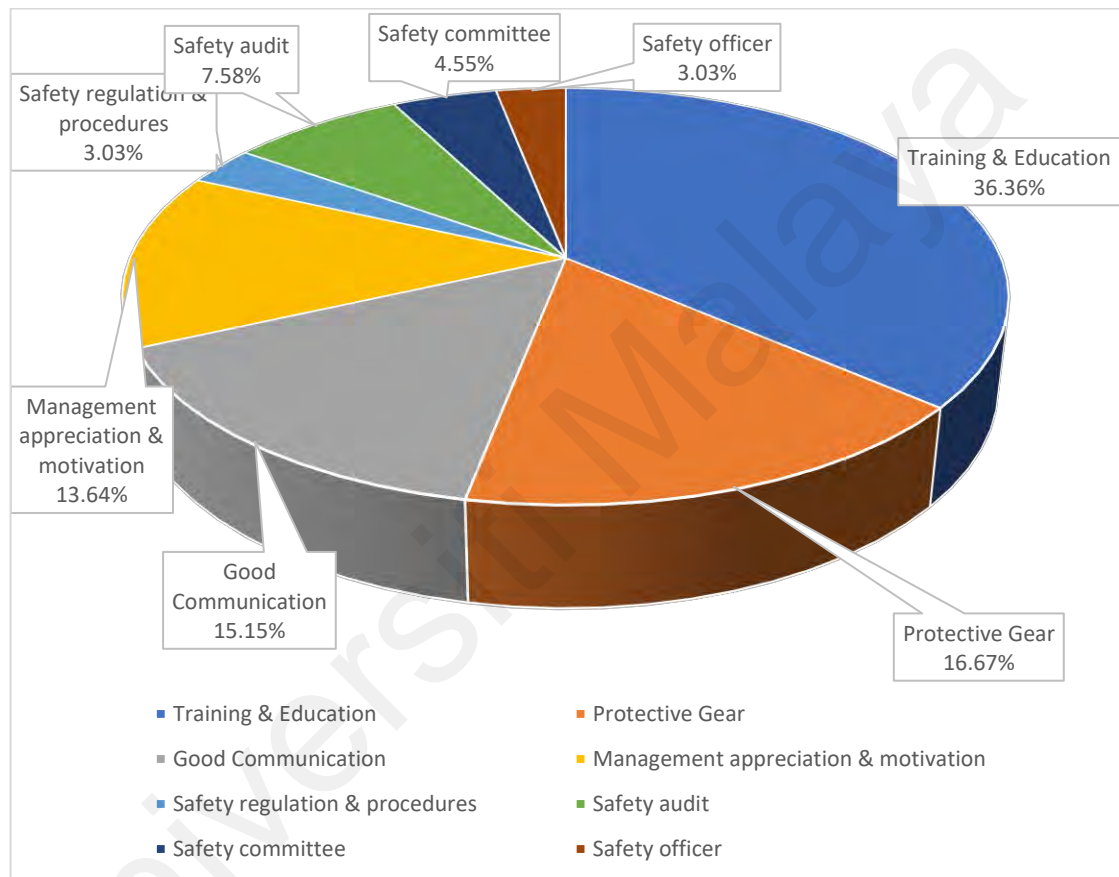

Figure 4. 3 : Components of OHS Programme

However, researchers were able to learn more about the organization OHS system through interviews. All staff working on the production line are subject to training. Any new employee must spend at least a month in a training program before starting work. All OHS -related actions are guided by safety policies and manuals. To enforce the rules, fine and warning letters were issued to anyone found in the work area without protective equipment including boots, goggles, ear protectors, and so on. However, no

serious follow -up measures were taken. An officer and a safety committee are also present and meeting every three months. at each safety committee meeting for the Boeing 737, including management team, followed by an internal safety audit. Safety equipment, emergency procedures, safety management system handbook, fire extinguishers, first aid supplies, training, and work tools/equipment such as hazard, hygiene and others are among the items audited. Most importantly is having a consistent and honest workplace safety audit. Constantly monitor employees and continue to force them to comply with safety in the workplace. then if they still break the law, give warning or punishment. There is a saying "You can't expect things you won't check," and performing regular audits is the best way to avoid costly surprise incidents.

4.3.3.3 How do people communicate and contribute in OHS decision making?

While questioned on how they communicate about OHS within their organization, 53 (80.30 percent) of respondents said they mainly use verbal communication. 8 (12.12%) of respondents said they use the phone to obtain quick updates about OHS problems. Safety meetings were mentioned by three (4.55 percent) of respondents as another approach for discussing health and safety problems. While two respondents (3.03 percent) answered that they communicate through reporting and training (Figure 4.4).
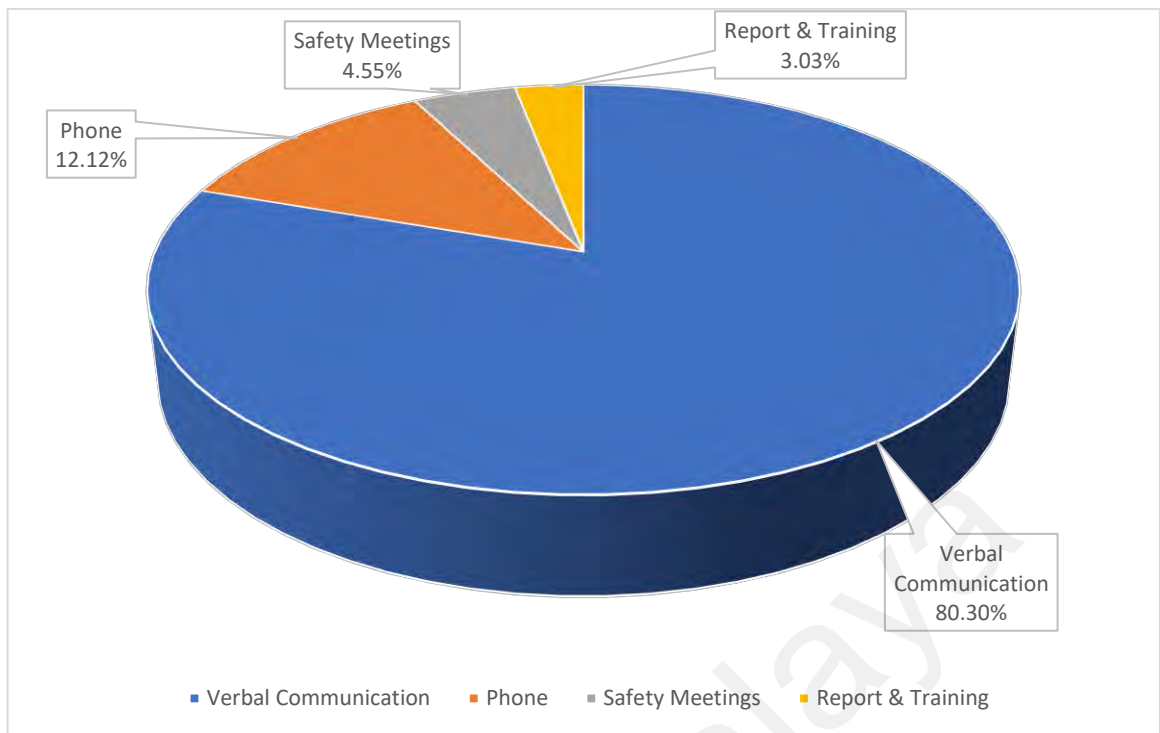
**Figure 4. 4: Communication and decision-making processes**

Mention in the interview verbal communication is more professional. Because a face-to-face communication we can see the reaction of someone's face or gestures especially when we reprimand employees for making mistakes at work. In terms of decision making, I am more comfortable if it is held in a meeting session where I prefer to listen to the opinions of other teammates.

4.3.3.4 Employee Recognition and Rewards for OHS

According to the replies to this question, 25 (37.88 percent) of respondents reported receiving incentives as a reward for working safely for a period of time. 22 respondents (33.33 percent) stated receiving salary increment acknowledgment for great performance. While 19 (28.79 percent) said they had gotten a gift (Figure 4.5).

In interview session mention that company has gave away some souvenirs and rewards to the employees by giving away limited-edition sweaters, exclusive new goggles. In

terms of the Performance Management Plan (PMP) they reward them with annual salary increases and bonuses.
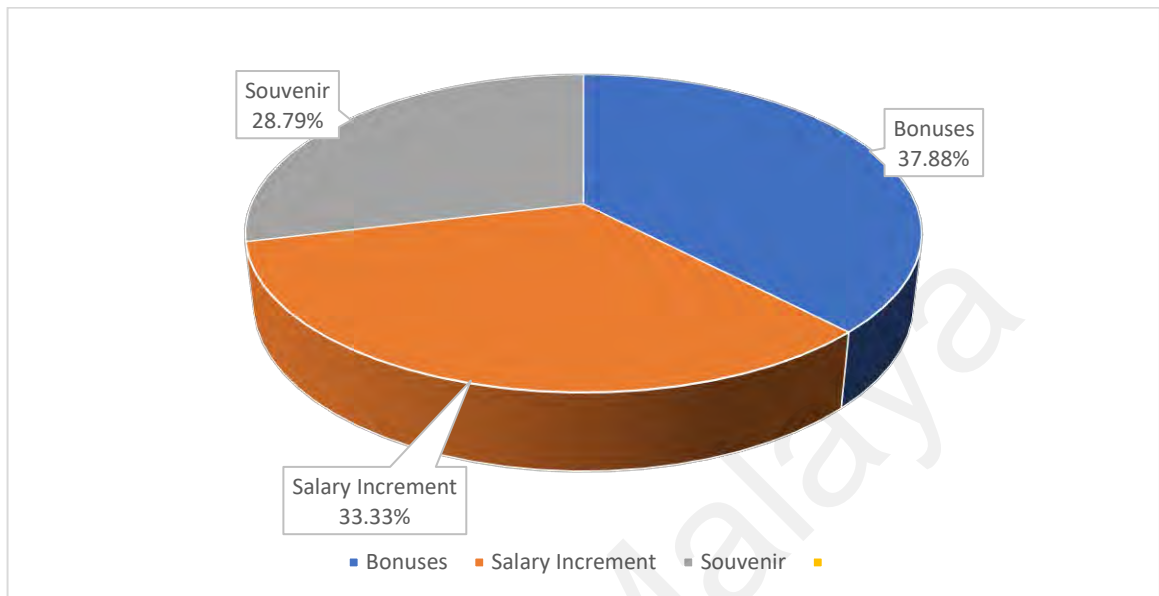
Figure 4. 5: Employees Rewards and Recognition

4.3.3.5 Participation of Employees in OHS Activities

This question was aimed to examine employee awareness of OHS and why they all answered yes to the prior question about OHS regulations. So, when asked why they participate in OHS, 33 (50 percent) said they do it to be safe and healthy, as well as to assist their organization flourish positively. 30 (45.45 percent) of respondents answered that they participate because it is required by manufacturing rules and procedures. While 3 (4.55%) of respondents left the question blank or claimed that they have no idea why they participate (Figure 4.6).
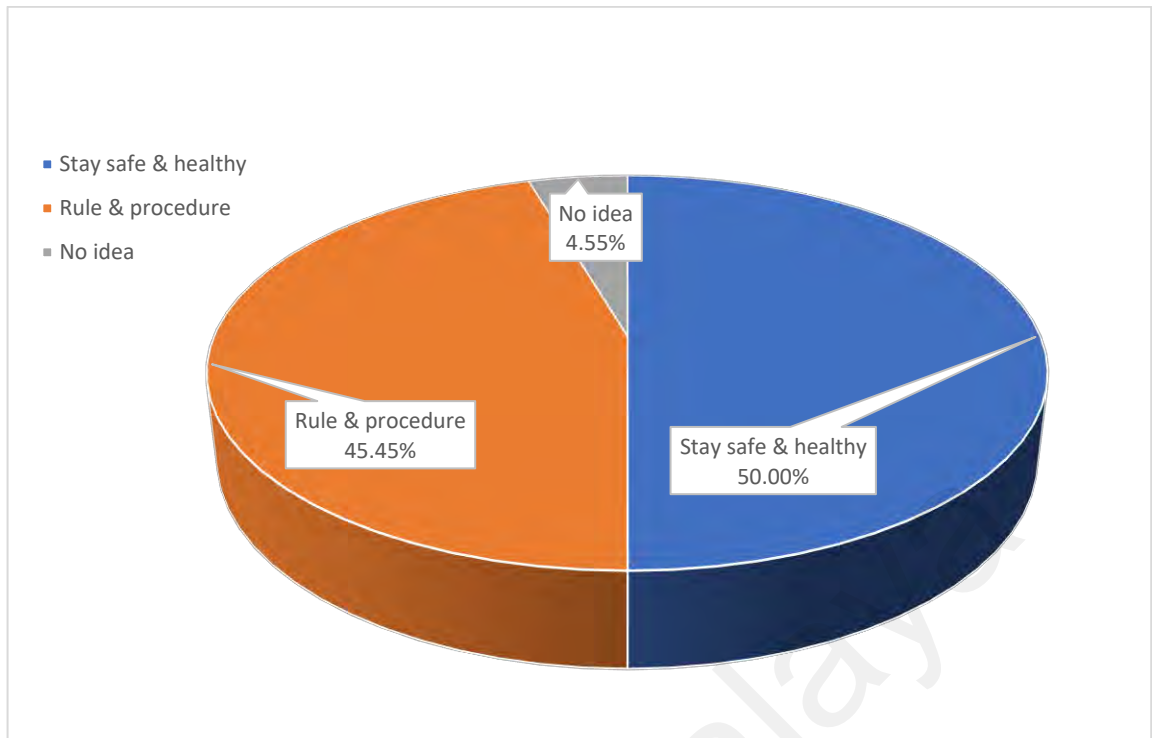
Figure 4. 6: Reasons for Employees Participation on OHS

4.3.4   Section D

**The Importance of Health and Safety Programs in Employee Performance**

This study subject aimed to learn more about the role of occupational health and safety in increasing and strengthening organizational efficiency. Its goal was to look at the relationship among OHS effectiveness and worker performance.

4.3.4.1 OHS contribution on employee performance in the organization

Concerning the contribution of workplace health and safety on employee performance, 10 (15.15 percent) of respondents said OSH reduces absenteeism, 22 (33.33 percent) said OSH increases productivity, 15 (22.73 percent) said the programme increases the organization profit, and 8 (12.12 percent) said the programme increases employee satisfaction. And 11 respondents (16.67 percent) stated it reduced worker turnover rates. This research shows that the aggregate answer is primarily focused on increasing

productivity, increasing profit to the firm, and increasing employee happiness, with more than half of the respondents emphasizing these goals (Figure 4.7).

According to the information from the interview, the OSH programme increases the organization efficiency and profitability. In addition, maintaining employee wellbeing and safety in the workplace so that they can return home safely. Employee performance will improve if employee welfare is efficient and effective, and employees will be happier to come to work.
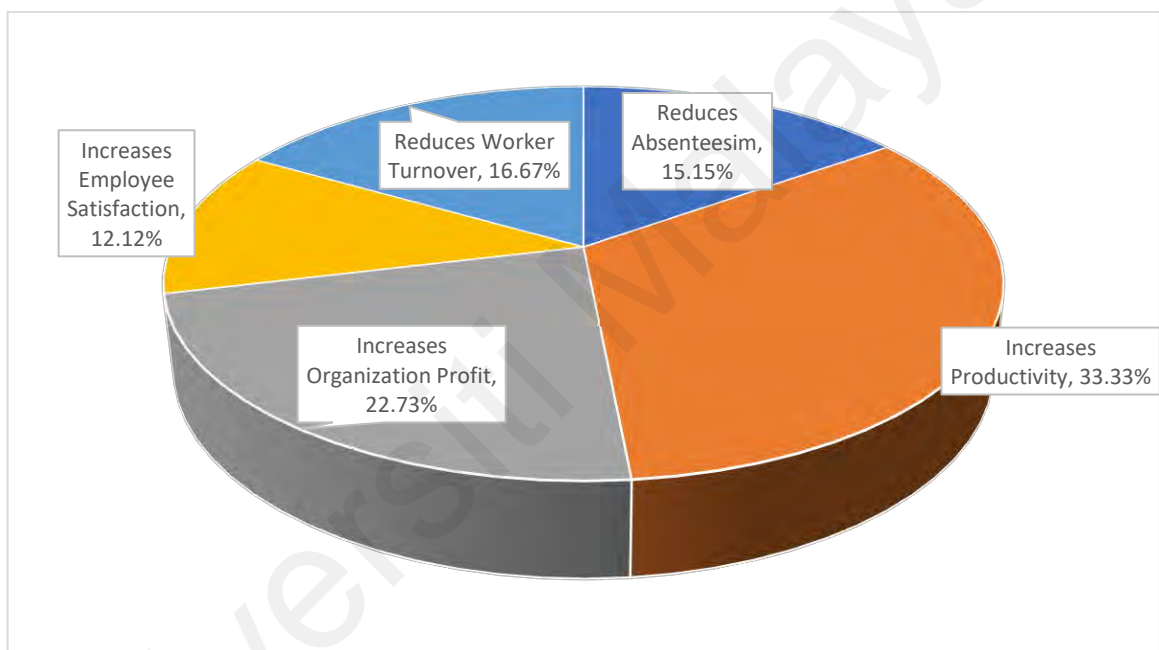

Figure 4. 7: Contributions of OHS

4.3.4.2 Why should management insist on and commit to OHS?

According to the replies to this question, 27 (40.91 percent) stated that it minimizes the risk of injuries and accidents happening. While others 19 (28.79%) respondents claimed that OHS increased output, management has no alternative but to insist on and adhere to the health and safety policy. 15 respondents (22.73 percent) stated that management should insist on and commit to OHS since their employees' safety is in their hands, and

it is their responsibility to guarantee that everyone comes home safely. Five respondents (7.58 percent) claimed that life security improves job satisfaction, while (Figure 4.8).
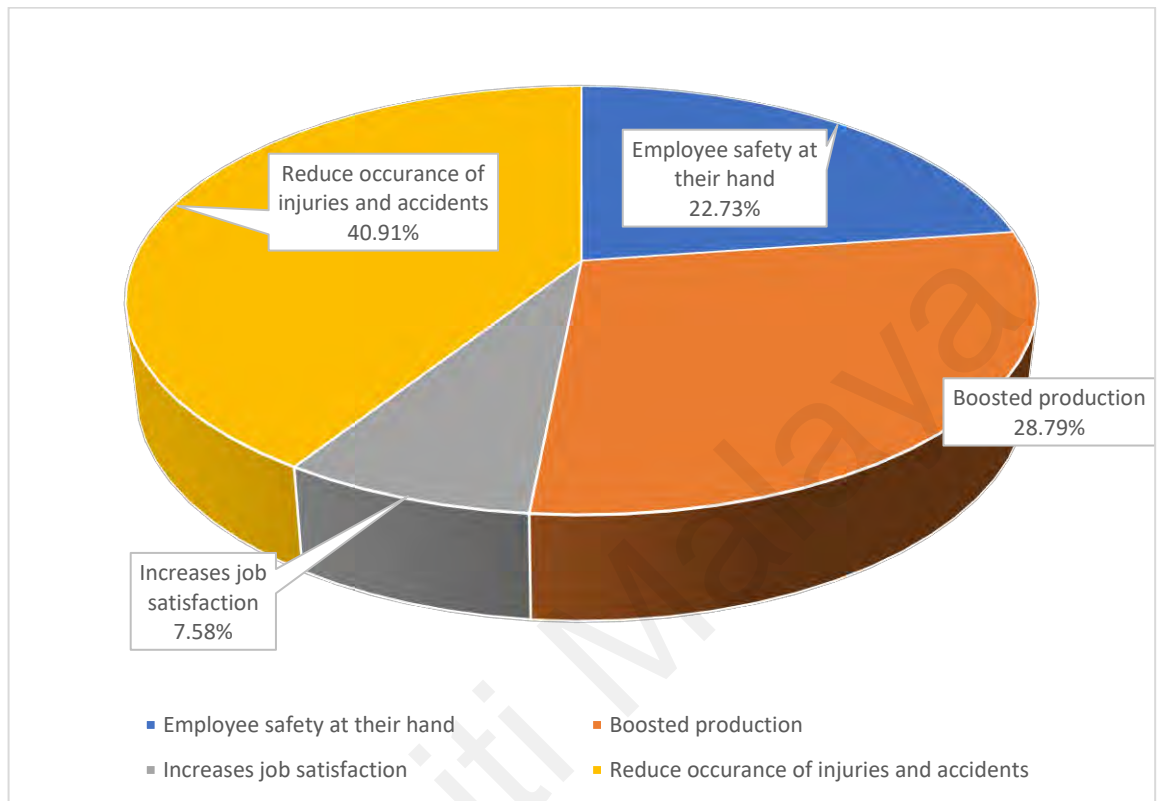
Figure 4. 8: Reasons Management Should Commit on OHS

4.3.4.3 List any accidents or infections that happened in the organization during your employment periods

In response to this question, 27 respondents (42.19 percent) each said there was a case of Covid 19 infection, and 12 respondents (18.75 percent) each said there was a case of dengue. 9 respondents (14.06 percent) stated there was a hazard chemical splash during painting session, 9 respondents (14.06 percent) mentioned staff stress, while 2 others (3.13 percent) mentioned their ears suffering from noise. Only 5 responder (7.81 percent) mentioned minor events but did not specify what they were (Figure 4.9).
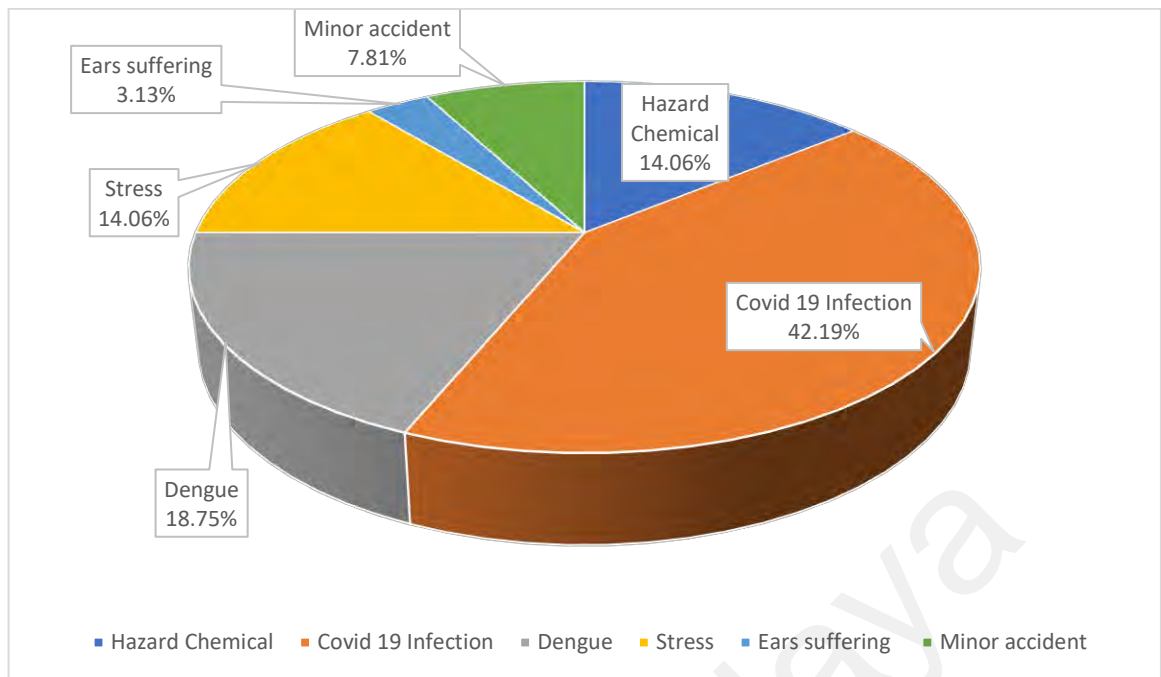
Figure 4. 9: Experienced Accidents and Diseases

However, according to the respondents in the interviews, there were no significant accidents recorded that were specifically related to the job. As far as the respondents can recall, just the chemical splashing accident involving methyl ethyl ketone (MEK) occurred. There was no organizational mistake or insufficient operation that led to the accident. The accident, according to respondents, was caused by human error. As a result, the chemical splashing into the person eyes and temporarily impairs their vision. Other than that, during the reopening of all sectors during Covid-19. Its almost 70% of workers are affected with the virus, causing production delays.

4.3.5   Section E

Challenges in Implementing Occupational Health and Safety Programs in the Workplace

The purpose of this part was to study and evaluate problems that might limit the occupational health and safety program capacity to function effectively and properly inside the organization.

4.3.5.1 Is there any evidence that employees are ignoring health and safety procedure?

In response to the statement, 47 respondents (71.21 percent) said that they do not wear personal protection equipment (PPE) in the workplace, such as safety goggles, earmuffs, and gloves. 10 respondents (15.15 percent) reported using a smartphone while work, while seven respondents (10.61 percent) reported there were still staff eating during working. Two respondents (3.03 percent) stated that there was an increase in work - related violence and harassment (Figure 4.10).

The finding from the interview supported employee involvement in the safety issue is very weak. The management team has done a variety of ways to increase safety awareness, but still others take it easy. various trainings and seminars were conducted. the management needs to be assertive like imposing fines paid cause a lot of people will care about things related to money.
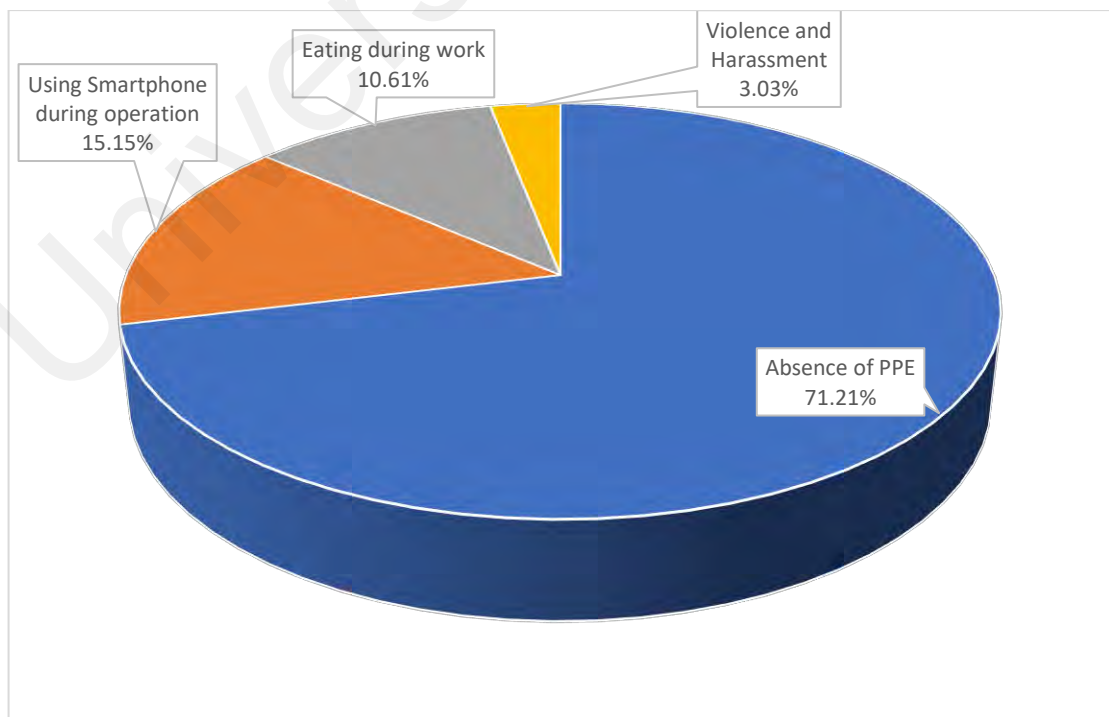

Figure 4. 10: Sign of Ignoring OHS

4.3.5.2 Factors influencing the organization health and safety program implementation

In response to this question, 15 respondents (22.73 percent) agreed that the high cost of training, protective equipment, and compensating injured employees can have an effect on OHS adoption. According to 13 respondent (19.70 percent) minimal employee involvement, and 11 respondent (16.67 percent) mention limited management support might have an influence on OHS. There were 10 respondents (15.15 percent) agreed that individual negligence was also a barrier. While others 9 respondent (13.64 percent) thought that a powerless HR-department is a barrier to health and safety goals. The remaining 8 respondent (12.12 percent) agreed that there are no recognized safety criteria, and that legislation can be a burden (Figure 4.11).
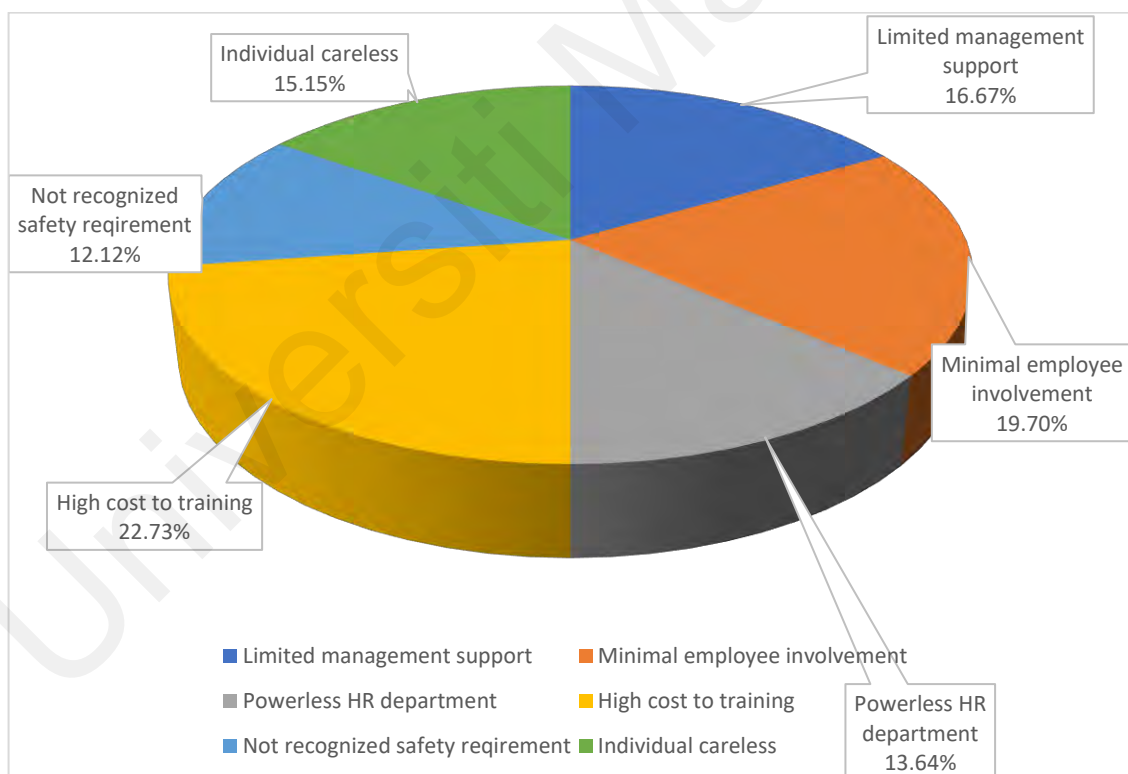

Figure 4. 11: Factors Affecting OHS

4.3.5.3 What should management do to improve the program for the benefit of both employees and the organization?

The topic of what actions management should take to improve the program for the benefit of both individual and organizational performance overall the key answer to better improving the program, according to 21 respondents (31.82 percent) management seriousness on oversight and disciplining workers to obey the laws and regulations. While, 15 others (22.73 percent) feel that management should prioritize safety training and seminars, including daily morning safety assemblies, to educate employees before returning to work. However, 13 from it (19.70 percent) believe that incentive may significantly enhance workplace health and safety programmes. There were also 12 respondents (18.18 per cent) being forced to wear appropriate safety equipment was also a strategy to improve OSH and therefore 5 respondents (7.58 per cent) stated a warning letter (Figure 4.12).
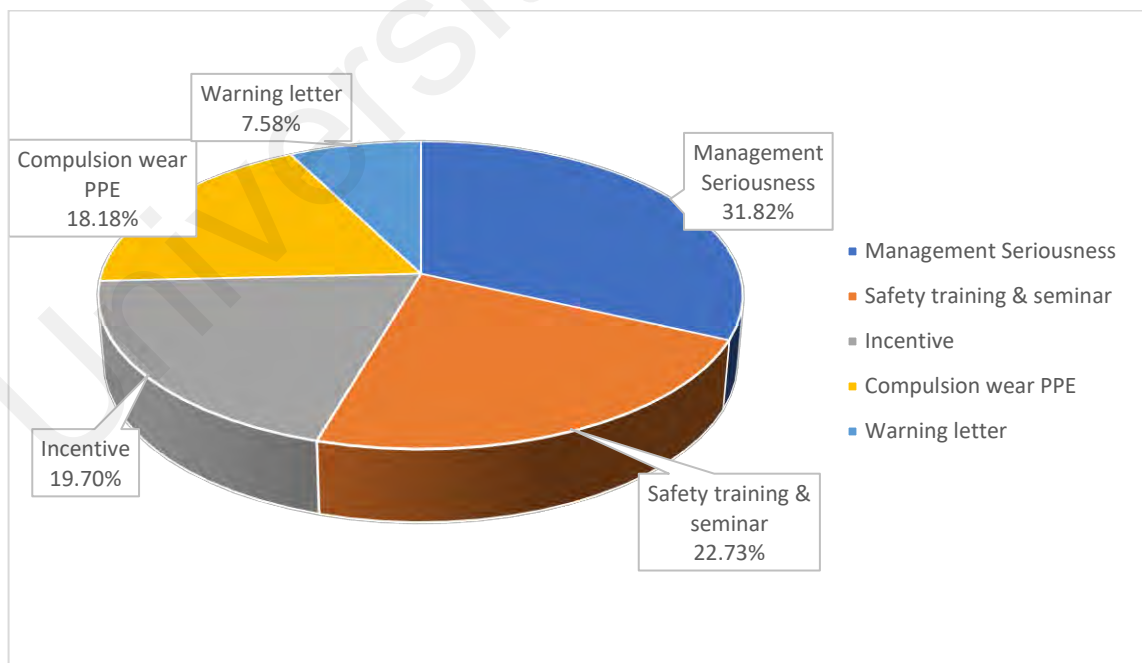
Figure 4. 12: Management Measures

The respondent from the interview said by hire external safety team outside the organization specifically to focus on security aspects. For example, when managers and supervisors meeting for a period of time, no one from management can monitor staff on the floor doing work. Using external safety team can avoid bias. In term of employee giving sufficient safety training and if anyone breaks the rules punishment will be given. If there is no concern about safety, it will be a big issue in the future.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter highlights the general findings of the study, which focused on the impact of OHS initiatives on organizational performance at Spirit AeroSystems Sdn Bhd. The chapter then extracts findings from prior chapters and gives suggestions for better to specific organizations, academics, and future research.

5.2 Summary

The goal of this research was to look at the influence of Spirit AeroSystems Sdn Bhd's OHS program on the organization performance. The study focused on investigating management performance that show commitment to health and safety programmes, health and safety management systems in the context of an organization, the significant contribution of occupational health and safety programmes to performance and identifying the obstacles affecting workplace health and safety programm. The main findings are presented below.

5.2.1 Processes that demonstrate management commitment to the organization health and safety program

The findings revealed that although respondents supported the question but still thought it did not work well because there was minimal employee involvement on OHS and a lack of safety awareness. In fact, both respondents said there is a need for organizations to be committed to and push for OHS programs because it benefits well to the organization and the employee.

5.2.2 Systems that help the organization OHS program succeed

The first respondent said they would consider a health and safety program successful when all employees complied with and understood and implemented safety rules and regulations. While the second respondent said it successful when there were no accidents happen, giving an appropriate training, and education on OHS to employee. On the response to the things or components that can make that success, they said consistent and honest workplace safety audits as well as training, and education can be key aspects as well. Verbal communication also one of the main contributions on the safety and health programme.

5.2.3 Occupation Health and Safety Program's Impact on Organizational Performance

The study discovered that occupational health and safety programs had a significant impact on employee and organizational performance. According to the Boeing management, it boosts efficiency and profits for the company. According to the manager, it also eliminates injuries and preventable deaths, encourages collaboration between employees and management, and raises employee responsibility and sensitivity.

5.2.4 Challenges in Implementing Occupational Health and Safety Programs in the Workplace

According to the findings, the most significant barrier to implementing successful OSH is the adoption of protective equipment. Other issues raised by respondents were a lack of job participation and poor managerial support.

5.3 Conclusion

The findings reveal that respondents were well-informed about the subject at issue, since it was determined that OSH had a greater influence on improved production, company profit, and employee happiness. It develops employee awareness and connects management and employee objectives for the company's growth. Furthermore, respondent comments suggested that workplace health and safety programs help to minimize diseases, injuries, and fatalities caused by working conditions.

However, the findings have resulted in some unique viewpoints or suggestions about how managers with OHS regulations might enhance and prevent their staff against occupational hazards and diseases. According to the respondents, training and education, management sincerity in following up on and penalizing employees for health and safety violations, conducting timely safety drills, motivating employees, providing safety equipment, and employee engagement would all help them achieve their goals.

5.4 Research Contribution

In light of the study findings, various suggestions may be taken from this work.

- Education and training

    According to the survey, employees lack knowledge and competencies in the subject of health and safety. Although they have an idea, they are more concerned with gathering the necessary knowledge to attain their objectives. Education, particularly seminars, may improve awareness and provide the desired results.

- Staff participation

  Only employee engagement and participation may help employees feel a feeling of connectedness and engagement to management and the whole organization. Employees have a right to be informed about and participate in decisions that impact them. Employees want to be involved in decision-making in their personal and professional lives. Only in this way can employees feel appreciated and appreciate management's efforts.

- Encouragement

  The research investigates the role of incentive in ensuring that employees follow OHS requirements. Human behavior is so fragile that it must occasionally be regulated, watched, and encouraged. Management may choose to encourage employees in a number of ways, but the study discovered that utilizing incentives can create desirable results and contribute to the development of a safety culture inside the organization.

- Knowledge contribution

  According to the research, occupational health and safety face a number of challenges in achieving the organization's goals. These challenges were used by the researchers to make recommendations for improvement. The study has also been incredibly beneficial in terms of providing data to the research organization and other researchers.

5.5   Implications of the Results

The study outcomes are intended to provide motivation for many operational workplaces in Malaysia and throughout the world to improve human existence.

Researchers anticipate that organizational authorities, governments, commercial enterprises, and regular workplaces will adopt research suggestions to better the lives of their employees and those around them.

5.6 Limitation of the Study

Throughout this research process, no challenging issues were encountered. the selection of companies to obtain data on OSH is very complicated because the relevance of OSH is difficult to share. Moreover, due to their hectic schedules, especially among senior management, it is difficult to set up appointments.

5.7 Future Recommendations

The researcher observed that employee engagement and participation were the major positives in the area and proposes that further study be done on the role of employee involvement and participation in enhancing motivation and management legitimacy in the workplace.

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