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The Challenges Faced by Human Resource in Dealing with Employees Safety Violations

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CONTEMPORARY MANAGEMENT THOUGHTS

Executive Summary

The ultimate goal in safety performance is to achieve zero injuries. While most companies propound Zero Accidents as a goal, in reality, most employees regard this as unattainable. Often when management and employees talk about zero accidents they regard it as a noble idea that will never be a reality. This underlying attitude affects how employees and management approach safety; they will not wholeheartedly implement safety plans as long as they feel the goal of zero accidents is simply an abstract concept to talk about instead of a concrete reality to strive for. However, a few Japanese corporations have managed to prove that zero accidents are achievable. One of them is the Flexsys Japan which managed to hit 15 straight years without any recordable injury. What should we implement to achieve this ultimate goal? Dato' Ir. Dr. Johari Basri, the Director General of DOSH Malaysia, says that, *"In order for occupational safety and health management to be effective, it must be a*

part of both the formal and informal parts of a company. It must be more than an official program and must be integrated into every aspect of the organization's way of doing business. The safety culture should start during the hiring process. Safety is a function of behaviour. Work performance is a function of behaviour. Behaviour is a function of attitude. Hire the right people – people with the right attitude. Therefore, the right behaviour is the cornerstone of safety culture". Employees must actively consider and commit safety throughout the work day. Safety culture should embrace all aspects of an organization. It must become the new "way of life".

1 Introduction

Safety in the workplace is a vital topic that requires continuous improvement. If safety comprehension is still at basic levels, it will be challenging to transform into a good safety culture. Organizations should focus on reducing accidents and injuries in the workplace. Organization should set zero accidents and injuries as their ultimate goal to achieve. This sounds like an impossible goal, but if the entire workforce in the organization takes concrete actions to achieve this goal, it is realistic.

There are a few key managerial concerns that need attention in order to enhance safety improvement in the workplace:

- **Responsibility for safety:** Currently, safety is considered the duty of the safety officer or safety practitioner. However, all individuals must play their roles in ensuring safety in the workplace. HR has an essential role in shaping the character of workers and increasing their awareness about safety. Management should demonstrate excellent leadership qualities and set an example for the workers. HR can measure safety-related knowledge, behaviours, attitudes and motivation, in addition to collecting information on worker activities, and encouraging community involvement and employee health and safety (Losey, Mike Meisinger, 2005, p 295).
- **Unclear and improperly communicated safety policies and procedures:** While excellent safety policies and procedures exist, some workers may not be aware of the existence of policies and procedures in the workplace. Before any communications

planning can begin, the organization needs clarification on what it hopes to gain (Jensen, Doug McMullen, 2006, p 205).

- Poor policies and procedure execution: Each time the policies and procedures are ignored, it becomes more difficult to rectify the situation. In companies where there is not a pattern of following established procedures in dealing with every safety violation, future cases against those who flagrantly violate safety rules will face complications; past discrepancies in the actions taken in similar cases will be deemed unfair to employees. The organization will be likely to lose the case and have to pay compensation to the employee.
- Low safety awareness level among employees: In many incidents, workers blame the working environment or fate, and accident investigations exacerbate this problem because they do not stress attitudes and behaviour. Instead, the accident reports emphasize working conditions, procedures and equipment used in the event of accidents. Currently, appointed investigators are not given adequate training and tend to focus on hazards in the environment that led to the accident instead of the employee's behaviour. This situation allows perpetrators to escape potential disciplinary action. This result in two losses: the offending workers do not learn a lesson and the organization in general cannot avoid a recurrence of similar incidents. Moreover, future disciplinary action will be difficult since the accused employee will argue based on the preceding cases. In certain industries it is impossible to eliminate all hazards. Therefore, establishing good behaviour plays an active role in avoiding accidents.
- Reluctance to take action against those afflicted: Many who investigate accident feel that having been involved in an accident is punishment enough, and further punitive action would be inhumane. If emotion is the sole factor in determining the judgment, investigators will consider that because of the accident the employee has already been hurt and his family has been affected. However, if employees who wilfully violate the rules are not appropriately disciplined, there is a potential that these rules will again be neglected, either by that employee or by others. Employees who bend the rules will not learn any lessons and are likely to endanger the safety of themselves and others in the future.

- Management fails to adopt the desired safety culture: Management themselves fail to be role models to the employees. They fail to give full support in implementing safety initiatives in the workplace. This will lead to a failure in shaping the desired safe culture in the workplace.

The tacit intention of this study is to discern how management and employees feel about safety and how it is practiced to date. This understanding will be transformed into recommendations on how to improve the situation, especially in the context of human resources.

As mentioned earlier, HR holds a very important role in shaping employee behaviour as early as the hiring process. In the hiring process, often the behaviour side is not considered. Also HR is blamed for not giving strong support in shaping the employees' character, so that in some cases employees eventually wilfully violate regulations prescribed for their work. The study aims to identify whether these accusations are true. This study will help to understand the real challenges faced by the HR so that the challenges can be dealt with.

2 Applicable Regulations

The following section discusses the provisions of the law of Malaysia, HSE UK and OSHA US related to the responsibilities of employers and employees regarding workplace safety. Most countries have similar law, but this discussion mainly focuses on the laws that have been or will be adopted by the Malaysian government.

2.1 Occupational Safety and Health Act 1994 - Malaysia

The following are the objectives of Malaysian Occupational and Safety Act:

- For securing the safety, health and welfare of persons at work;
- Protect persons at a place of work other than employees;
- Promote a suitable environment for persons at work;
- Enable previous legislation to be replaced by regulations and approved industry codes of practice operating in combination with the OSH Act 1994.

According to the act, the duties of employers and self-employed persons to their employees are:

- Ensure, so far as is practicable, the safety, health and welfare at work of all employees;
- The provision and maintenance of plant and systems of work to ensure safety without risks to health;
- Make arrangements for safety and absence of risk to health in the use of plant and substances;
- Provide information, instructions, training and supervision to ensure safety and health;
- Maintenance of place of work and working environment to ensure safety and without risk to health.
- An employer must prepare a written safety policy, keep it updated as and when required, and make it available to the notice of his employees.
- The duties of the employees are:
 - Take reasonable care of his own safety and health and others that may be affected by his actions;
 - Cooperate with his employer to comply with the Act and its regulations;
 - Wear or use protective equipment provided by the employer;
 - Comply with instructions instituted by the employer on occupational safety and health.

2.2 Health and Safety at Work ETC Act 1974 (HSWA) – UK

The HSWA lays down a range of general duties for employers, the self-employed, controllers of premises, manufacturers, etc of articles and substances for use at work, and employees. (Stranks, Jeremy, 2006, p 9)

The general duties of employers to their employees as indicated in section 2 of the law are:

- It shall be the duty of every employer to ensure, as far as is reasonably practicable, the health, safety and welfare at work of all his employees.

- Without prejudice to the generality of an employer's duty under the preceding subsection, the matters to which that duty extends include in particular:
 - (a) the provision and maintenance of plant and systems of work that are, so far as is reasonably practicable, safe and without risks to health;
 - (b) arrangements for ensuring, so far as is reasonably practicable, safety and the absence of risks to health in connection with the use, handling, storage and transport of articles and substances;
 - (c) provision of such information, instruction, training and supervision as is necessary to ensure, so far as is reasonably practicable, the health and safety at work of his employees;
 - (d) so far as is reasonably practicable as regards any place of work under the employer's control, the maintenance of it in a condition that is safe and without risks to health and the provision and maintenance of means of access to and egress from it that are safe and without such risks;
 - (e) the provision and maintenance of a working environment for his employees that is, so far as is reasonably practicable, safe, without risks to health, and adequate as regards facilities and arrangements for their welfare at work.
- Except in such cases as may be prescribed, it shall be the duty of every employer to prepare and as often as may be appropriate revise a written statement of his general policy with respect to the health and safety at work of his employees and the organization and arrangements for the time being in force for the carrying out of that policy, and to bring the statement and any revision of it to the notice of all his employees.

The general duties of employees at work as per section 7 state that, it shall be the duty of every employee while at work:

- (a) to take reasonable care for the health and safety of himself and of other persons who may be affected by his acts or omissions at work; and
- (b) as regards any duty or requirement imposed on his employer or any other person by or under any of the relevant statutory provisions, to cooperate with him so far

as is necessary to enable that duty or requirement to be performed or complied with.

2.3 Occupational Safe and Health Act - US

Meanwhile, employers have certain responsibilities under the Occupational Safety and Health Act of 1970.

Employers have the responsibility to provide a safe workplace. Employers **MUST** provide their employees with a workplace that does not have serious hazards and must follow all OSHA safety and health standards. Employers must find and correct safety and health problems.

Employers **MUST** also:

- Inform employees about hazards through training, labels, alarms, color-coded systems, chemical information sheets and other methods.
- Train employees in a language and vocabulary they can understand.
- Keep accurate records of work-related injuries and illnesses.
- Perform tests in the workplace, such as air sampling, required by some OSHA standards.
- Provide hearing exams or other medical tests required by OSHA standards.
- Post OSHA citations and injury and illness data where workers can see them.
- Notify OSHA within eight hours of a workplace fatality or when three or more workers are hospitalized.
- Prominently display the official OSHA poster that describes rights and responsibilities under the OSH Act.

(OSHA, 2011, Employer Rights and Responsibilities, p 14)

Section 11(c) of the OSH Act prohibits employers from discharging or otherwise discriminating against an employee who has exercised any right under this law, including the right to make safety and health complaints or to request an OSHA inspection. OSHA will investigate complaints from employees who believe they have been discriminated against. If the investigation discloses probable violations of employee rights, court action may follow. (OSHA, 2011, Employer Rights and Responsibilities, p 15)

In the OSHA website, they also outlined the responsibility of employee and their rights:

- (a) Each employee shall comply with the standards, rules, regulations and orders issued by his/her agency in accordance with section 19 of the Act, Executive Order 12196, and this part which are applicable to his/her own actions and conduct.
- (b) Employees shall use safety equipment, personal protective equipment, and other devices and procedures provided or directed by the agency and necessary for their protection.
- (c) Employees shall have the right to report unsafe and unhealthful working conditions to appropriate officials.
- (d) Employees shall be authorized official time to participate in the activities provided for in section 19 of the Act, Executive Order 12196, this part, and the agency occupational safety and health program.

3 Attitude

Attitude is an important feature of human behaviour, and their attitudes may change as a result of certain situations. For example, regarding a road accident, one person may hold the view that an accident is an act of God, that is, something over which he has no control. Conversely, another person may hold the attitude that all accidents are preventable provided people behave in a particular way, for instance by following the safety procedures laid down. 'Attitude' can be defined as 'a predetermined set of responses built up as a result of experience of similar situations'. Attitude is associated with a person's self-image, that is, how that person likes to present himself to the outside world as, for instance, tough-minded, generous or considerate. Groups have a significant influence on attitudes (Stranks, Jeremy, 2006, p193).

What we see and hear is interpreted according to how our system of values, attitudes and beliefs inform our action (Thompson, Paul, 2003, p 223).

4 Motivation

A motivator is something which provides the drive to modify or mould behaviour or to change behaviour. Motivators take many forms, from a cash incentive (a reduction in price) to purchase a particular product to a more implicit motivations, for instance, the idea that acting in a particular manner will eventually be to a person's advantage.

Motivating people to behave safely has been achieved through better joint consultation between employers and employees in planning the organization of work, the use of committees to define health and safety objectives, the quality of leadership at all levels, improved communication on safety, and improved attitudes to the subject.

Planned motivation is a method by which the attitudes, and thereby the performance of people, can be improved. Planned motivation schemes are seen as an industrial catalyst, a tool to maximize performance, and have been used to improve performance in many areas of commercial activity – sales, marketing, maintenance, etc. Safety incentive schemes are a form of planned motivation, the main objective being that of improving motivation by:

- 1) Identifying targets which can be rewarded if reached; and
- 2) Making the rewards meaningful and desirable to the people concerned. A scheme linked with safety inspections has been found to produce the best results, providing the results of inspections are made known to all employees and the criteria for inspection are understood by all concerned. (Stranks, Jeremy, 2006, p 193-194)

5 Perception

Perception is the process of taking in information. Visual perception is the principal means of receiving information, whereas the senses of hearing, touch, taste and smell are less significant in the perception process. However, no two people necessarily perceive risk in the same way. Factors such as the skills available to the person, his attitude, degree of training received and ability to process information are all significant. Any safety strategy must be dedicated to increasing people's perception of risk. (Stranks, Jeremy, 2006, p 194)

Safety in the workplace should be given top priority and every breach of the rules should be dealt with appropriately. The failure of management and HR to address discipline issues will only worsen the situation. Excellent safety management will be the only means towards achieving the goal of zero injuries.

6 Role of HR and Management

To reduce the probability of accidents at work, HR and management need to joint forces in creating a good safety culture. It is a big responsibility because there are many challenges to be faced. For instance, in a multi-racial society like Malaysia, there are many factors to consider, such as culture, religion and social class. Those seeking to create a safety culture must be sensitive to these challenges and take them seriously so that the desired goals can be achieved. Safety polices should be published and presented in detail to all employees and appropriate training should be given to assist in forming the desired safety culture.

Communication is something that should be given priority in ensuring that all employees have a real understanding of the safe working culture the company is working towards. Thompson et al. (1998) found that managers influenced the safe behaviours of both employees and supervisors through direct communication and by how fairly they interact with workers. The emphasis is on, not just what is communicated, but how it is communicated. Managers who interact directly with employees instead of just issuing directives from their offices show that they care about safety.

Cox et al. (1998) in a study of the UK manufacturing industry found that the main influence on employees' safety commitment was how workers perceived 'management actions for safety'. Within the manufacturing and dairy produce sectors they found that how workers act in terms of safety was linked to how their managers act. However, these findings were not confirmed in the transport sector and they suggest that this is due to the autonomy in the working practices of transport workers. Griffin and Neal (2000) in a study amongst Australian manufacturing companies identified how managers view safety in the workplace as a key factor to the safety climate within an organization. Some managers prioritize production over safety and this attitude trickles down to employees. Several examples given earlier provide strong evidence that management must show good example to employee.

Paul O'Neill, who went on to become the U.S. Secretary of the Treasury shared his philosophy on safety:

- Leadership accepts no excuses, and does not excuse itself when safety problem arise.
- Simply caring about safety is “not nearly enough, not nearly enough.”
- At the end of the day, caring alone is not enough to make sure that an incident never happens again.
- Safety must be as automatic as breathing...It has to be something unconscious almost.
- You need a process in place to get results.
- Safety is not a priority, it is a precondition.
- If a hazard needs to be fixed, employee understood “you do it today; you don't budget for it next year”.
- Safety needs to be about human value. Safety is not about money; it's about constantly reinforcing its value as a precondition.

His philosophy can form the foundation of a better safety culture by emphasizing management's role in nurturing the desired safety culture within an organization. (James E. Roughton and James J. Mercurio, 2002, p xxxv)

7 Work morale, attitude and behaviour

“Thirty years ago, if you'd asked the typical manager in an organization for a definition of morale in the workplace, the answer may have been something like ‘Morale is a commitment to the company's objectives, controlling bottom-line expenses, and annihilating the competition.’ Pose that same question to a manager today and you'll likely get answers like the following: ‘Morale is the lifeblood of our organization and gives us meaningful purpose; the level of morale in our organization tells us how successful we really are; Morale is an attitude. It represents our determination and fortitude; our company's morale tells the world who we are and what we are all about—people!’” (Bruce, Anne, 2002, p 10)

This shows a shift in the understanding of morale. An organization with high morale will reflect a good attitude and behaviour, which is the most important component in developing an excellent safety culture. Employees in this millennium are much more concerned about their involvement in safety and want to have a feeling of ownership of any program launched.

Organizations need to know what's involved in creating a high morale workplace where people actually love to go to work, really enjoy their jobs, savor the experiences they have in those jobs, and feel pride, enthusiasm, self-confidence, and a strong motivation to succeed in every project and team effort. (Bruce, Anne, 2002, p 1)

According to the article *Work Attitude Behavior and Work Behavior Attitude – Are They The Same?*, attitude refers to the 'feel' part of your work. It relates to how you feel about your work and your approach towards work. Hence, work attitude behaviour is intangible. You cannot see it. Your colleagues cannot see it. But people can feel it. They can feel it if you carry out your tasks with pride. They can feel whether you believe in your work or not. They know if you have passion in your work. These positive attitudes at work are a 'subconscious' transfer of feelings. Therefore it is important to cultivate a positive attitude in junior staff from early on in their careers.

Behaviour refers to the 'do' part of your work. It relates to how you do your work and how you get your work done. Work behaviour attitude can be seen. It is the actual work. You can see the result of your work behaviour attitude, be it a report or a finished product. Your colleagues can see it. It is the action. They can see if you were diligent and skilful and applied your knowledge. They can see for themselves if you are the "all talk and no work" type. Work behaviour attitude is the real thing. You cannot fool people into believing that your work behaviour attitude is good when it is not. It is equally important to have a great work behaviour attitude, as it is to have a great work attitude behaviour at work. (www.career-success-for-newbies.com)

8 Why do employees violate safety?

It is important to take appropriate action when there is a report or discovery of a safety violation. It is even more critical to understand the reason behind such negligence.

Thomas D. Schneid, 2008 suggests the following points:

- Safety professionals should never allow a repeat safety violation. Not only does this reflect poorly on the management of the safety program, a repeat violation carries one of the greatest monetary liabilities.
- Safety professionals should be aware that the difference between the serious and non-serious violations hinges on subjectively determining the probability of injury or illness that might result from the violation.
- A serious violation is where “there is a substantial probability that death or serious physical harm could result from a condition which exists, or from one or more practices, means, methods, operations or processes which have been adopted or are in use, in such place of employment unless employer did not, and could not with exercise of reasonable diligence, know of the presence on the violation.” (Thomas D. Schneid, 2008, p 31, 33)

Safety violations need to be properly handled. Action should not be blindly taken, but needs to be investigated properly so that appropriate and fair action can be taken. In-depth investigation is necessary to understand why such violations occur. Violations can be caused by the following:

- Wilful negligence – employee has enough knowledge and purposely violates the rules. This kind of negligence shall result in disciplinary action if proven.
- System encouraged – the existing system within the organization encourages the employee to violate a rule. A simple example is when the organization promises to deliver a product within a limited time which pushes the employee to violate traffic rules. A pizza delivery person potentially drives faster than the allowable speed in order to meet the promise given by the organization.
- System induced error – an error caused by the system or procedures of the organization. Certain violations are accepted as a norm, and these violations are seldom punished. However, employees who violate these rules and become involved in accidents are punished. This is unfair because a number

of workers perform similar violations but are not punished. The problem is with the system as a whole; therefore, corrective measures should be taken as a whole.

- Individual variance error – the person who performs the task did not know the rules due to lack of knowledge and experience. Employees who commit this type of error should be given appropriate training and evaluation, and if they still do not understand the safety requirements, then their job scope needs to be changed in order to avoid harm. Error itself can be further broken down into different categories and definitions such as mistakes, violations, unintentional error, skill-based error, rule-based error and knowledge-based error. (Stranks, Jeremy, 2006, p 196, 197)

Some injuries result from personal factors that cannot be traced to a specific behaviour. An employee who has exemplified safe behaviours for years can have a “bad day”. No matter what we believe, we have to understand that there are some things that we just cannot explain. Stress, lack of sleep, emotional, strain, minor illness, substance abuse etc (James E. Roughton et al, 2002, p 27)

This explains how critical it is to understand the situation and avoid hasty actions that may adversely impact the person involved in the safety violations. Organization policy must clearly detail the safety violations that fall into the category of major infractions, but employees who are found to genuinely have individual variance shall be trained in order to enhance their knowledge on how to perform the given task as expected.

Human nature itself has a limitation that can cause error. An outside stressor in can contribute to error, when an employee is thinking about something else while performing a task on the job. Individuals can also make wrong assumptions base on what they see, which can be the cause of error. The British Industrial Society Survey (2001) indicated that 91 per cent of the 492 human resource and personnel professionals questioned believed stress to be a problem in their organisation (Emerald Insight Staff, 2005, p 161).

Some other human nature limitations are limited short time memory, difficulty in seeing one's own error, limited perspectives, susceptibility to emotion, too tight a focus on the goal, and fatigue. Attitudes that contribute to errors include pride, heroic, invulnerable, fatalistic, summit fever, Pollyanna and many others.

9 Disciplinary Action

When you are sure an employee wilfully committed an offence, disciplinary action must be taken. This action punishes the employee with the hope that he will learn a lesson. At the same time, the sentence is also a guide to other employees as a warning to not do the same thing.

Workers often have at least partial knowledge of the hazards they faced, but in some instances they may encounter an unanticipated rendezvous with destiny. These market-traded risks are the result of individual choices, and in their regulation individual choice play a fundamental role. (W. Kip, Viscusi, 1983, p 1)

Employees who violates workplace safety rule endanger themselves and others, which is reason enough to impose discipline. Failing to discipline an employee who is endangering people or property can lead to huge legal exposure. If the employee winds up actually harming customers, clients or other employees, it will also make your company look both clueless and callous. (Marge Mader-Clark, 2007, p 69)

If you aren't completely certain about what happened, suspend the suspected employee with pay while you investigate. Get expert help. You should certainly talk to counsel before you suspend an employee, and then again before you fire him or her. If you're worried about potential violence, there is plenty of workplace consultants who can help you think through the issue and come up with a plan.

Compliance with all company safety rules and procedures should be made a condition of employment. All employees should be given the responsibility to familiarize themselves

with company safety rules and procedures, and to comply with them in every respect. Supervisory, administrative, and management personnel at all levels should be given the direct responsibility for taking immediate corrective action when a violation of safety and Loss Control Policy is observed. The foreman should be made responsible for the compliance of each crew member.

Any employee causing or knowingly allowing an unsafe condition to remain should be subjected to a warning. Severe and/or repeated instances could lead to dismissal. Employees guilty of intentional serious and/or repeated violations should be dismissed without pay. (Andrew M. Civitello, Jr., 2000, p 6.8)

Employees must understand that compliance with safety will be evaluated, together with other aspects of an employee's performance, as part of performance appraisal process. Employees who are particularly effective in following safe and healthful work practices may receive recognition for their effectiveness. Due to the importance of safety considerations to the company, employees who violate safety standards, who cause hazardous or dangerous situations, or who allow such conditions to remain when they could be effectively remedied, may be subject to disciplinary action, up to and possibly including termination. (Tyler M. Paetkau, 2007, p 254)

10 Conclusion and Recommendations

Creating a safe working culture is not an easy task, and it requires full support from management and the HR department. Cultivation of a safety culture is a delicate task and requires a great investment of time and effort. Therefore, it is important to know the ins and outs and the challenges ahead.

Based on research survey results, Most of the recommendations are proposed actions that management can take, especially by the Human Resource and Safety practitioners.

1. Policies – management need to develop or alter the existing safety policy to cover the components needed to nurture an excellent safety culture. This shall include the method to handle safety violations in the workplace.
2. Training – management needs to perform a gap study on the desired culture. Once HR understands the gap between the current culture and the desired culture, HR should develop an action plan that includes analyzing the needs for training, developing a budget for the training and looking for the training provider that can help to close the gap. In Malaysia, there are a few training providers that can help in improving safety behaviour and promoting teamwork. A significant element of control of physical hazards is training of the workers to recognize the hazards, understand how the controls are applied, and how to comply with the safety requirement (Frank R. Spellman, 2011, p 138).
3. Motivation – safety policy should cover the rewards and recognition of safety performance. HR and Safety practitioners need to come out with sustainable methods to reward excellent safety performances.
4. Disciplinary action – it is the duty of HR to come out with proper procedures to handle safety violations in the workplace. The actual action should be taken as per written procedures in order to show that management is against the violations.
5. Conduct more behaviour surveys – there are not many surveys on behaviour done in Malaysia. It is strongly suggested that similar surveys be conducted in order to make better conclusions of employee behaviour towards safety.
6. Introduce safety programs – management should develop more meaningful safety programs such as a behavior-based safety program, a hazard recognition program, and a program that encourages employees to avoid working on auto-pilot.
7. Increase employees' participation – management need to find ways to increase employees' participation in safety programs and activities. It is propose that employees run the program to make them feel it is their own program. Employers are now faced with ever greater demands from workers who wish to be more 'fulfilled' in their work. (Bolton, Sharon, 2005, p 13)

8. Promote safe behaviour – any excellent safety behaviour performed by any employee should be properly recognized. Recognition will be much more meaningful if is given in public, which can be a good example to others.
9. Share lessons learnt – share all the incident reports with employees; inform employees about the status of the actions from the incident investigation; make videos discussing accident that might be expected; share incidents among sister companies and neighbouring plants; etc.
10. Provide support – management needs to provide as much support as possible in safety improvement projects. In response to any employees' suggestions, appropriate action should be taken. If their suggestions cannot be acted upon, an explanation within an acceptable time frame should be given in order to avoid a feeling frustration and loss of trust in the management.
11. Employee performance evaluation – organizations should include individual safety performance in the employees' appraisal system. Employees with outstanding safety performance should be rewarded while the poor performers should require improvement. Full support should be given to them.
12. Leadership by example – management should lead the safety effort by showing a good example to the employees. It should be a visible leadership, so that employees can clearly see imitate the good examples.
13. Encourage reporting – management needs to find effective ways to encourage employees to report all the near misses and incidents. Otherwise, there will be a loss of learning opportunities and similar kind of incident can be repeated at different times.
14. Improve communication – in business communication is a key to success. Similarly, communication is vital in ensuring safety in the workplace. Unclear communication may lead to wrong actions. Therefore, management needs to make sure employees are crystal clear on the instructions and work procedures. Once communicated, it is always good to check for understanding by asking questions or conducting short quizzes. How much effort have we as managers put in to communicating to employees what is expected of them in terms of conduct/behaviour before someone does something 'unacceptable'? (Carter, Earl, 2005, p 9).

15. Actively caring – workers need each others’ help to see hazards in their job. The more sets of eyes looking at the job, the higher the potential to find hazards. Employees need to buy into these ideas of actively caring about each other in the job.
16. Open to feedback – both management and employees should clear their old ways of thinking, which say that the boss is always right! In most cases bosses are wrong since they do not have the hands-on experience in performing the task. Both sides should accept positive and constructive feedback from each others.
17. Support government efforts – the government has spent millions of ringgit for a campaign and training for employees around Malaysia. Unfortunately, the government does not get proper support from the organizations. Most organizations themselves are sceptical about the program. Government should encourage more participation from organizations to develop meaningful programs to enhance and cultivate an excellent safety culture in the workplace.

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