

IMPROVISING THE INTEGRAL APPROACH MODEL TO ADDRESS  
OSHMS LEADERSHIP CHALLENGES AT A MALAYSIAN PIPE-COATING  
FACILITY

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## **SUPERVISOR'S DECLARATION**

I hereby declare that I have checked this thesis and in my opinion, this thesis is adequate in terms of scope and quality for the award of the degree of Doctor of Philosophy

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## **STUDENT'S DECLARATION**

I hereby declare that the work in this thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at Universiti Malaysia Pahang or any other institutions.

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Doctor of Philosophy

Faculty of Engineering Technology  
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JULY 2017

## ACKNOWLEDGEMENTS

I would like to thank the following individuals for their contributions: my wife Marianne for her infinite patience and encouragement while I attempted this undertaking. My daughter Nadia, my sons Haqem and Qameel for graciously allowing me time away from being with them to complete this research. My parents, Abu Bakar Haji Ibrahim and Hajjah Mariam Abdullah for their life-long consistency in encouraging me to strive for educational excellence. Not forgetting my friends and other family members who put up with a great deal of inconveniences and tolerated my temperament throughout my tenure as a PhD candidate.

I would also like to thank my supervisor, Dr. Norazura Ismail for her input and guidance throughout the development of this study, and my exam panel members who provided valuable input and recommendations for this research.

To the many individuals in industry and various organizations who contributed time, effort and input to prepare this study but chose to remain anonymous, I will always remain indebted.

Thank you to friends, family members and all the people who have contributed in part or in kind to the preparation and completion of this study. You own a piece of this success too.

pengurusan keselamatan dan kesihatan pekerjaan yang sedia ada bagi mengenalpasti tindakan yang diperlukan oleh pihak pimpinan. Ini meliputi penambahbaikan bidang budaya keselamatan yang boleh dipertimbangkan untuk tindakan selanjutnya.

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## LIST OF ABBREVIATIONS

BBS	Behavioral Based Safety
DAFW	Days Away From Work
ESHMS	Environment, Safety and Health Management System
HRO	High Reliability Organization
HRM	Human Resource Manager
IFO	Incident Free Operations
IFO LT	Incident Free Operations Leadership Team
ILT	Integral Leadership Team
IMS	Integrated management System
ISS	Inquisit Survey Software
JSA	Job Safety Analysis
LTI	Lost Time Injury
MHI	Major Hazard Installations
MM	Mixed Method
OHSAS 18001	Occupational Safety and Health Assessment Series 18001
OSH	Occupational Safety and Health
OSHMS	Occupational Safety and Health Management System
PPE	Personal Protective Equipment
QMS	Quality Management System
SLT	Senior Leadership Team
SPSS	Statistical Package for Social Science
SMS	Safety Management System
TRIR	Total Recordable Injury Rate

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## ABSTRACT

The application of occupational safety and health management system (OSHMS) has helped industries sustain improvement in the area of safety performance. This study attempts to improvise the Integral Approach model to address OSHMS leadership challenges at a Malaysian pipe-coating facility. The basis of this study is that by improvising the application of the Integral Approach model, it can supplement the existing OSHMS by providing insight derived from the four quadrants of personal, behaviour, culture and systems. These quadrants would not be systematically evident in a traditional OSHMS certified organization as evidenced by the high numbers of accidents and incidents still occurring in the Malaysian manufacturing sector. The problem is that accidents and incidents are still occurring in organizations with established and mature OSHMS in place. This study attempts to improvise the Integral Approach model to supplement and further enhance the existing OSHMS to minimize incidents and accidents through adaptive leadership actions. This mixed method, exploratory case study applied a qualitative and quantitative data collection approach to gather data for analysis in Phase I. The data collection instrument was in the form of online survey and interviews. The qualitative data from interviews were designed to supplement the quantitative data from the online survey. The collected data was then compiled and presented as a summarized report to the Leadership Team. Following the completion of the data compilation phase, the intervention phase (Phase II) was introduced. In this phase, improvement opportunities and performance coaching to produce breakthrough results were provided. A leadership team to oversee the study activities and initiative was initiated to collaborate between the research activities and work-site activities. Various workshops and coaching session were conducted for the site leadership team members as well as key personnel. Upon completion of Phase II, the final phase of the study (Phase III) was carried out where a post survey to measure the 'before' and 'after' perception of the study initiative from the workforce was carried out. Other activities carried out in Phase III was the completion and study debrief activities for the participating organization. The results of the study indicated that there were substantial objective and subjective information that can be considered by leaders when the Integral Approach model was applied to take into account personal, behaviour, culture and systems perspective. This consideration has the potential to positively impact the safety culture and lead to positive development of the OSHMS. This study also demonstrated that the application of the Integral Approach model promoted communication and consultation between the workforce and leadership. The returned data also indicated that the workforce wanted a more integral workplace where leadership and workers were interdependent on each other. This study concludes that there is value in applying the Integral Approach model to support an existing OSHMS in identifying safety leadership actions required, and areas of safety culture improvement to be considered for action.

## ABSTRAK

Penerapan sistem pengurusan keselamatan dan kesihatan pekerjaan telah membantu industri untuk mengekalkan peningkatan dalam bidang prestasi keselamatan. Kajian ini cuba menambahbaik model Pendekatan Bersepadu untuk menghadapi cabaran kepimpinan dalam sistem pengurusan keselamatan dan kesihatan pekerjaan di sebuah instalasi salutan paip di Malaysia. Asas kepada kajian ini adalah bahawa melalui penambahbaikan penggunaan model Pendekatan Bersepadu, ianya boleh memperkukuh sistem pengurusan keselamatan dan kesihatan yang sedia ada. Ini mampu terhasil melalui saranan yang terhasil dari empat kuadran, iaitu: kuadran peribadi, tingkah laku, budaya dan sistem. Kesemua kuadran ini sukar dizahirkan secara sistematik bagi organisasi yang hanya mengamalkan sistem pengurusan keselamatan dan kesihatan pekerjaan tradisional. Masalah ini dianggap kritikal kerana kejadian kemalangan dan insiden yang masih berlaku dalam sektor perkilangan di Malaysia. Permasalahan pokok yang kini dihadapi adalah kemalangan dan insiden masih tetap berlaku dalam organisasi yang telah pun mempunyai sistem pengurusan keselamatan dan kesihatan pekerjaan yang mantap dan matang. Kajian ini bertujuan menambah baik model Pendekatan Bersepadu untuk meningkatkan lagi prestasi sistem pengurusan keselamatan dan kesihatan pekerjaan yang sedia ada. Ini bertujuan sebagai alternatif untuk mengurangkan kadar insiden dan kemalangan. Hasil ini dapat dizahirkan melalui tindakan penyesuaian dari pucuk pimpinan. Kajian kes penerokaan, menggunakan kaedah gabungan, dengan pendekatan pengumpulan maklumat kualitatif dan kuantitatif digunakan untuk mengumpul fakta bagi tujuan analisis dalam Fasa I. Instrumen pengumpulan data adalah dalam bentuk tinjauan dalam talian dan juga wawancara/temubual. Maklumat kualitatif dari sesi temu bual direncanakan supaya dapat menyokong dapatan dari maklumat kuantitatif yang terhasil melalui kaji selidik dalam talian. Data yang dikumpulkan kemudiannya dipersembahkan sebagai laporan untuk Kumpulan Kepimpinan di syarikat berkenaan. Setelah selesai fasa kompilasi data, fasa intervensi (Fasa II) telah diperkenalkan. Dalam fasa ini, peluang penambahbaikan dan latihan prestasi bertujuan untuk menghasilkan kecemerlangan telah disediakan. Satu kumpulan kepimpinan untuk menyelia aktiviti dan inisiatif kajian ini telah dibentuk demi memastikan kesinambungan di antara aktiviti penyelidikan dan aktiviti di tempat kerja. Pelbagai sesi perbincangan, bengkel dan latihan telah dijalankan untuk anggota pasukan kepimpinan ini dan juga buat kakitangan berperanan utama yang telah dikenalpasti. Setelah selesai Fasa II, fasa terakhir kajian ini (Fasa III) telah diperkenalkan, di mana satu tinjauan untuk mengukur persepsi tenaga kerja tentang inisiatif kajian, telah dijalankan. Aktiviti lain yang dijalankan dalam Fasa III adalah aktiviti perbincangan tentang maklumat terkumpul dan melegkapkan aktiviti kajian. Hasil kajian ini mendapati bahawa terdapat maklumat penting dari sisi objektif dan juga sisi subjektif yang boleh dipertimbangkan oleh kelompok kepimpinan apabila model Pendekatan Bersepadu digunakan untuk mengambil kira perspektif peribadi, tingkah laku, budaya dan sistem. Pertimbangan ini pula berpotensi untuk memberikan kesan positif kepada budaya keselamatan, lalu membawa kepada perkembangan positif sistem pengurusan keselamatan dan kesihatan pekerjaan. Kajian ini juga menunjukkan bahawa penerapan model Pendekatan Bersepadu merangsang komunikasi interaktif dan rundingan antara pihak pekerja dan pihak kepimpinan. Data yang terhasil juga menunjukkan bahawa secara amnya, tenaga kerja inginkan tempat kerja yang bersifat lebih bersepadu, di mana kepimpinan dan pekerja saling mengamalkan sikap kebergantungan antara satu sama lain. Kajian ini menyimpulkan bahawa terdapat nilai tambah dalam mengaplikasikan model Pendekatan Bersepadu untuk menyokong sistem

pengurusan keselamatan dan kesihatan pekerjaan yang sedia ada bagi mengenalpasti tindakan yang diperlukan oleh pihak pimpinan. Ini meliputi penambahbaikan bidang budaya keselamatan yang boleh dipertimbangkan untuk tindakan selanjutnya.

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## APPENDIX 1

### LIST OF PUBLICATIONS

Abu Bakar, D. & Ismail, I. (2015). Integral Safety Needs Analysis Towards Optimizing Safety Performance in Malaysian-Based Multinational Pipe Coating Industry. *International Journal of Engineering Technology and Sciences (IJETS)*, 4(1), 69-80. Retrieved from [http://ijets.ump.edu.my/images/archive/Vol4/09\\_IJETS9.pdf](http://ijets.ump.edu.my/images/archive/Vol4/09_IJETS9.pdf)

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