BEST PRACTICES OF OSH COMPLIANCE IN THE SME MELAKA MANUFACTURING SECTORS

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ABSTRACT

Implementation OSH is important in any workplace. This study is focusing on SME Melaka manufacturing sector and in this paper we would like to include the compliance practice as a new parameter in order to improve the number of percentage of an accident in the workplace. There are four components such as understanding; commitment, practice and behavior influence on the improvement of reducing accident case in the workplace towards regulatory compliance. Primary data from 20 S & M manufacturing sector in Melaka was taken to analyse the compliance practices through phone call interview survey. From the analysis, we found that good compliance will reduce accident cases at the workplace. This research highpoints the problems in the Melaka manufacturing sector such the high occupational accidents which are due to the lack of non-compliance of the requirements of Occupational Safety and Health Act (OSHA) 1994, Guided Self Regulation Environmental Mainstream Tools (EMT). This study is to promote the practice of OSH at Small and Medium Melaka manufacturing sector through several management practices such as training and safety management, understanding of self-regulation, enforcement and auditing towards compliance practices.

Keywords: Compliance, behavior, S&M Manufacturing, Environmental Mainstream Tools (EMT)

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1. INTRODUCTION

SME manufacturing sector plays an important role in our economy, their identity as Sales turnover not exceeding RM50 million or full-time employees not exceeding 200 workers. SME Manufacturing Sales registered RM61.9 billion in May 2017. Malaysia's May manufacturing sales continue to record a strong growth of 19.5%, rising to RM61.9 billion as compared to RM51.8 billion reported a year ago. (Department Of Statistics 2017).

Roughly there are about 415,000 registered manufacturing employers in Malaysia. About 200, 000 in the Manufacturing sector and about 128,000 is SME manufacturing, Melaka S & M organization around 22,000 units. 1500 is small and medium manufacturing sector. Total employees about 9 million and about 1.5 million in the manufacturing sector in Malaysia and about 10,000 permanent disability per year With loss around 2.5billion per year in this sector, 88% incident led to catastrophe thru Unsafe act.

The purpose of this research is to examine how SME manufacturing sector in Melaka manages Occupational Safety and Health (O.S.H) towards Green Environment. Throughout this research, the researcher is going to analyse the major problem in SME manufacturing sector as accident case keeps increase reported accident case in SME manufacturing rate 50% - 80% higher than big company (Kelly Koh2017), due to lacking management and conforming to the basic requirement, poor connecting monitoring between industrial and enforcement department, no benchmarking on OSH and environment, lack of promoting safe work environment and culture practice at workplace.

Green Environment Awareness
Concept Definition
Environment can be defined as: An environment is all of the conditions, circumstances, etc. that surround and influence life on Earth, including atmospheric conditions, food chains, and the water cycle. In this study, environment means to pursue knowledge and practices that can lead to more environmentally friendly and ecologically responsible decisions and lifestyles, which can help protect the environment and sustain its natural resources for current and future generations. (www.thrall.org/special/goinggreen.html)

2. PROBLEM STATEMENT

Small and Medium manufacturing organizations are facing many challenges in implementing OSH that may directly or indirectly hamper their ability as below, the problem statement is a barrier for the small and medium manufacturing sector to found the best practices to improve their OSH.

2.1 Poor Connecting Monitoring Between Industrial and Enforcement Departments

SME manufacturing organizations are known to have limited resources in terms of knowledge, skills and others source to implement OSH in their workplace. For example, majority of their human resource education background may only be secondary or high schoo and they may not be exposed to any skill in OSH and may only be experts in administrative and human resource task. Thus, this creates poor connection in terms of monitoring between industrial and enforcement departments such as DOSH. Without skill and knowledge sharing from the enforcement department will cause SME manufacturing to experience limited best practices relating to skill in OSH. This is because organizations mainly focus on operation cost compared to spending money on OSH which is not seen as value ended. Che Man (2010) found that majority of S & M face difficulty in implementing OSH as they lack expertise, resources, or manpower. With skill and knowledge, the employer can create the best practices to cooperate with others industrial or build a good relationship with enforcement department, it will improve employer confident and awareness to implementing the best practices in OSH.

Accidents in the workplace can be prevented if employers and employees are more sensitive or have good safety behavior (Makin, P.J., and Sutherland, V.J. 1994 & Christian, et.al., 2009). A good behavior is coming from the best practices of OSH. An employer shall hire a right person for a right task in managing their OSH, look to a multi-skill person who may help to manage their OSH, human resource, and administration department. SME do not understand what is OSH and why need to spend more budget on it. SME even do not notice that the practice of the work it expose them to danger or health problem in long-term. (Ashill, N.J., et.al., 2006) found that management commitment is manifested in various ways such as having safety education and training, giving rewards, and empowerment of employees to make decisions. Investment in safety education and training will allow employees to gain the necessary safety knowledge and help them to work safely.

2.2 No Benchmarking on OSH and Environmental Practices among S & M Manufacturing Sectors

OSH Benchmarking is a process to identify which organizations are implementing and practicing in accordance with the laws and regulations. A proper OSH implementation is important to ensure compliance with laws and regulations and thus decreasing the compensation paid, understanding the concept of Ice-Berg will help SME in reducing their cost in long-term. It is

important for them to work together with other organization in the surrounding, with multinational and enforcement agency in sharing skills, knowledge and new regulation. The organization shall plan what they want to achieve in their OSH vision and mission, and all employees must understand through best practices towards a safety and health environment at the workplace.

Studies have found that safety measures taken in the workplace can lead to better safety performance (Suazo, and Jaselskis, 1993 & Teo, and Phang, 2005). In order to generate higher returns, it is important for the SMEs to acknowledge the importance of Occupational Safety and Health Act (OSHA). If safety problems and health risks in the work environment can be controlled, the country's economic competitiveness will improve. SME is usually involved in industries that are not technologically adaptable or those which are not flexible in their work organization (Sorensen, O.H., P. Hasle and E. Bach 2007)& (EF1997). According to (Dupre, D 2001), the "risk of having an accident at work is higher for workers in companies with fewer than 50 employees and for the self-employed".

Employers shall practice what have been plans and commit to do and practice the right thing at the right time and right environment to motivate employee's example what has stated in OSH. This good practice needs a safety operation procedure as a guideline or any procedure such work as high permit, hot work permit, and machine safety operation. Employees practice what has assign from the top management as what has stated in internal regulation, check what is the best practice can be implemented in work towards the green environment, training and education are one of the sources to make sure all concern person know what and who need to practice OSH in their workplace. Practice what understands in OSH and improvement process including to contractor or any visitor

2.3 Lack of Promoting Safe Work Environment and Culture Practice

It is important to the employer through their manager to practice a good OSH management culture; this culture shall practice leadership through the example which the commitment from the top to practice a good culture begins from them. A good culture needs time to implement and practice, it needs to implement step by step to avoid culture shock, which may give a negative impact to the organization. SME must ready to change their culture in right time through a culture best practices.Employees have the right to a safe and healthy working environment is respected, where government, employers, and employees actively participate in securing a safe and healthy working environment through a system example ISO 45001 of defined right, responsibilities and duties such setting a OSH committee, and where the

principle of prevention is accorded the highest priority as in safety and health policy and environmental policy.

Promoting safe work environment and culture practice can be implementing through the seminar, workshop and training, it can be done through internally or externally such skill and knowledge sharing with multi-organization or with enforcement department. Internally such auditing, motivation, caution point, awareness poster, caution sign, OSH policy, environmental policy, OSH committee, and budgeting.

According to Heinrich Theory, 98% workplace accidents can be eschewed or prevented (Goetsch, D.L 1999), most of the accidents are caused by the factor of human behavior instead of the factor of machinery or engineering. The employer in SME Manufacturing only look at the current condition for their survivor such productivity and efficiency, iceberg concept ,this concept is to manage organization OSH management costing, Plan, Do, Check and Action concept is a proper concept to manage OSH towards a better environment at workplace in OSH are far away from their mindset. SME manufacturing needs a culture change, change to be more aware of OSH concept and it may need time and commitment from the young generation to do it for a better future.

3. RESEARCH OBJECTIVE

3.1 To Investigate the Practice of Managing Conforming Towards Compliance with OSH Environment Concept in SME Manufacturing Sector.

3.2 To identify collaboration with enforcement departments such as Department Occupational Safety Health (DOSH) and Department of Environmental (DOE) in educating and sharing knowledge or any practice through workshops and seminars,

3.3 To implement OSH and green environmental practices at SME manufacturing sector through internal and external enforcement audit.

4. LITERATURE REVIEW

Environmental Mainstream Tools (EMT)

In order to assist the regulated community (RC) to achieve the state of self-regulation, the DOE has formulated a set of environmental mainstreaming tools (EMT) to be implemented in the organizations and industrial premises. **Environmental Mainstream Tools** (EMT) practices as a new parameter in order to improve green environment practices in the workplace.

There are seven elements in EMT as Environmental Polic (EP), Environmental Budgeting (EB), Environmental Monitoring Committee (EMC), Environmental Facility (EF), Environmental Competency (EC), Environmental Reporting and Communication (ERC), Environmental Transparency (ET) (www.doe.gov.my). OSH and Green environment movement in Melaka has been scrutinized due to lack of managing culture and non-compliance of the requirements of Environmental Act, Occupational Safety and Health Act (OSH Act), Factory and Machinery Act and others related Act. This research provided law, regulation practices and tools name Environmental Mainstream Tools (EMT). EMT has seven elements to measure the compliance of OSH manufacturing workplace towards green environment. The benefits of this practices and tools bring a solution for both parties (Melaka Government and Small and Medium manufacturing sector).

Environmental Policy (EP)

The environmental policy (EP) of successful organizations uses strong and unequivocal statements to convey their environmental commitment to their employees, clients, stakeholders and the public. The EP is disseminated to all relevant parties and translated into action in the organization's work procedures, materials purchasing a policy, business decision making process and cascades down to the supply chain.

Environmental Budgeting (EB)

Sufficient budget must be set aside solely for the purpose of taking measures to comply with the environmental regulatory requirements and other environmental-related efforts. At the design stage, the budget must be available for the design and installation of the pollution control facilities, while at the operational stage; budget must be allocated for proper operation and maintenance of pollution control systems and management of waste generated by the industry or project development. The environmental budget also includes the cost for setting up of laboratory facilities, provision of personnel, and purchase of performance monitoring equipment. (Doe/EMT 2017)

Environmental Monitoring Committee (EMC)

The success of an organization to comply with the environmental requirements is contingent upon the relevant personnel in different departments in the organization playing their role in an effective manner. To promote collective responsibility to be environmentally compliant, two monitoring committees are set up: one at the working level, the other at the policy level. At the working

level, the committee known as the environmental performance monitoring committee (EPMC-TABLE 1) is chaired by a senior official of the organization and it meets on a monthly basis, or at a minimum, once in a quarter. At the policy level, the committee is known as the environmental regulatory compliance monitoring committee (ERCMC-TABLE 2), which meets at a minimum, once a year. The chief executive officer or chairman of the organization chairs the ERCMC-TABLE 2. (Doe/emt2017)
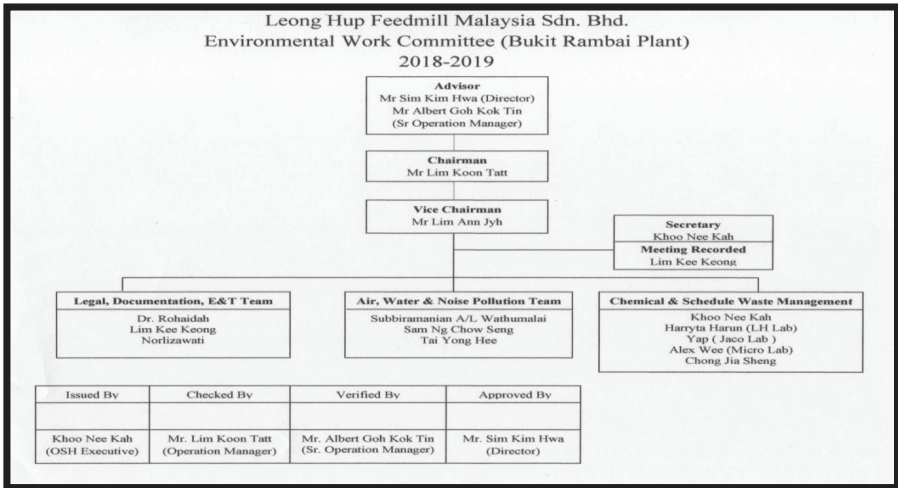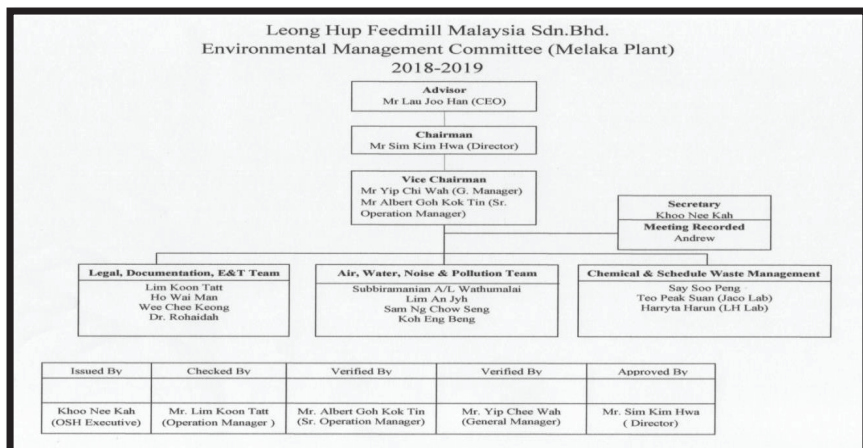
Table 1: EPMC CHART

Table 2: ERCMC CHART

Environmental Facility (EF)

The primary components of the environmental facilities (EFs) include industrial effluent treatment system, air pollution control system, best management practices, and associated support facilities Such as laboratory, performance monitoring equipment, online instrumentation system, and waste management infrastructure. The above form an integral part of the company's overall infrastructural planning, which cannot be compromised.

This a process in EMT which can practice achieving or as a guild line for SME to carry out their OSH towards green environment, with environmental monitory committee, audit can be carried out as safety audit or walkthrough audit with element of environment by their internal audit team, external audit team can consider an audit by the enforcement agency once a year or twice a year.

4.   METHODOLOGY AND DATA COLLECTION

This research involves only documentation study through primary data, Data collection is through phone conversation to all participation by asking a few questions on OSH Environmental budgeting, policy, competency, internal auditing, training educating, committee members and top management commitment through Yes or No answer, Such questionnaire as below:

-    Do your organization have any allocated budget in OSH?
-    Any OSH and environmental Policy in your organization?
-    Any competency person such as confine space entry supervisor, confine space entry supervisor, Schedule waste management person (Cepswam), OSH leader or supervisor?
-    Top management commitment is at the top level? an example join OSH meeting? Or encourage OSH training?
-    Conduct any training and education? Any training schedule or plan?
-    Setting any OSH committee and Environmental committee?who is the chairman?
-    Any internal audit team for OSH and environmental? Carry out an audit in a year?

Research participants are known by researcher and has working experience concerning the selected area (table 1). Data collection is from 15/1/2018 – 10/2/2018, the organization was selected because of their OSH management system in moderate or poor condition, most of the respondents need improvement and additional knowledge, due to their lack of connection with enforcement department, lack of safety promotion and no benchmarking.

The findings of study indicate that there is a need for a progress of improvement to be carried out to enhance the awareness for all SME manufacturing sector on OSH practices towards green environment.

Table 3: Data Collection Status

NO	Industrial Area	Total Small and Medium Manufacturing	Total Manpower
1	Bukit Rambai and Tangga Batu	Six	424 pax
2	Kelemak and Rembai	Three	230 pax
3	Krubong	Two	275 pax
4	Masjid Tanah	Four	342 pax
5	Cheng	Three	211 Pax
6	Jasin	Two	185 pax

From table 3 data, the participants from Bukit Rambai and Tangga Batu manufacturing is animals feed producer and related to animals feed, this company has been in operation for more than 15 years in the area. Participants from Kelemak has involved one human food manufacturing and operate about 15 years at the location, Rembai industrial area involves two wayer manufacturing company where remove from Taman Merdeka and Paya Rumput Melaka, they actually have operated as the wayer producer for 10 years, only move to the location Rembia 5 year ago. Krubong participant is from one papermill company operate more than 20 years and one is plastic company, operate 15 years, participants from Masjid Tanah is, two from human food producer, operating above 15 years, and two is plastic manufacturing producer which has operated 15 year, Cheng industrial participant is involved one printing manufacturing, two stamping manufacturing, all of them are operating more than 15 years, for Jasin industrial area, participants are from Paper and paper mill manufacturing, they operate more 15 year, most of the participant is operating more than 15 years and they shall understand the requirement of DOSH and DOE but very sad they are not aware on OSH and environment after long year of operating, this is why they are been selected in this research.

5.   RESULTS AND DISCUSSION

Safety policy is compulsory when organization total employees achieve 5 people (table 4 – 75% non compliance), OSH committee is required when total employees achieve 40 people and above (table 4- 30% non compliance), training and education in OSH in needed as requested by Occupational Safety and Health Act 1995 Section 15, others such internal audit (table 4- 95% non compliance)and Systematic Occupational Health Enhancement Level

Programme (SOHELP) is an additional improvement for SME manufacturing to upgrade their Occupational Safety and Health management system. Top management commitment is the keywords to the success of the OSH management system, the key index measurement on this matter is from their OSH policy implementing, OSH budgeting, top management involvement in any OSH activity, Chair OSH committee meeting and setting an active and effective OSH committee member.

Environment policy, environment committee, and auditing is involved in all organization, it under Department of Environmental Director General Order through Guided of Self Regulation (GSR), it including environment Policy, budgeting, monitoring committee facility, competency, reporting , communication and transparency, in this survey it only involves some of the Guided Self-Regulation (GSR) requirement. Top management commitment is very important to make this OSH and environment implementing success.

5.1   OSH & Environmental Budgeting

Through the survey (table 4), we notice that 100% of the participant does not have any budgeting for their OSH and environmental operation due to the mind of management tough that it is not important and wasting. Example for their OSH committee to carry up any awareness activity or motivation budgeting. They only using their operational cost when is really needed such requested by the enforcement department such Department Of Occupational Safety and Health (DOSH), no special allocation budget for OSH & environmental form all of this participants.

Apart from OSH legislation, SME manufacturing implementation of OSH is also affected by the size of the company. (Holmes, N 1999) found that SME businesses are not effective in implementing OSH because the management put the responsibility on employees to look after their own safety in the workplace, SME manufacturing business is a family business and culture on managing OSH is zero. (Cooke, W. N., and Grauschi, F. H 1981) found that the inspections on workplaces carried out by the authority managed to reduce workplace accidents. Enforcement authority such Department of Occupational Safety and Health (DOSH) should carry up inspection at least quarterly and not yearly to all SME manufacturing sector. DOSH shall carry up education and auditing system without punishment in first or second time, guild them to be a success in managing OSH, punishment system will make them tension or stress and give out in OSH management. In addition, the appointment of personnel to carry out OSH matters at the workplace is important for an effective implementation of OSH, but the appointment of an employee will add employment cost to companies.

5.2 Top Management Commitment

Top management commitment is very important to carry up any activity such company safety policy(table 4- 75% no compliance) and others related to OSH, without commitment from top management all activity will consider fail, without budget and approved by top management all activity can not implementing, commitment to follow and obey any regulation from time to time such law or regulation, commitment to assign a person in charge (PIC) in OSH environment example OSH supervisor or officer and setting a OSH committee members (30% no compliance)with fully authorised to the chairman carry up their duties without fear. Commitment to setting internal organization procedure and regulation including internal audit team(95% no compliance table 4), commitment to giving cooperation with external auditor example enforcement department such DOSH. Commitment to motivate employees to participate in OSH activity, yearly OSH budgeting, leadership through example in OSH, recognize OSH committee members contribution and others.

Employers shall practice what have been plans and commit to doing, practice the right thing at the right time and right environment to motivate employees in OSH. This good practice needs a safety operation procedure as a guideline or any procedure such work as high permit, hot work permit, and machine safety operation. Employees practice what has assign from the top management as what has stated in internal regulation, check what is the best practice can be implemented in work towards the green environment, training and education are one of the sources to make sure all concern person know what to practice in their workplace. Practice what understands in OSH and improvement process to the contractor or any visitor. Implementing OSH needs considerable financial investment as employees need to be sent for training and re-training, allowing time off for training to create awareness and understanding as well as a continuing commitment of resources in updating OSH information within the organization.

5.3 Training and Education

SME manufacturing sector through Human Resource Department need to improve their OSH practical to reduce accident case, financial is an issue but should not bee a big issue, because our Malaysia government are preparing many incentives or grant for SME implementing their OSH example Department of Occupational Safety and Health, National Institute Occupational Safety and Health (Training & information), National Human Resource Center (NHRC) and Human Resource Development Fund (advice and Training Fund), Even some Federation such Federation of Malaysia Manufacturer (FMM) and Malaysia Employers Federation (MEF) also can provide an advice and training

to SME with zero or minimum cost. The important is Employer need to understand on Training Need Analysis (TNA) to train the right person for a right knowledge in the right time at the right place, most of the employer are fail to perform this matter causes wasting of training source by train a wrong person for a wrong task, in this research , most of the participant are success to using their HRDF properly to conduct training and education on OSH and environment.(only 10% no compliance).

How about a foreigner or foreign work? Most of the accident case at SME are involving foreigner due to lack of skill and knowledge, communication involves the principal of Training Within Industrial Job Instruction And Job Relation(TWI-JR/JI) is a big issue today. The principal of OSH can not delivery to the foreigner are caused high accident case among SME employees. To overcome this problem, the government through HRDF to allocate same budgeting to train basic OSH for the foreigner at SME, The Levi can deduct from the foreigner salary as practices for local employees through amendment of the law.

Training is part of continuing education for adult learner, organizations can make claims for the training cost of Human Resource Development Fund (HRDF) or PERKESO training fund, the problem is how to train foreign workers, most of the accident case today is caused by foreign workers due to communication, language and lack of training problem, to overcome this problem, the National Human Resource Centre shall create a language course such as Hindi, Vietnam, and others for organization Human Resource Officer or manager to communicate with this foreign workers, through this, organization can assign the concerned officer to be internal trainer to train these foreign workers about OSH towards green environment, or government to allow organization to spend some budget from HRDF to train concern foreign workers only in OSH towards green environment with bond after contract. In the case of SME, OSH is often perceived as irrelevant as they do not have a huge workforce and OSH implementation cannot be translated into the direct monetary gain for the company and thus seems as unimportant for companies survival (Lahm, F 1997)&(McKinney, P 2002).

Table 4: Percentage of Non-Compliance

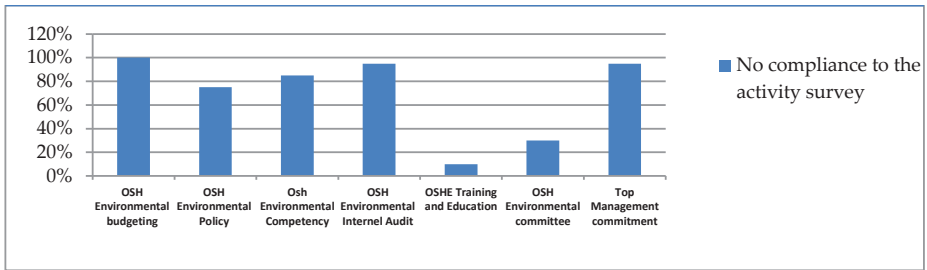| OSH & Environmental Budgeting	OSH & Environment Policy	OSH& Environmental competency	OSH& Environmental Internal Audit	OSHE Training And Education	OSH & Environmental Committee Members	Top Management Commitment
100%	75%	85%	95%	10%	30%	95%

Figure 1: Non-Compliance To Activity

5.4   OSH & Environmental Competency Person

An employer shall hire a right person for a right task in managing their OSH, who is a multi-skilled person to manage their OSH, human resource, and administrative department. Through understanding the need of the Malaysia regulation in OSH and Green environment through from time to time, and implement OSH towards green environment at the workplace, the advantages and disadvantages when implementing OSH, and how to overcome any disadvantages problem, where to get more information on OSH skill and knowledge. The stage need a competency person who can manage it properly (table 4- 85% non compliance), implementing on co-operating social responsibility (CSR) in OSH and environment such creating a better and healthy working environment not only for an employee but also the surrounding community, including some open door activity with the community members such seminar, inviting plan visit. Important is to understand what they what to achieve in their OSH plan and vision. There are many types of the competency person such in Schedule waste management (cepswam), Certified Environment Professional in Bag Filter Operation (CePBFO), confined space entry supervisor and Gas detector, confine space entry standby person, and others.

SME participate actively in the sectors that are the focus of recent green-oriented policies example Melaka state government green policy, such as renewable energy production, smart metering, building refurbishment, cleaner cars, the wind and solar installations, and battery development (IEA, 2009). SME Manufacturing shall begin their green environment awareness to employees through 'back to basic' management concept with the minimal cost even can reduce their operation cost example reduce using paper, electrical saving, reduce raw material waste, schedule waste management, air emission monitoring, chemical exposure monitoring, reduce reject ratio and increase productivity and efficiency. A competency person to manage their environment example Certify in Schedule Waste Management (Cepswam- Figure 2) and compliance to Guided Self Regulation towards Environmental Mainstream Tools (GSR-EMT).

Figure 2: Competency in Cepswam

Table 6: Major Environment Competency Person In Melaka

Type of Competency	No of Competency Person in Melaka	Remark(1500 Melaka Small & Medium Manufacturing)
Certified Environment Professional In Schedule Waste Management (CEPSWAM)	65	65/1500X100= 4.33%
Certified Environment Professional In Bag Filter Operation (CePBFO)	5	5/1500X100 = 0.33%
Certified Environmental Professional In The Operation Of Industrial Effluent Treatment Systems (Biological Processes – Activated Sludge Process)Cepietso(Bp)	11	11/1500X100= 0.73%
Certified Environmental Professionals In The Operation Of Industrial Effluent Treatment Systems (Physical Chemical Processes) Cepietso(Pcp)	22	22/1500X100= 1.47%
Certified Environmental Professionals In The Treatment Of Palm Oil Mill Effluent (Ceppome)	4	4/1500x100 = 0.27%
Certified Environmental Professional In Scrubber Operation (Cepso)	9	9/1500x100 = 0.6%
Certified Environmental Professionals In Sewage Treatment Plant Operation (Cepstpo)	5	5/1500x100 = 0.33%

The above data indicates that most of the small and medium manufacturing sector in Melaka are not aware of the need to have a competent person to handle green environment practices. Cepswam has the most competent person, who all organizations need, only 4.33% of the SME manufacturing

sector has this competency person, others example Ideal Multifeed (M) Sdn. bhd, Leong Hup Feedmill Sdn.Bhd and Jaco Nutrimix Sdn. Bhd is sharing one competency person. Under the new regulation of Environmental Mainstream Tools (EMT), every manufacturing organization need to have a dedicated competency person to monitor each location.

The result indicates that understanding, commitment, practices, and behavior versus attitude among the competent person in the small and medium manufacturing sector are lacking in skill and knowledge of Green environmental practices.

5.5   OSH and Environmental Audit

Employers need to carry out all of the safety practices as stated in OSH guideline. This good practice needs a safety operation procedure as a guideline or any procedure such work as high permit, hot work permit, and machine safety operation which may need an audit team to make sure all OSH and environmental regulation are practiced by all parties in the workplace. Internal OSH promotion is to create an awareness among employees and visitor in the organization, promotion can be implemented through campaign such OSH safety week, training , workshop and caution and danger point or safety operational procedure , safety policy, safety committee, compensation and career management , this all strategic including will increase employees motivation towards managing OSH at workplace. All promotion activity must involve all level participate such employees from all level including foreign workers.

DOSH conducted health and safety legislation compliance audit and carried out enforcement checks in all sectors of industry.DOSH Melaka currently actively carries out compliance audit through Occupational Safety Health Coordinator Programme (OSHC) to guild SME implementing OSH. Internal audit and sharing information with others organization will improve OSH management system through a meeting, seminar or dialogue. At the same time, some multinational company can share their expertise with SME organization, an even same facility such as training room and OSH equipment example gas detector, this will help SME more aggressive to improve their OSH, This programme is running is Penang state industrial area where the 'strong help the weak'. DOSH has been carrying out promotions and conducting training to help raise Occupational Safety And Health awareness among employees and employers(BERNAMA 2013). SME Manufacturing is very concerned because the newly introduced legislation is putting pressure on them as employers to be more responsible for elements outside their control (Budworth, T.2000).

6.   SAFETY CULTURE AND COMPLIANCE IMPROVEMENT

The key practices in safety compliance include reducing the number of fatalities and injuries, making sure safety issues receive proper attention, and ensuring that members of the organization share the same beliefs about risks and accidents. Numerous studies have concluded several factors to have key influence in creating conducive workplace to a positive safety culture. The key factors are management, individual and behavioral workforce (Pratibha Shrivastava 2015), and rules and procedures.

It is important to the employer through their manager to practice a good OSH management culture; this culture shall practice leadership through the example which the commitment from the top to practices a good culture begins from them. A good culture needs time to implement and practices, it needs to implement step by step to avoid culture shock which may give a negative impact on the organization. The important point is they must ready to change their culture at the right time.

An occupational safety and health management system are not effective unless it is accompanied by a positive safety culture in the workplace. Many organizations that have introduced new occupational health and safety management strategies have failed to show improved effectiveness because these strategies did not consider the impact of the organizational culture. Building a safety culture on so many diversities is not an easy task. But it had been proven that companies with good safety and health cultures have employees with positive patterns of attitude towards safety and health practices. Companies need to gather safety-related information, measure safety performance and bring people together to learn how to work more safely.

To change a culture is no easy, it may take some time, 2, 3 or 10 years it depends on how to commit the management on this matter, it is important to change owner mindset first, follow their others management staff and employees, leadership through example is very important in this process of changing culture. Monitor Employees behavior in their workplace, make sure to follow the regulation setting by top management or OSH committee members is carried up their duty. Monitor contractor and others visitor behavior when entering the organization to make sure not any regulation been breaking due to their bad behavior. This process is to identify any weak process to improve in the future to create a safe work culture.

7.   CONCLUSION

Improvement in occupational safety and health requires actions from all parties namely workers, employers and the government. Accidents at the workplace

should be prevented with the cooperation of both employers and employees on top of regular enforcement from the government. Occupational accidents are preventable and safety measures could help reduce the severity of occupational injuries. Occupational fatalities and permanent disabilities were more likely to be severe compared to non-permanent disabilities. Safety measures to improve performance in the management of occupational safety and health should be emphasized to overcome this problem.

The best practices among industrial players, especially with respect to occupational safety and health, should be shared within the industry. The employer, employees, and DOSH must combine forces and try to prevent future occupational accidents by addressing the root cause of accidents. It is undeniable that a combination of rules from the government, attitudes from the workers and good practices initiated by the employers will create the positive safety culture in the workplace. , the review looks at managing OSH culture and top management commitment, OSH management, cooperation among Small and Medium Manufacturing with enforcement agency.

Behaviour-based safety focuses on employees' behaviour but employers must show a good attitude and behaviour in carrying up the good practice of OSH towards green environment, leadership through example to bee follow by others employees, this is a step where everyone has to practice what has been understanding, commit to a good behaviour and attitude to achieve OSH vision and goals. It is suitable for a variety of industry sectors, from construction and manufacturing industry to food processing. It is based on the principles of behavioral psychology and is a technique for modifying the behavior of employees to enable them to work in a safe manner.

Supporting from Department Occupational Safety Health (DOSH), Department of Environmental (DOE), And National Institut Occupational Safety Health (NIOSH) will ensure S & M Manufacturing understand what is OSH and Environment at the Workplace, create their commitment through implementing OSH at the workplace, it can build the best practices among them to improve their working behavior towards safety and clean environment for a better surrounding environment. Existing S & MOSH issues posed a need to understand the influence of S & M capabilities such as the management commitment, legislative role, demographic profiling, and external support on current OSH implementation status. Further empirical work is needed to further understand how these factors and other possible factors impacted OSH implementation in SME manufacturing sector. The most important is SME Manufacturing ready to change their culture for a better future for the organization, at the same time to influence employees to support the implementing an improvement in OSH.

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