


**THE RELATIONSHIP BETWEEN GREEN MANAGEMENT COMMITMENT AND EFFECTIVENESS OF OCCUPATIONAL SAFETY AND HEALTH COMMITTEE**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 31 January 2023</p> <p><b>Accepted</b> 06 April 2023</p>	<p><b>Purpose:</b> The aim of this research is to determine the factors that drive effectiveness of occupational safety and health committee and to identify factors that influence the effectiveness of occupational safety and health committee.</p> <p><b>Theoretical Framework:</b> The theoretical framework is adapted from two framework model. The first framework model were adapted from Ummu Kalsome Farouk (2016) study, where the aim is to determine the factors that influence the effectiveness of occupational safety and health committee (OSHC) in certain area such as manufacturing. The second framework model were adapted from Irwan Ibrahim et.al (2018) study, where the aim is to determine the factors that influence reverse logistic performance in logistics area.</p> <p><b>Design/methodology/approach:</b> The analysed factors are passive management commitment, active management commitment, and environment awareness and attitudes. In this study, quantitative research was used which involved the distribution of questionnaires to 129 Malaysia pharmaceutical companies. The data were analysed using Statistical Package for Social Science (SPSS) Version 23. Furthermore, the results were analysed using reliability analysis, descriptive analysis, Pearson Correlation Analysis and Multiple Regression Analysis.</p> <p><b>Findings:</b> The findings revealed that all variables used in this study were positively correlated to employee retention. In addition, the result found out that passive management commitment had the most influence on effectiveness of occupational safety and health committee (OSHC) in Malaysia pharmaceutical companies.</p> <p><b>Research, Practical &amp; Social Implications :</b> From researcher observation, the green management commitment is a success if these factors are being implemented by Malaysia pharmaceutical companies, because all the three independent variables which is passive management commitment, active management commitment, and environment awareness and attitudes, have a positive relationship with the dependent variables which is effectiveness of occupational safety and health (OSHC).</p> <p><b>Originality/Value:</b> This study may give valuable information to the researcher, other organizations and the business management personnel which is useful for basic</p>
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knowledge on green management Mokhlis et al., (2021) commitment and occupational safety and health.

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## A RELAÇÃO ENTRE O COMPROMISSO DA GESTÃO VERDE E A EFICÁCIA DO COMITÊ DE SAÚDE E SEGURANÇA DO TRABALHO

### RESUMO

**Objetivo:** O objetivo desta pesquisa é determinar os fatores que impulsionam a eficácia do comitê de segurança e saúde ocupacional e identificar os fatores que influenciam a eficácia do comitê de segurança e saúde ocupacional.

**Quadro Teórico:** O quadro teórico é adaptado de dois modelos de quadros. O primeiro modelo de estrutura foi adaptado do estudo de Ummu Kalsome Farouk (2016), onde o objetivo é determinar os fatores que influenciam a eficácia do comitê de segurança e saúde ocupacional (OSHC) em determinada área, como a manufatura. O segundo modelo de framework foi adaptado do estudo de Irwan Ibrahim et.al (2018), onde o objetivo é determinar os fatores que influenciam o desempenho da logística reversa na área de logística.

**Desenho/metodologia/abordagem:** Os fatores analisados são o compromisso passivo da gestão, o compromisso ativo da gestão e a conscientização e atitudes ambientais. Neste estudo, foi utilizada pesquisa quantitativa que envolveu a distribuição de questionários para 129 empresas farmacêuticas da Malásia. Os dados foram analisados usando Statistical Package for Social Science (SPSS) Versão 23. Além disso, os resultados foram analisados por meio de análise de confiabilidade, análise descritiva, análise de correlação de Pearson e análise de regressão múltipla.

**Resultados:** Os resultados revelaram que todas as variáveis utilizadas neste estudo foram positivamente correlacionadas com a retenção de funcionários. Além disso, o resultado descobriu que o compromisso de gerenciamento passivo teve maior influência na eficácia do comitê de segurança e saúde ocupacional (OSHC) nas empresas farmacêuticas da Malásia.

**Implicações de pesquisa, práticas e sociais:** A partir da observação do pesquisador, o compromisso de gestão verde é um sucesso se esses fatores estiverem sendo implementados pelas empresas farmacêuticas da Malásia, porque todas as três variáveis independentes que são compromisso de gestão passiva, compromisso de gestão ativa e consciência e atitudes ambientais, tem uma relação positiva com as variáveis dependentes que é a eficácia da segurança e saúde ocupacional (OSHC).

**Originalidade/Valor:** Este estudo pode fornecer informações valiosas para o pesquisador, outras organizações e o pessoal de gestão de negócios que são úteis para o conhecimento básico sobre gestão verde Mokhlis et al., (2021) compromisso e segurança e saúde ocupacional.

**Palavras-chave:** Segurança do Trabalho, Comitê de Saúde, Conscientização Ambiental, Comprometimento da Gestão.

## LA RELACIÓN ENTRE EL COMPROMISO DE LA GESTIÓN VERDE Y LA EFICACIA DEL COMITÉ DE SEGURIDAD Y SALUD EN EL TRABAJO

### RESUMEN

**Propósito:** El objetivo de esta investigación es determinar los factores que impulsan la efectividad del comité de seguridad y salud ocupacional e identificar los factores que influyen en la efectividad del comité de seguridad y salud ocupacional.

**Marco teórico:** El marco teórico es una adaptación del modelo de dos marcos. El primer modelo de marco se adaptó del estudio de Ummu Kalsome Farouk (2016), donde el objetivo es determinar los factores que influyen en la efectividad del comité de seguridad y salud ocupacional (OSHC) en ciertas áreas, como la fabricación. El segundo modelo marco fue adaptado del estudio de Irwan Ibrahim et.al (2018), donde el objetivo es determinar los factores que influyen en el desempeño de la logística inversa en el área de logística.

**Diseño/metodología/enfoque:** Los factores analizados son compromiso de gestión pasiva, compromiso de gestión activa y conciencia y actitudes ambientales. En este estudio, se utilizó investigación cuantitativa que involucró la distribución de cuestionarios a 129 compañías farmacéuticas de Malasia. Los datos se analizaron con el paquete estadístico para ciencias sociales (SPSS) versión 23. Además, los resultados se analizaron con análisis de confiabilidad, análisis descriptivo, análisis de correlación de Pearson y análisis de regresión múltiple.

**Hallazgos:** Los hallazgos revelaron que todas las variables utilizadas en este estudio se correlacionaron positivamente con la retención de empleados. Además, el resultado descubrió que el compromiso de gestión pasiva

tuvo la mayor influencia en la efectividad del comité de seguridad y salud ocupacional (OSHC) en las compañías farmacéuticas de Malasia.

**Implicaciones sociales, prácticas y de investigación:** Según la observación de los investigadores, el compromiso de gestión ecológica es un éxito si las empresas farmacéuticas de Malasia implementan estos factores, porque las tres variables independientes son el compromiso de gestión pasiva, el compromiso de gestión activa y la conciencia y las actitudes ambientales. , tienen una relación positiva con la variable dependiente que es la eficacia de la seguridad y salud en el trabajo (OSHC).

**Originalidad/Valor:** Este estudio puede brindar información valiosa para el investigador, otras organizaciones y el personal de gestión empresarial que es útil para el conocimiento básico sobre la gestión verde Mokhlis et al., (2021) compromiso y seguridad y salud ocupacional.

**Palabras clave:** Seguridad en el Trabajo, Comité de Salud, Conciencia Ambiental, Compromiso Gerencial.

## INTRODUCTION

Safety management has been defined as controlling safety policies, procedures and practice (Wilson & Koehn, 2000), and safety management is under the occupational safety and health. Occupational safety and health (OSH) plays an important role in many firms especially in area of manufacturing. Every firms in this area has their own department of safety and every worker that involve in this area should be told about the safety and health regulations at their workplace (Amer et. al., 2019) If workers of OSH are failed to conduct and implement a good safety work environment, it will cause a massive result such as deaths, injuries or disease. Furthermore, Malaysia is one of the countries that have the highest percentages of accident that related to the death, injuries or disease at workplace especially in manufacturing sector (Amer et. al., 2019). Because of the changing nature of work environment, this trend was be taken seriously by Department of Occupational safety and health (DOSH), a public authority that make timely OSH laws or enforce them, given its financial and human resource constraints. As a result of the rapidly changing environment, certification known as OSHAS 18001 has become fundamental to achieving competitiveness for firms (Vinodkumar & Bashi, 2011). Every company has their own safety management practices, but several companies are not giving a priority to this matter especially from the top management. The top management giving this responsible to the managers to deal with this matter without knowing the consequences. Participation from top management is very important to influence the staff to be more considerate and practice safety management (Ibrahim et.al, 2019). Every employee is a driving force for an organization to achieve target and goals of production. But it is also needed to come with a good work of environment and also work processes because sometimes the nature of work can be dangerous and harmful to the worker, for example not wearing a safety helmet or safety boots in particular place of work (Ibrahim et al, 2020). In firms, top management need to be effective to give and provide their worker with the safety and health training or safety

education. This act is very important because many researchers have shown that a majority of accident at the workplace are caused by human or employee errors according to (Zohar, 1980; Vredenburg, 2002; Fang *et al.*, 2006; Liu *et al.*, 2009) as cited by Khor and Surlenty (2018).

The research objectives for this study are:

***Research Objective 1***

To examine the relationship between passive management commitment and the effectiveness of Occupational Safety and Health Committee (OSHC).

***Research Objective 2***

To examine the relationship between active management commitment and the effectiveness of Occupational Safety and Health Committee (OSHC).

***Research Objective 3***

To examine the relationship between environment awareness and attitudes and the effectiveness of Occupational Safety and Health Committee (OSHC).

***Research Objective 4***

To determine which relationship has the most influenced towards dependent variable.

The research question for this study are:

***Research Question 1***

Is there any relationship between passive management commitment and the effectiveness of OSHC?

***Research Question 2***

Is there any relationship between active management commitment and the effectiveness of OSHC?

***Research Question 3***

Is there any relationship between environment awareness and attitudes and the effectiveness of OSHC?

***Research Question 4***

Which independent variable has the most influence towards the dependent variable?

Previous research has been conduct at develop countries has shown the importance of management commitment in establishing effective OSHC even though this factor has been analyse in many ways. Besides, this study focus to show how management commitment through conceptualised as both passive and active management commitment, and its relationship towards effective OSHC. This study also shows the different sides of the people behaviour in terms of specific socio-cultural, political, economic and legal environment because of the

experience of the firms with OSH self-regulation via OSHCs. The scope of this study is limited to the pharmaceutical companies in Malaysia. It was also limited to executive and non-executive employees in the organization. The result of the study is only limited to pharmaceutical companies in Malaysia.

## LITERATURE REVIEW

### A. The Relationship Between Passive Management Commitment and The Effectiveness of OSHC

Management commitment's to OHSCs has been carried out their function and in past research in these ways, allocation of financial resources to OSHCs for carried out their function and recommendation according to O'Grady (2000), the presence of top management during OSHC meetings (Eaton and Nocerino, 2000), and the participation of senior management during safety inspection and audits by OHSCs (Chew, 1998). All these supporting articles is shows that these factors which is passive management commitment are important but need to be enhance and support by top management to ensure that all employees are involve in this safety and health training or function. According to Hofmann *et al.*, (1995) management commitment and leadership, the attention given by management to safety programme should be translated through their speech, attitude, and action. Without management commitment, leadership and supports from leaders, there is no other rules and regulation of safety can be implemented.

### B. The Relationship Between Active Management Commitment and The Effectiveness of OSHC

According to Johan et al (2019) and Vredenburg (2002), a management commitment will give priority to safety issues and any corrective action, attend safety meeting, investigate if any incident or near miss incident is happen, and also provide enough safety equipment at workplace, because it will ensure the staff are working in a safe workplace environment.

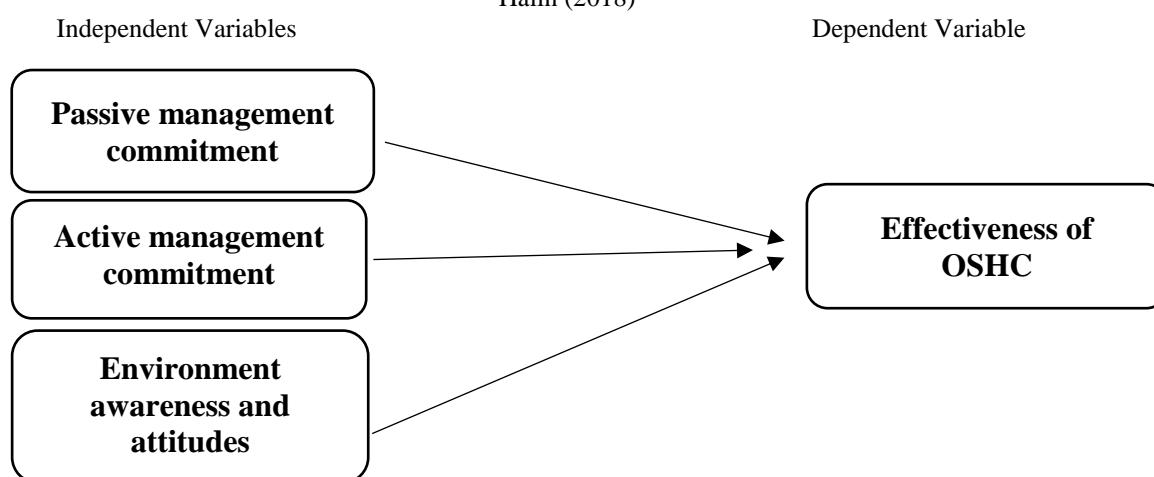
According to Clarke and Ward, (2006), in order to achieve safe workplace top management such as manager plays an important role in promoting safety participation. Furthermore, according to Gallagher & Underhill (2012); Raines, (2011); Subramaniam et al., (2016), employee's participation in an organisation is motivated when management is committed or involved in improvement safety activities.

### C. The Relationship Between Environmental Awareness and Attitudes and The Effectiveness of OSHC

According to Sundram et al (2019) and Carrier (2009), environmental is a factor that contributes to environmental awareness and behaviours. Furthermore, Carrier (2009), also stated that the environmental behaviours contribute to determining the environmental action in the future. In other words, according to Abdul-Wahab (2008); Sudarmadi, Suzuki, Kawada, Netti, Soemantri, and Tugaswati, (2001), what individuals knows concerning the environment, how they feel about it, and their behaviours might help or harm the environment.

### D. Conceptual Framework

Figure 1. Adapted from: Ummu Kalsome Farouk (2016) ; Irwan Ibrahim, Norina Ahmad Jamil, Izhal Abdul Halin (2018)



Source: Prepared by the (Author, 2022).

The conceptual framework is adapted from two framework model. The first framework model were adapted from Ummu Kalsome Farouk (2016) study, where the aim is to determine the factors that influence the effectiveness of occupational safety and health committee (OSHC) in certain area such as manufacturing. From the above framework, it explains that effectiveness of OSHC is dependent variable which in turn depend on the independent variables such as passive management commitment, and active management commitment. The results shows that active management commitment had the greatest influence on effectiveness of OSHC, followed by passive management commitment. The second framework model were adapted from Irwan Ibrahim et.al (2018) study, where the aim is to determine the factors that influence reverse logistic performance in logistics area. From the above framework, it explains that reverse logistic performance is dependent variable which in turn depend on the independent variables



such as operational attributes, information sharing, collaborations and environment awareness and attitudes. The results show that all three independent variable has a relationship with dependent variables, except information sharing has no relationship with reverse logistic performance.

The framework model proposed is to test whether the independent variables has significant relationship to dependent variable. Based on views presented in the literature and previous studies, the proposed research framework as presented above was formulated. The **hypothesized relationships** Novak et al., (2022) between passive management commitment, active management commitment and environment awareness and attitudes with the effectiveness of OSHC were illustrated. Based on the proposed research framework as presented, all the factors is assumed to be related with effectiveness of OSHCs in the firms. The conceptual framework shows that effectiveness of OSHC is treated as dependent variable, while independent variable is passive management commitment, active management commitment and environment awareness and attitudes.

## E. Hypothesis Development

With reference of the above research, the following hypothesis have been developed :

### *Hypothesis 1*

H0: There is no relationship between passive management commitment and effectiveness of OSHC.

H1: There is a relationship between passive management commitment and effectiveness of OSHC.

### *Hypothesis 2*

H0: There is no relationship between active management commitment and effectiveness of OSHC.

H2: There is a relationship between active management commitment and effectiveness of OSHC

### *Hypothesis 3*

H0: There is no relationship between environment awareness and attitudes and effectiveness of OSHC.

H3: There is a relationship between environment awareness and attitudes and effectiveness of OSHC.

## MATERIAL AND METHODOLOGY

This research was conducted as descriptive study. The study has implemented cross sectional survey design for the research question. To find the justification on the factors that drive employee retention namely work environment, compensation and benefits, and training and development, structured questions were used and a variety of questions as shown in the research instrument. Furthermore, quantitative method of data collection and analysis were implemented in this study. Apart from that, the extent of this research degrees of interference is minimal as less distraction along the data gathering process. In order to describe the relationship between two variables, Statistical Package for Social Science System (SPSS) version 23 were used. In this study, the sample size is 129 pharmaceutical companies in Malaysia. Convenience sampling technique will be used to choose the respondents. The study observed the factor that may influence individual the effectiveness of OSHC in the organization. The instrument used in this survey is questionnaire. The questionnaire is designed and presented by the researcher in simple and unbiased wordings so that it can easily be understand by the respondents and they are able to provide answers based on their personal perception. The questionnaire is divided into three sections, which the Section A consists of the respondents' demographic profile, while Section B and Section C consists of questions that related to the independent variable and dependent variable respectively. There are 4 to 12 questions for each section. The present study aimed for the results obtained from the respondents regarding the relationship of passive management commitment, active management commitment and environment awareness and attitudes with the effectiveness of OSHC.

### A. Demographic Analysis

The demographic background of the respondents were among employees from 129 pharmaceutical companies in Malaysia.

#### a. Age

The highest number of respondent age is 24 – 29 years old (42.6%) (55), the second highest is 30 – 35 years old (27.9%) (36), the third is 18 – 23 years old (16.3%) (21), and the lowest is 36 years old and above (13.2%) (17).

#### b. Gender

The majority of the respondent is male with percentages of (72.9%) (94), and the rest of the respondent is female with percentages of (27.1%) (35).



**c. Nationality**

The majority of the respondent is a Malaysian or local companies with the percentages of (64.3%) (83), while the remaining percentages is respondent of foreign companies with percentages of (35.7%) (46).

**d. Years of operating**

The highest percentages of years of operating is 1 – 5 years with the percentages of (63.6%) (82), the second highest is 6 – 10 years with percentages of (19.4%) (25), and then followed of 11 – 15 years with percentages of (10.9%) (14), and lastly is 16 years and above with the percentages of (6.2%) (8).

**e. Reliability Analysis**

Effectiveness of Occupational Safety and Health Committee (OSHC) – (dependent variable)

Table 1. Reliability analysis for effectiveness of OSHC

Reliability Statistics	
Cronbach's Alpha	N of Items
.745	12

\Source: Prepared by the (Author, 2022)

The results exhibited in Table 1 above indicate that the Cronbach's Alpha for employee retention (dependent variable) in the reliability test were acceptable as the  $\alpha = .745$ . There are no items removed so this shows that the  $\alpha$  value is good for the internal consistency of the questions used.

Passive management Commitment (Independent variable 1)

Table 2 Reliability analysis for passive management commitment

Cronbach's Alpha	N of Items
.744	4

Source: Prepared by the (Author, 2022)

The results illustrated in Table 2 above indicate that the Cronbach's Alpha for passive management commitment, (independent variable) were reliable as the  $\alpha = .744$ . There are no items were removed. This shows that the  $\alpha$  value is good for the internal consistency of the questions used.

Active management commitment (Independent variable 2)

Table 3. Reliability analysis for active management commitment

Cronbach's Alpha	N of Items
.711	8

Source: Prepared by the (Author, 2022)

The results illustrated in Table 3 above indicate that the Cronbach's Alpha for active management commitment (independent variable) were reliable as the  $\alpha = .711$ . There are no items were removed. This shows that the  $\alpha$  value is acceptable for the internal consistency of the questions used.

Environment awareness and attitudes (Independent variable 3)

Table 4. Reliability analysis for Environment awareness and attitudes

Cronbach's Alpha	N of Items
.747	7

Source: Prepared by the (Author, 2022)

The results exhibited in Table 4 above indicate that the Cronbach's Alpha for environment awareness and attitudes, (independent variable) were reliable as the  $\alpha = .747$ . There are no items were removed. This shows that the  $\alpha$  value is good for the internal consistency of the questions used.

#### f. Descriptive Analysis

The table below shows the results of descriptive analysis for the variables used in this study.

Table 5. Result of Descriptive Analysis

	Minimum	Maximum	Mean	Std. Deviation
Passive management commitment	2.75	5.00	4.0756	.55780
Active management commitment	3.00	5.00	4.0320	.42799
Environment awareness & attitudes	2.86	5.00	4.0565	.47428

Source: Prepared by the (Author, 2022)

The highest mean score is passive management commitment and it is found that active management commitment had scored low means among all variable. Result showed the score for passive management commitment ( $M = 4.0756$ ), active management commitment ( $M = 4.0320$ ). And lastly, environment awareness and attitudes ( $M = 4.0565$ ).

Meanwhile, standard deviation is used to measure variability of the square root of variance providing an index of variability in the distribution of scores. The more the individual data points differ from each other, the larger the standard deviation will be. Conversely, if there

is a great deal of similarity between the data point, the standard deviation will be quite small. The standard deviation for passive management commitment is 0.55780, followed by active management commitment is 0.42799, and environment awareness and attitudes with 0.47428. It can be concluded that the highest number of standard deviation value is also passive management commitment where the respondents' answers vary from each other. In addition, as the standard deviation of each variable is closer to each other, it can be said that the data is normally distributed.

### g. Correlation Analysis

Table 6. Pearson correlation for all study variable

		ESHC	PMC	AMC	EAA
ESHC	Pearson Correlation	1	.798**	.608**	.755**
	Sig. (2-tailed)		.000	.000	.000
	N	129	129	129	129
PMC	Pearson Correlation	.798**	1	.474**	.880**
	Sig. (2-tailed)	.000		.000	.000
	N	129	129	129	129
AMC	Pearson Correlation	.608**	.474**	1	.745**
	Sig. (2-tailed)	.000	.000		.000
	N	129	129	129	129
EAA	Pearson Correlation	.755**	.880**	.745**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	129	129	129	129

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Prepared by the (Author, 2022)

Table 6 above illustrates the Pearson Correlation analysis result of the relationship between passive management commitment, active management commitment, environment awareness and attitude with effectiveness of occupational safety and health committee (OSHC).

There is high positive relationship ( $r=0.798$ ) between passive management commitment and effectiveness of OSHC. In addition, this relationship is significant at the  $p = 0.01$  level.

H1: There is relationship between passive management commitment and the effectiveness of OSHC. (ACCEPTED)

Active management commitment and effectiveness of OSHC have moderate positive relationship ( $r = 0.608$ ). However, it has significant relationship at the  $p = 0.01$  level.

H2: There is relationship between active management commitment and the effectiveness of OSHC. (ACCEPTED)

Lastly, environment awareness and attitudes have a high positive relationship ( $r = 0.755$ ) with effectiveness of OSHC, it has significant relationship at  $p = 0.01$  level.

H3: There is relationship between environment awareness and attitudes and the effectiveness of OSHC. (ACCEPTED)

#### h. Multiple Regression Analysis

Model summary

Table 7 Model summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.854 <sup>a</sup>	.729	.723	.20105

a. Predictors: (Constant), IV3, IV2, IV1

Source: Prepared by the (Author, 2022)

The Table 7 above shows the model summary.  $R^2$  indicates the percentage variance in independent variable (Effectiveness of occupational safety and health committee) that is explained by the variation in the independent variables (passive management commitment, active management commitment and environment awareness and attitudes).

The  $R^2$  of 0.729 implies that all the independent variables explain 72.9 % of the variance in dependent variable. The remaining 27.1 % of the variance in the dependent variable is not explained by the independent variables in this study. Therefore, there are other dependent variables are not included in this study and further study is needed to strengthen the regression equation.

#### ANNOVA

Table 8 ANNOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.597	3	4.532	112.127	.000 <sup>b</sup>
	Residual	5.053	125	.040		
	Total	18.649	128			

a. Dependent Variable: DV

b. Predictors: (Constant), IV3, IV2, IV1

Source: Prepared by the (Author, 2022)

Table 8 indicates that the regression model predicts the dependent variable significantly well. This can be proved by the F test (112.127) which is more than 1 and is significant at 0.000 where  $p < 0.005$ . Overall, this regression model significantly predicts the dependent variable and indicates good fit for the data.

The Standardized Regression Coefficients

Table 9 Standardized Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
I (Constant)	.931	.180		5.188	.000
IV1	.694	.082	1.014	8.449	.000
IV2	.461	.076	.517	6.061	.000
IV3	-.421	.127	-.523	-3.301	.001

Dependent Variable: DV

Source: Prepared by the (Author, 2022)

Table 9 above illustrates the results of regression to determine whether they are statistically significant and, if so, the direction of the relationship. The p-value for passive management commitment variable is 0.000 (0%), which is below the 5% significant level. Hence, it can be said that passive management commitment is significant and explain that the variable is positively related with effectiveness of OSHC. For its coefficients, as passive management commitment increased by one standard deviation, effectiveness of OSHC will increase by  $\beta = 1.014$  of a standard deviation.

The variable for active management commitment have a p-value of 0.000 (0%) 5% significant level. Therefore, the variable is significant and positively related with effectiveness of OSHC. Meanwhile, for its coefficients, as active management commitment increase by one standard deviation, effectiveness of OSHC will increase by  $\beta = 0.517$  of a standard deviation.

Next, environment awareness and attitudes also shows a p-value less than 5% significant level which is 0.001 (1%) where it is significant and explain that environment awareness and attitudes is negatively related with effectiveness of OSHC. While, for its coefficients, as environment awareness and attitudes increase by one standard deviation, OSCH will decrease by  $\beta = 0.523$  of a standard deviation.

Therefore, it can be concluded that passive management commitment have greatest influence on effectiveness of OSCH which is explained by the (Beta of 1.014) followed by active management commitment (Beta of 0.517), and while environment awareness and attitudes which explain by the (Beta of -0.523).

Based on the column of unstandardized Beta coefficient in the above table, the values were used in forming the regression equation function for predicting the dependent variable from the independent variables. Therefore, the following equation summarizes that all variables used in this study have positive relationship with effectiveness of OSHC, except for the variable of environment awareness and attitudes who has got negative relationship. The equation is as follow:

$$\text{EOSH} = 0.931 + 0.694 \text{ PMC} + 0.461 \text{ AMC} - 0.421 \text{ EAA}$$

## RESULTS AND DISCUSSION

The discussion of objectives research based on findings as below:

### A. To examine the relationship between passive management commitment and effectiveness of OSHC

Based on the findings, it proved that passive management commitment has significant moderate positive relationship with dependent variable. This indicates that Malaysia pharmaceutical companies are concern about safety management and safety practices by giving a training and employed a safety and health officer in the firms. This variable also shows how well the top management carried out function regarding safety and health because with top management participation it could give more awareness to the staff below as cited by Hofmann *et al.*, (1995), the attention given by management to safety programme should be translated through their speech, attitude, and action. This is shows that participation from top management is very important to give a good example to the employees below them. From the other findings related to this research in terms of independent variable one and two which is passive management commitment and active management commitment, it can be seen that both variable passive and active management commitment had significant, positive relationship with dependent variable, which is effectiveness of OSHC, with active management commitment having a stronger relationship with the effectiveness of OSHC. And from all the variable, active management commitment recorded the lowest mean value.

### B. To examine the relationship active management commitment and effectiveness of OSHC

Based on the findings, it can be proved that active management commitment also has significant moderate relationship with the dependent variable. This indicate that Malaysia pharmaceutical companies also has taken an initiative to improve safety and health awareness among their employee by doing a function regarding on safety with the participation of top management. Furthermore, this variable shows that how serious the top management wants to educate their employee regarding of this matter. As cited by Vredenburg, (2002), a committed management commitment shows their sincerity will give priority to safety issues and any corrective action, attend safety meeting, investigate if any incident or near miss incident is



happen, and also provide enough safety equipment at workplace, because it will ensure the staff are working in a safe workplace environment.

### **C. To examine the relationship between environment awareness and attitudes and effectiveness of OSHC**

Based on the findings from the research, it can be told that variable three which is environment awareness and attitudes has a significant moderate relationship with dependent variable which is effectiveness of occupational safety and health committee. However, based on the standardized regression coefficient table, it can be seen that the Standardized Coefficient of Beta for environment awareness and attitudes is got a negative results. Besides, the way that it can be explain is, when environment awareness and attitudes is increase, the effectiveness of occupational safety and health will decrease. And another theory is when environment awareness and attitudes is decrease, the effectiveness of occupational safety and health is increase. However, these factor can still be acceptable because from researcher observation on Malaysia pharmaceutical companies, majority of the companies apply the system of “three R” which is reduce, reuse and recycle.

## **CONCLUSION**

From researcher observation, the green management commitment is a success if these factors are being implemented by Malaysia pharmaceutical companies, because all the three independent variables which is passive management commitment, active management commitment, and environment awareness and attitudes, have a positive relationship with the dependent variables which is effectiveness of occupational safety and health (OSHC). Furthermore, further research need to be done to identify another factors that might influence the dependent variable which is the effectiveness of OSHC in most of the firms in Malaysia that have their own safety and health management department. Hence, every firms not only safety and health department need to work together to achieve more in terms of awareness of safety among employee for them to be more careful and consent about safety. Based from the results of the study, it is shows that independent variable 1 which is passive management commitment has more influence with effectiveness of OSHC compare to independent variable two and three which is active management commitment and also environment awareness and attitudes. It shows that Malaysia pharmaceutical companies top management is not involve much with safety and health function or program with employee them because this act is very

important to show those employees a good example and really influence them to be more consent about safety and health management or safety and health practices. Furthermore, the management of Malaysia pharmaceutical companies should make an improvement regarding giving a safety training or function about the important of safety management to these lower employees with the participation from management itself, in order to increase the awareness and consent for safety at the workplace. By doing this, employees can be more consent about safety at the workplace and always remember that safety is top priority to be consent at a line of work process no matter what department is the employee are currently working.

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