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Internal Factors in The Implementation of ISO 45001 among Organizations

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Abstract

This paper discusses the issue of the implementation of ISO 45001 in an organization. The purpose of implementing ISO 45001 is to enable organizations to proactively achieve occupational health and safety performance in preventing injuries and ill health. General descriptions related to ISO 45001 are given to provide a preliminary understanding. The discussion began with a focus analysis in the previous study. Further, the discussion and review ultimately focused on the internal factors affecting the implementation of ISO 45001 in Malaysia. This quantitative research used questionnaire involving 220 organization covering electrical and electronic services, engineering, scientific and services that have certified with ISO 45001. The results show that the overall level of the internal factor in the implementation is high mean. Nonetheless, the element that had the greatest impact on the implementation was communication which had a mean=4.28, followed by management commitment which had mean=4.07. The lesson that can be seen from this discussion and review is that in order to implement ISO 45001, the management needs to emphasize and take into account the internal factors that can influence the implementation of ISO 45001 in order to enjoy a double positive effect in the long term. In addition, can be used as a guide for management for each organization improved occupational health and safety management in their organization through effective planning for management and workers in reducing workplace accidents

Keywords: Implementation, ISO 45001, Internal Factors, Organization

Introduction

To achieve global competitiveness in the industry, Malaysia has taken several initiatives, among which are to focus on the safety and health aspects of employees in an organization (Misnah et al., 2006). Yet in the organization's passion for the success of this competitive strategy, there are times when the organizations begin to forget about the most valuable resources of employees (Cox and Cheyne, 2000). Employees are an important aspect and the driving force and direction for a country (Ab.Aziz & Intan, 2002).

Therefore, in order to continue to strengthen the organisation's capabilities and competencies in occupational safety and health management, Malaysia has implemented ISO 45001, the first international standard for occupational health and safety management. This

new standard of ISO 45001 is to replace the previously widely used British standard for occupational health and safety management of OHSAS 18001 (Puspitasary, 2019). Each organization needs to further improve their employee safety, reduce risks while at work and address the health and safety challenges associated with increased global transactions (Kleinova & Szaryzova, 2014; Campailla et al., 2019). Therefore, it is important for the management to assess the extent of the influence of internal factors in influencing the implementation of ISO 45001. With this in mind, the study argues that the implementation of ISO 45001 by the organization is influenced through four internal factors, namely management commitment, employee engagement, training and communication.

Internal Factors Affecting Implementation

Management's commitment is a key factor in influencing the implementation of ISO 45001 (Sari Tapuura et al., 2014; Pulido, 2018). The management will be involved in planning vision and mission goals, strategic plans, objectives and plans to take action which will have a short and long-term impact as they will plan and lead and manage the system (DeJoy et al., 2004). Therefore, the commitment of the management is needed to develop and implement procedures that protect the psychological health and safety of employees (Law et al., 2011). The ability to effectively produce products or services in an organization depends on the efficient management of OHS in producing ideas for the production of new quality products, services, and work processes (Kadir, 2004).

The second internal factor is the involvement of employees. Employees also play an important role in making changes to system improvements that lead to a more effective system (Stokols et al., 2001). Employees closest to the scope of their work are the most qualified individuals in making recommendations for improvement (Vredenburg, 2002). Mustazar and Ho (2009) stated that most employees are interested in engaging in safety training and employee attitudes will change after the implementation of programs that encourage employee participation in the security system. The stress faced by this employee will affect the behavior of employees either directly or indirectly through psychological and physical tension while influencing the implementation of changes in the organization (Clarke and Cooper, 2004).

The third internal factor is training. Pulido (2018), stated that training is one of the important elements in improving the knowledge, skills and abilities of employees as well as changing the attitude of an individual. Safety training allows each employee to understand in detail and clearly the procedures in implementation to be carried out in the organization (Sinclair et al., 2003). Formal training conducted through systematic and comprehensive training programmes can help employees raise awareness, promote a safe working environment and educate behaviors that can change human attitudes and reduce side effects (William et al., 2010).

The last internal factor in influencing implementation is communication. Inter-bilateral communication is an important element of the relationship between management and stakeholders and employees (Pulido, 2018) in determining feedback for both parties. Bruce & Jalil (2019) stated that organizations need to create a medium related to clear and detailed goals and objectives in facilitating operations and regulation. The management also needs to ensure that the policies enacted and changed are communicated to employees (Hapriza, 2003) in addition to having a role in ensuring good relations with employees. Sari Tappura et al (2014) states that this good relationship aims to enhance cooperation and promote a good atmosphere and appropriate interaction in the working community. Poor communication

between employers and employees is a contributing factor to workplace accidents (Hsu & Lee, 2012)

Methodology

This study uses quantitative studies where the instrument is in the form of a questionnaire survey used as the main tool in the data collection process. Quantitative methods are based on objective measurements and statistical analysis of numerical data to understand and explain a phenomenon or issue. Internal factors in the implementation of ISO 45001 have been divided into four compounds, namely management commitment, employee engagement, training and communication. All items in this section use the Likert Scale (Highly Disagreed, Disagree, Moderate, Agree and Very Agreeable). The Likert scale is used to express the degree of consent of each item of the questionnaire into quantitative form (Boone, 2012). The division of questions is the same for each compartment, which is four questions for each of the components assessed. In this analysis the mean score obtained in the study will be reviewed in the form of an interpretation to clarify the meaning behind the mean score. The higher the measurement score obtained indicates the higher the assessment of the main elements by the organization.

Table 1

Measurement score

Description	Mean score	Category
Measurement scale 1-5	1 – 2.33	Low
	>2.33 – 3.66	Moderate
	>3.66 – 5.00	High

Results

Internal factors influencing the implementation of this study were identified through four factors, namely management commitment, employee engagement, training and communication. The results shown in the table are a comparative summary in each factor as shown in Table 2 to Table 7. Data is presented in the form of mean, percentage and interpretation of the mean scale.

The first internal factor influencing the implementation of ISO 45001 is the commitment of the management. Based on Table 2, Item question 4 shows the minimum score on management's commitment (mean=3.15, standard deviation=1.54), explaining that only 63% of respondents agreed with the statement 'management is slow to take action if it involves security issues'. The maximum score is shown on question item 2 (mean=4.59, standard deviation=0.76), explaining that 87.00% of the respondents strongly agree with the statement 'the management joined the occupational safety and health committee'. On average, the subcompensy of the management's commitments is at a high level (mean = 4.07, standard deviation=0.49), which explains that 81.45% of the respondents strongly agree that the management's commitment greatly influences internal factors in the implementation of ISO 45001 in the organization. The findings of the study are in parallel with Sari Tapuura et al (2014); Pulido (2018), which stated that the management is very important in being the driving force in improving the existing procedures and systems.

Table 2

Management Commitments

	Commitmen management	of	Rank No	Mean	Standard Deviation	Percentage	Mean scale
1	*Management is quick to take action if it involves security issues		4	3.15	1.54	63.00	Moderate
2	Management holds security-related meetings once a year		3	4.03	1.12	80.60	High
3	Management support factors determine the level of safety of the organization		1	4.52	0.56	90.40	High
4	Management joins the occupational safety and health committee		2	4.59	0.49	91.80	High
				4.07	0.49	81.45	High

The second internal factor is the involvement of employees. Involvement between employees and management can further enhance the understanding in making a decision in achieving the goals of the management's organization. Based on Table 3, Item question 3 shows that the minimum mean score against employee engagement (mean=2.85, standard deviation=1.55), explaining that only 57% of the respondents agree with the statement 'less commitment to safety and health in the workplace'. The maximum score is shown on question item 2 (mean=4.71, standard deviation=3.82), explaining that 94.20% of the respondents strongly agree with the statement 'clear organizational roles and responsibilities'. The role and responsibilities of the organization became clear with the availability of continuous training on occupational safety and health aspects (Roughton, 1993). On average it shows that the subcompenant of employee engagement at the moderate level (mean = 3.53), which explains that only 70.60% of the respondents agree that employee's involvement influences the internal factors in the implementation of ISO 45001 in the organization. This is because employees also play an important role in providing insights related to system improvements that lead to a more effective system (Stokol et al., 2001).

Table 3

Employee Engagement

Employee engagement	Rank No	Mean	Standard Deviation	Percentage	Mean Scale
1 Lack of commitment to safety and health in the workplace	3	2.85	1.55	57.00	Moderate
2 *It is my responsibility to report accidents or risk of workplace hazards	4	2.97	1.67	59.40	Moderate
3 The issue of safety at work worries me so much	1	3.59	1.43	71.80	Moderate
4 The roles and responsibilities of the organization are so clear	2	4.71	3.82	94.20	High
		3.53		70.60	Moderate

The third internal factor is training. Adequate training of employees is able to improve the performance of the organization in accordance with the goals of the organization. Based on Table 5.28, Question item 4 shows the minimum mean score of training (mean=3.05, standard deviation=1.39), explaining that only 61% of respondents agree with the statement 'safety training is not conducted continuously and there is no assessment of effectiveness'. The maximum score shown on question item 2 (mean=4.47, standard deviation=0.56) explained that 89.40% of the respondents strongly agreed with the statement 'security training can improve the level of knowledge and compliance'. This finding is in line with a study conducted by Abudayyah et al (2006), which stated that continuous training will educate employees to understand more deeply about the contributing factors to workplace accidents. On average it shows that the training subcompenant at a high level (mean = 3.83) which explains that only 76.60% of the respondents strongly agree that training also affects internal factors in the implementation of ISO 45001 in the organization.

Table 3

Training

Training	Rank No	Mean	Standard Deviation	Percentage	Mean scale
1 Safety training is not conducted on an ongoing basis and there is no efficacy assessment.	4	3.05	1.39	61.00	Moderate
2 * Latihan has been carried out accidents at work can be reduced	3	3.39	1.28	67.80	Moderate
3 Safety training held in accordance with the type of work	1	4.41	0.60	88.20	High
4 Safety training can improve the level of knowledge and compliance	2	4.47	0.56	89.40	High
		3.83		76.60	High

The last internal factor that influences the implementation is communication. Communication is the process of delivering information from an individual to another individual and it is divided into two types of communication, namely one-way communication and two-way communication. Two-way communication is the most effective communication in conveying information and response to both sides. Based on Table 5.29, Question item 3 shows the minimum mean score against communication (mean=4.20, standard deviation=0.76), explaining 84% of respondents agree with the statement 'communication between top management and employees is in good condition'. The maximum score is shown on question item 4 (min=4.33, standard deviation=0.58) explaining that 86.30% of the respondents strongly agree with the statement 'important communication between management and employees'. On average, the communication subcompensant at a high level (min=4.28) explained that 85.27% of the respondents strongly agreed that communication also influenced internal factors in the implementation of ISO 45001 in the organization. Inter-bilateral communication is an effective communication in determining feedback for both parties.

Table 4

Communication

Communication	Rank No	Mean	Standard Deviation	Percentage	Mean Scale
1 Communication between top management and employees is in good condition	3	4.20	0.76	84.00	High
2 Security information is easily available	1	4.28	0.62	85.60	High
3 Security information is communicated clearly and in detail	2	4.31	0.58	86.20	High
4 Important communication between management and employees	4	4.33	0.58	86.30	High
		4.28		85.27	High

Discussion

The entire study showed that all the elements in the implementation of ISO 45001 are at a high level. This shows that the organizations are very committed to the implementation of ISO 45001 in their organizations. According to the findings of the research, all internal factors strongly influence in the implementation of ISO 45001 as a whole. Based on the evaluation of the comparison, the communication factor shows the highest mean value followed by management commitment, training and employee engagement. This is because the understanding, competency, and resources of managers, as well as organizational support, have an impact on successful resolutions in challenging OHS management situations. Kelly and Berger (2006) also noted that by having reliable communications and communication channels will give every employee in the enterprise the opportunity to stay in touch with all other employees.

The management commitment factor indicates the second factor that influences the implementation of ISO 45001. It is in line with a study by Hale (2009) which stated that the management serves as a planner and leader as well as manager in the new management system introduced in the organization. This is because at the organizational level, the management of occupational safety and health systems (OSH) will strengthen the principles and procedures that are systematic to improve this system where OSH management is based on regulations that include standards and guidelines in the OSH system (Gallagher et al., 2000).

The training factor indicates the third internal factor that influences this implementation. Findings from studies supporting Zohar (2002) stated that continuous and regular training can improve employees' knowledge. Regular training of the organization can increase the level of awareness that safety is important during work and be able to assess risks to imminent hazards. With the availability of continuous training provided by employers will enhance the idea and culture of employees based on creativity and innovation (Pulido, 2018) with the increase in knowledge of employees and employers about workplace safety.

The fourth factor is employee involvement. Frick (2013) states that the employees generally carry out variable tasks and make them vulnerable to all kinds of risks in OHS. The involvement of employees who cooperated with the management will create a spirit of tolerance between the two parties. Hoffman & Stetzer (1998) stated that employers need to be open in giving employees the opportunity to express their opinions on safety and health in their workplace.

Conclusion

Based on past studies, it is clear that ISO 45001 certification is influenced by the internal factors of an organization. The influencing internal factors are the management commitment, employee engagement, training, and communication. With ISO 45001 certification, it can be a catalyst for a surge in organizational performance (Lin et al., 2008). It is recommended that the company's top management understand the philosophy, concept, and purpose of implementing ISO 45001, and communicate it clearly to all employees so that they can provide full cooperation and commitment in its implementation. The management should also take into account regarding these internal factors that could affect the implementation of ISO 45001. Only with a clear focus and high commitment can ensure that with the implementation of ISO 45001 can bring results and have maximum impact on the management of occupational safety and health processes and systems. Finally, the findings from this study can provide a useful guidance to see how good is gained and identify what are the important prerequisites that must be met to get the maximum benefit in order to be achieved by the organization when the ISO 45001 system is being implemented.

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