

Environmental Care Strategies by a Palm Oil Miller

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Abstract: Palm oil production and export plays an important role in the Malaysian economy. The future of the palm oil sector depends on its economic, social and environmental sustainability. This study was conducted to study the major forces driving the adoption of environmental care strategies in a respondent palm oil mill. A survey based on a set of questionnaires was conducted with 50 workers in the mill. In addition, in-depth interviews were conducted with the mill manager and senior officers from the management level. The findings at the management level indicated that compliance with the Acts and regulations are geared towards the achievement of Malaysian Sustainable Palm Oil (MSPO) certification. Harmonious work relations among employees via effective communication and cultural sharing also have a positive impact on palm oil milling. On an overall basis, the synergy between the various stakeholders in complying with all the acts and regulations pertaining to mill management as well as the implementation of environmental care strategies are essential in achieving sustainability.

Keywords: environmental care strategies, certification, safety and health, palm oil mill, sustainability

1. Introduction

The feasibility or sustainability of a business entity especially in the industrial sector is not only determined by financial benefits but also environmental care strategies. Due to the on-going pressure from the communities especially those with higher educational level and NGOs, particular attention is needed in handling and managing environmental concerns within the industry. Environmental issues may be an external factor in the past, however, it has become an important aspect to measure in every industrial activities nowadays.

Industrial revolution has contributed to several types of pollution that affects the environmental health. Hence, preservation activities towards sustainable environment should be emphasised in crucial industries such as palm oil production. According to Chamhuri et al. (2011), the process towards environmental protection aligns with sustainable development goals, a long term intervention integrating economy, social and environmental issues.

Product manufacturing process should not affect or affect slightly other living things and environment. Nowadays, any misconduct within the environment and production would be

easily published in the internet, website and mass media in a short matter of time. This paper will discuss the corporate environmental care strategies adopted by a case palm oil mill (X).

2. Environmental Care Strategies: A Conceptual Framework for Analysis

A conceptual framework is an explanation of an abstract theoretical study that suggests a variety of solution (Tjetjep 2003). Concept means a generalisation of a set of phenomenon that can be used to describe other similar phenomenon. A concept is also referred to as a theory based definition or a proven notion from past studies (Sabitha 2005). Figure 1 shows the conceptual framework used in environmental management of corporate oil palm production.

According to precedent studies, palm oil production is divided into two categories; management and work enforcement. Both categories have similar duties in social, economic, environmental and cultural aspects. The management represents three crucial entity; the government, industry and society, whilst the work enforcement is involved in two social factors, culture and communication, that can alleviate employee’s welfare. The combination and synergy of these two factors play an important role in palm oil mill management towards sustainability.

The government implements strategies towards sustainable development and guidelines for environmental responsibility. The industry should adopt environmental policy, client charter and Standard Operating Procedure (SOP). The public is involved in Corporate Social Responsibility (CSR) in relation to advocacy and public involvement, dialogue, briefing and risk planning. The cultural aspects includes element of workplace harmony and balance whilst communication aspects involves interaction and information sharing that will lead to a sustainable management in the entire production.

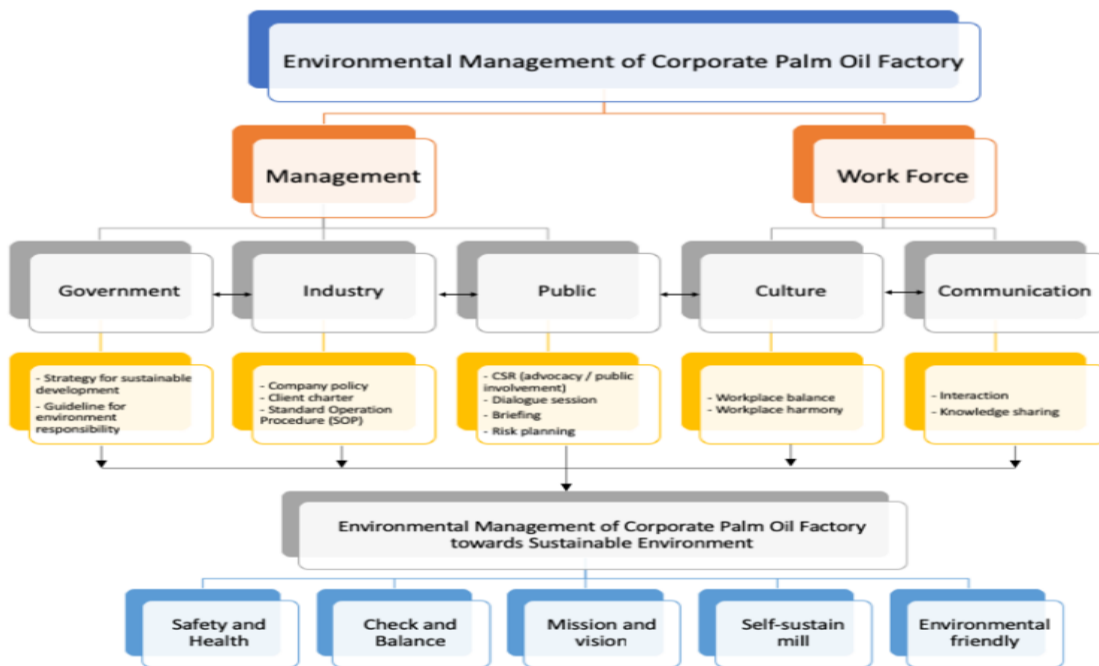


Figure 1. Conceptual Framework

Source: LNS Research (2014); Harlida & Nurlil (2012); Kolluru (1993); Liyana & Norizan (2017); Azlina, Mahadee & Mansor (2016)

The overall analysis of this study can be divided into two categories; the management and work force. A structured interview is conducted to analyse matters regarding the management with Encik Abdul Rajin Bin Diong, Production Supervisor of Mill X. The completed profile and transcript of the interview is attached in Appendix A and B. For the work force sector, a total of 50 employees from Mill X responded to the questionnaires that were distributed to them prior to the site visit.

Management Sector: Government, Industry and the Public

In an organisation, the management sector need to structure the activities or operational matters of the mill to always be on alert and avoid situations that can lead to injuries within the working space, cause adverse health effects of workers or contribute negatively to the environment.

Mill X practices and follows all respective rules under Act 127. Act 127 requires mill operations to prioritise measures to avoid, reduce, control pollution and increase the boost environment quality (Environment Quality Act 1974). This describes the government role which is in line with the first objective of this study. Commitment of Mill X can be seen in the Health Policy and Safety as well as Environmental Policy displayed in the office area (Rajin 2019).

Beginning from the building of the mill, all equipments and facilities need to abide by the terms set in the act. Eventhough this incur a high cost to the company, Mill X is highly concerned with safety and environmental matters as to not bring harm to the workers and nearby communities. Based on the commitment displayed by Mill X, it is proven that Mill X is highly committed in following the act that outlines the importance of EHS concept. Findings from the study is in line with the Additional License Termupon Oil Palm Business category (DL) (2007) whereby the premise where the mill will be built upon need to be strong, in good condition, appropriate size, design and space to place the administration office, store, tank, storage area, equipments and mill machineries.

There is no record of compound from the Department of Environmen (DOE) to the mill (Final Report from Environment Protection Department 2011). Mill X is also equipped with CEMS equipments to monitor the air pollution quality consistently. Mill X observe directly the air quality and act immediately if the gas emmitted to the air exceeds the allowable limit. A notice board containing mission and goal of Mill X is also seen to maintain the “clean no compound state for 365 days”.

Mill X follows the provisions in Act 127 and Act 514 to ensure the safety of their workers. Act 514 contains aspects of safety and wellbeing of employees whereby an employee need a safe and healthy environment for himself and fellow employees that may be affected by the tasks. There are six principles in OSHA which are as follows (i) accident prevention is an important evidence of good management and skill; (ii) both employer and employee must work together to ensure the workplace is accident-free; (iii) involvement of the authority is crucial in presiding security matters in the workplace; (iv) it is a must for all employees to know and take part in the safety and health principles of the work place; (v) it is a need for the organisation and resources to be developed and prepared to support a healthy and safe career; and (vi) use the best current knowledge and approach (Guideline for Work Safety and Health Act 1994). This illustrates the role of the government in preparing the Act and ordinance for the industry.

In ensuring employees to remember and comply with the rules and regulations in preventing accidents in the workplace, a regular safety briefing is carried out. This indicates the importance of communicating relevant and important information between the various parties (Muhammad Jeffery 2018).

One of the concept in an effective check and balance between a company and the government is through the monitoring and submission of monthly reports. This is to confirm the right path has been taken by the company. Efficient regulation that is not too burdening will deepen the public trust towards the Government (Kolluru 1993).

Mill X's operations were deemed as environmentally-friendly. Mill X is currently working towards achieving MSPO certification. Mill X has only been operating for two years is now working towards MSPO certification and is committed in following the MSPO requirements. The management team is committed to provide sufficient and sustainable resources. The residuals collected from palm oil production is recycled to an energy source from steam. This provides energy for use by the mill as well as supplying electricity to the employee's hostel. Industrial waste that can be recycled explains the importance of the mechanism as WTE (Kothari, Tyagi & Pathak 2010).

Employees

A survey based on a set of questionnaires (Marlyna et al. 2019) were conducted with 50 respondent workers in Mill X. Table 1 indicates that there were 44 female respondents (88.0%) and 6 male respondents (12.0%). This is probably because palm oil production requires more male employees as compared to females. The female employees are based in the administrative and office management department.

Three respondents are under 20 years of age (6.0%), 19 respondents (38.0%) are between the age of 21 to 30 years old and 31 to 40 years old. This follows by 41-50 years of age which counts up 8 respondents (16.0%) and 51 years old and above is 1 respondent (2.0%). Respondent age also plays an important role.

There are 18 respondents of the Malay race (36.0%), one respondent of Chinese race (2.0%) and 31 respondents (62.0%) of other races. Other races includes 2 Bajau respondents (4.0%), nine Bugis respondents (18.0%), seven Dusun respondents (14.0%), 16 Dusung Sungai respondents (8.0%), four Kadazan respondents (8.0%) and 1 Murud respondent (2.0%). Majority of the respondents are from Sabah origin totalling up to 44 respondents (88.0%) followed by six respondents who are Indonesian (12.0%).

44 (88.0%) respondents were from Sabah, followed by six (12.0%). However, according to an interview with Mill X manager, all employees have blue identity cards as all Indonesian employees were married with the locals (Thomas, 2019).

Three respondents (6.0%) did not attend school, 7 respondents (14.0%) completed primary schools, 36 respondents (72.0%) completed secondary schools, 2 respondents (4.0%) are diploma holders and 2 respondents (4.0%) have their degrees or postgraduate degrees. Respondents that did not attend school and have a highest level of education in primary and secondary school are appointed as mill workers in processing palm oil, where as diploma,

degree and postgraduate holders are appointed as co-ordinator, manager, clerk, administration and lab management.

Demographic results show that 22 respondents (44.0%) have been working for 1-2 years long, followed by 14 respondents (28.0%) by with 3-4 years of service, 9 respondents (18.0%) with five years and above service and 5 respondents (10.0) with less than a year of service. As Mill X has only been operating for two years, employees with more than two years of service are of the same department from different mills.

The gross income of 30 respondents (60.0%) in Mill X is mostly between RM1501 to RM3000, followed by 14 respondents (28.0%) with less than RM1500 gross income. 6 respondents (12.0%) have more than RM3001 gross income. Respondents with gross income less than RM1501 and ranging between RM1501 to RM3000 are mill workers and clerks. Respondents with RM3001 or more gross income work in the mill management department.

Table1. Respondents Demographic Profile

Aspect	Frequency	Percentage (%)
Gender Female	6	12
Male	44	88
Age Below 20 years old	3	6
21-30 years old	19	38
31-40 years old	19	38
41-50 years old	8	16
More than 50 years old	1	2
Race Malay	18	36
Chinese	31	62
Others	2	
Other Races	9	4
Bajau	7	18
Bugis	8	14
Dusun	4	16
Dusun Sungai	1	8
Kadazan		2
Murat	6	
Nationality /Origin /Indonesia	44	12
		88

Sabah		
		3
Level of Education		7
Non-school		6
Primary School		36
Secondary School		14
Diploma		2
Degree/Master/Phd		2
		4
		4
		5
Work Experience		22
Less than 1 year		14
1-2 years		10
3-4 years		9
5 years and above		44
		28
		18
		14
Gross Income	Less than RM1500	30
RM1501-RM3000		6
RM3001 and more		28
		60
		12

Source: Field Study 2019

50 respondents as shown in Table 2 work as operators whereas 13 respondents (26.0%) were in-charge of boilers, four respondents (8.0%) as security guard and three respondents (6.0%) work in the lab, office, workshop area and as supervisors respectively. Two respondents (4.0%) work in processing as store keeper. One respondent (2.0%) work as chargin man, electrician, engine driver, foreman, general worker comest, kernel plant, shovel driver, weighbridge clerk dan at the ram area.

This shows that mill employees like the store keeper, operator, chargin man, electrician, engi driver, foreman, general worker comest and others are more in numbers compared to employees in the management department (manager, lab officer and supervisor). This is because in the industrial sector especially in palm oil production, the need for ground workers in processing is higher as it involves several machines and process stages in comparison to management department that is involved in mill administration.

Table2. Respondents' employment position/department/station

State your employment position/department/station		
	Frequency	Percentage %
Boiler	8	16.0
Chargeman	1	2.0
Electrician	1	2.0
Engine Driver	1	2.0
Foreman	1	2.0
General Worker Comest	1	2.0
Kernal Plant	1	2.0
Lab	3	6.0
Office	3	6.0
Operator	13	26.0
Processing	2	4.0
Ram	1	2.0
Security guard	4	8.0
Shovel Driver	1	2.0
Store Keeper	2	4.0
Supervisor	3	6.0
Weighbridge Clerk	1	2.0
Workshorp	3	6.0
Total	50	100.0

Source: Field Study 2019

Table 3 shows the data analysis for the statement 'I understood the guidelines to my work scope quickly and efficiently'. 49 respondents (98.0%) agrees with this statement and only one respondent (2.0%) disagrees with this statement. On the other hand, the statement 'employer provides morning briefing or demonstration on safety measures before work commence' total up to 48 respondents (96.0%) saying yes whilst two respondents (4.0%) saying no. All 50 employees (100.0%) responded yes to the statement 'individual safety equipments such as shoes, hat, gloves are prepared by the employer'. A total of 44 employees (88.9%) answered yes for the statement 'I wear safety equipment everytime I work' whereas six respondents (12.0%) responded no. Lastly for the statement 'the station in the mill is supervised by a supervisor' received a (100.0%) yes by all 50 employees.

Therefore, the findings from the aspect of safety practiced by Mill X are through morning briefings and safety demonstration, providing individual safety equipments where all employees must wear the equipments when working as stated in Act 514. This act ensures the safety, health and welfare of all employees in the workplace as well as preventing any occurrence of accidents.

Table3. Understanding and employees safety rules and regulations in Mill X

	Yes	No
	% (Frequency)	% (Frequency)
I understood the guideline to my work scope quickly and efficiently	98.0 (49)	2.0 (1)
Employer provides morning briefing or demonstration on safety measures before work commence	96.0 (48)	4.0 (2)
Individual safety equipments such as shoes, hat, gloves are prepared by the employer	100.0 (50)	0
I wear safety equipments everytime I work	88.0 (44)	12.0 (6)
The station in the mill is supervised by a supervisor	100.0 (50)	0

Source: Field Study 2019

Diagram 1 shows that almost all statement relating to occupational safety and health management are of high level. The highest mean of 3.80 is for the statement ‘employer is responsible in safeguarding occupational safety and health’, followed by a mean of 3.76 for the statement ‘the company have Guideline for Occupational safety and health’ and ‘the company provides rules and regulation or work procedures on occupational safety and health in the workplace. The statement ‘the guideline is written clearly and is easy to be understood’ has a mean of 3.68, mean 3.66 is for the statement ‘work rules and regulation can avoid accident in the workplace’ and mean 3.58 is for the statement ‘I follow the safety rules and regulation provided’.

The statement ‘safety rules and regulation provided by the employer is very satisfactory’ with a mean of 3.48 and ‘the Safety and Health Committee succeeded in reducing accident rate’ with a mean of 3.42. This follows by mean of 3.32 for the statement ‘the safety and health management of the company is very satisfactory’. In addition, for the statement ‘I have followed training and workshop on occupational safety and health’ is of the moderate mean of 2.76 and the statement ‘employees will be fired or voided duet to a complaint submitted upon an unsafe act or situation’ with the lowest mean of 1.88. The results indicated that both the employees and employer stressed upon the employee’s safety and health and towards the protection of individuals working in high danger risk areas.

This is proven through the data collected from this study which shows the overall percentage for the understanding and safety rules and regulation is of a high level at 88.0% and above. There are also statements that received 100% positive response like ‘individual safety equipments such as shoes, hat, gloves are prepared by the employer’ and ‘the station in the mill is supervised by a supervisor’ as shows in Table 3.

The management is the main player in ensuring workplace accidents are reduced. As the workplace is where employees work or finish their work scope given by the company’s or organisation’s management (Workplace Accident Prevention Guideline 2008). Therefore, the management of employers need to provide a safe workplace for the employees. One of the resolution in ensuring the importance of the safety, health and welfare of the employees is placing a safety notice board or safety reminder at building sites or workplaces within the factories for guidance. According to Act 514, an employer must protect the safety, health and welfare of employees by organising the machines and providing a safe working system.

Concurrently, the management must send the employees to attend training and workshops on operating machineries as well as training and workshops of other related skills. All employees in Mill X have attended training and workshops and deemed qualified in their respected position. This is to avoid any accidents, neither serious or small accidents while operating the machines.

The management also need to prepare Personal Protective Equipment (PPE) and enforce the usage towards the employees when presence in the mill. Act 514 also states that the employer must set up Employee’s Safety and Health Committee (JKKP) at the workplace with more than 40 workers. If the total number of workers is less than 40, the Director may advised to form a committee when needed to take care of the safety and health at the workplace.

Other than that, the management is advised to hold a suitable safety and health program systematically and regularly according to situation and current condition to ensure the accident rate is zero (Maryam & Azizan 2017). In addition, the risks need to be identified to avoid any unwanted accident to occur or repeat itself. Moreover, the management must conduct a risk control and constantly revise, evaluate and improve the work process by stages. Diagram 1 shows the notice that is displayed to inform the mill workers of the occupational safety and health management of the company.

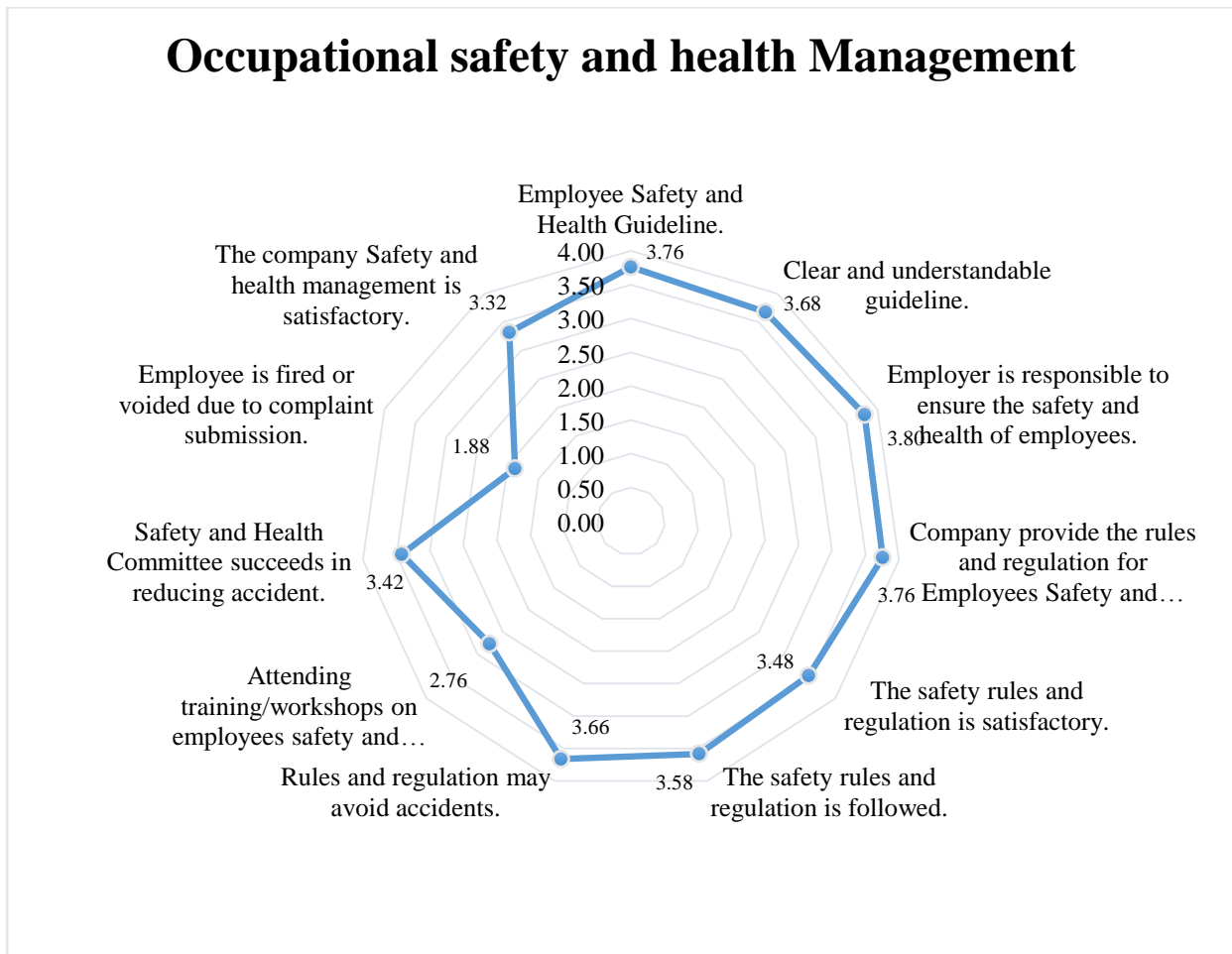


Diagram 1.Occupational Safety and Health Management
 Source: Field Study 2019

The findings in Diagram 2 shows the mean for employees health where the statement 'medical check up is conducted and paid by the employer' recorded the highest mean of 3.48 followed by the statement 'I go through a medical check up when working in the mill' with a mean of 3.22 and 'a medical check up is needed to avoid accident in the workplace' has a moderate mean of 2.66.

According to Accident Prevention in the Workplace Guideline that is given by Employee Health Unit, Malaysia Ministry of Health (2008), accidents in the workplace brings serious implication like loss of life or physical deficiency that requires high cost. For example, the cost for compensation that is issued by SOCSO in 2002 for interest on permanent physical loss due to accident in the workplace is RM119.6 million whereas accident from commuting to and from workplace is RM102.7 million. Thus, the government strive to reduce accident rate in the workplace through activities and programs that promote occupational safety and health, training as well as enforcing acts and related rules and regulations.

Section 24(1) Act 414 (Accident Prevention in the Workplace Guideline 2008) states that employees should pay attention towards individual safety and health as well as other individuals that may be effected if he or she misconduct or neglect the work task. Therefore, the employee himself must follow the rules and regulation given by the employer. All employees must be alert with the rules and regulations especially when at the workplace. They also must follow the instructions displayed in the notice board. Other than that, all employees must give cooperation to the employer or respective individuals who are involved in following the act and rules and regulation while working accordingly. Full understanding on how to operate a machine must be grasped so that the process operation can be well and safely conducted. Employees must also use Personal Protective Equipment (PPE) to reduce the risk of accident.

Employee Safety and Health Committee (JKKP) plays an important role in conducting studies, research and development with technical analysis upon safety and health issues. Other than that, JKKP also plays a role in advising government agencies and private sectors on management and technical aspects relating to occupational safety and health. Furthermore, JKKP also need to evaluate the workplace atleast once every three (3) month and conduct an investigation from employees complaints. After the investigation is conducted and discussed with the employees, JKKP will submit suggestions to the respective employer. JKKP also conduct investigations on accidents, harmful incidents and employment poisoning or sickness as soon as possible after a related case of occupational safety and health is submitted.

Finally, the employees are encourage to build their knowledge by requesting to attend training in their respective fields. This is to produce well-skilled and efficient employees so that the work can be conducted smoothly and prevent any workplace accidents. Employees must inform the management if they are suffering from any health problems that may bring harm to their work or other employees. In addition, employees must report to the supervisor on any accidents regardles of the scale – small or big (Maryam & Azizan 2017).

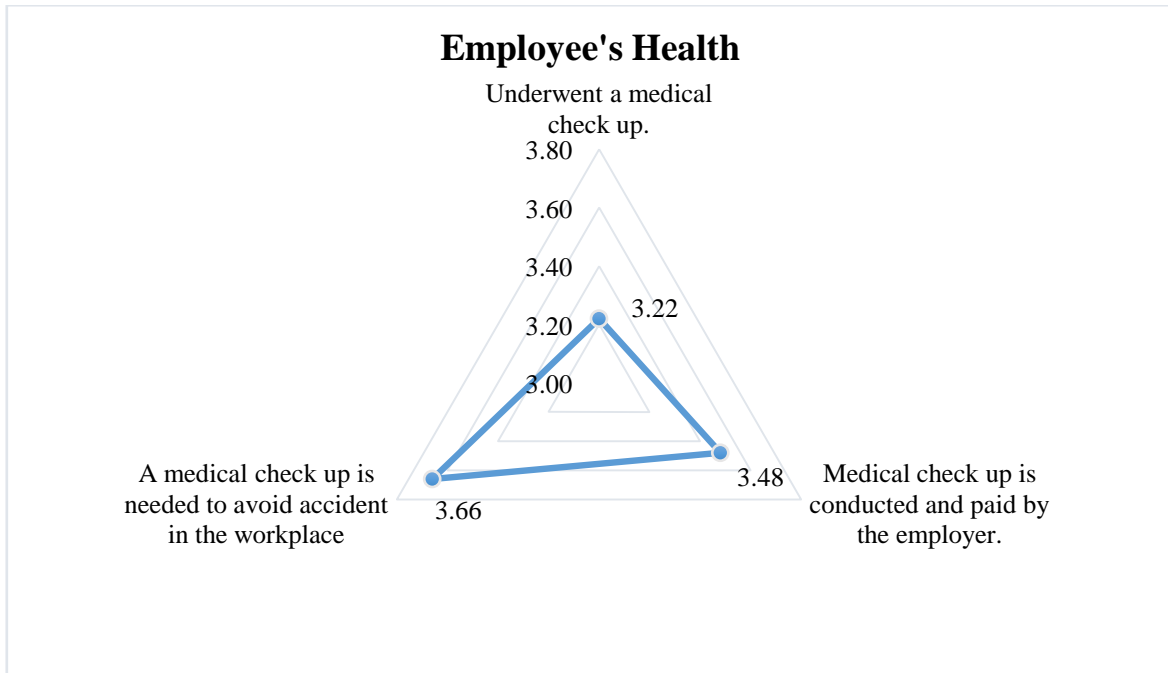


Diagram 2.Employees Health
 Source: Field Study 2019

For the mill’s supervisors category, the overall mean obtained is of the highest level as shown in Diagram 4.3. For the statement ‘employee is notified upon accident-prone location and steps to take control.’ at 3.84 mean, mean 3.70 is for the statement ‘employer conducts meeting on employees safety’, mean 3.66 is for the statement ‘employer is concern on occupational safety and health’ and mean 3.60 for the statement ‘employer is involved in work safety evaluation’ and ‘equipments and machineries assessment is conducted every month’.

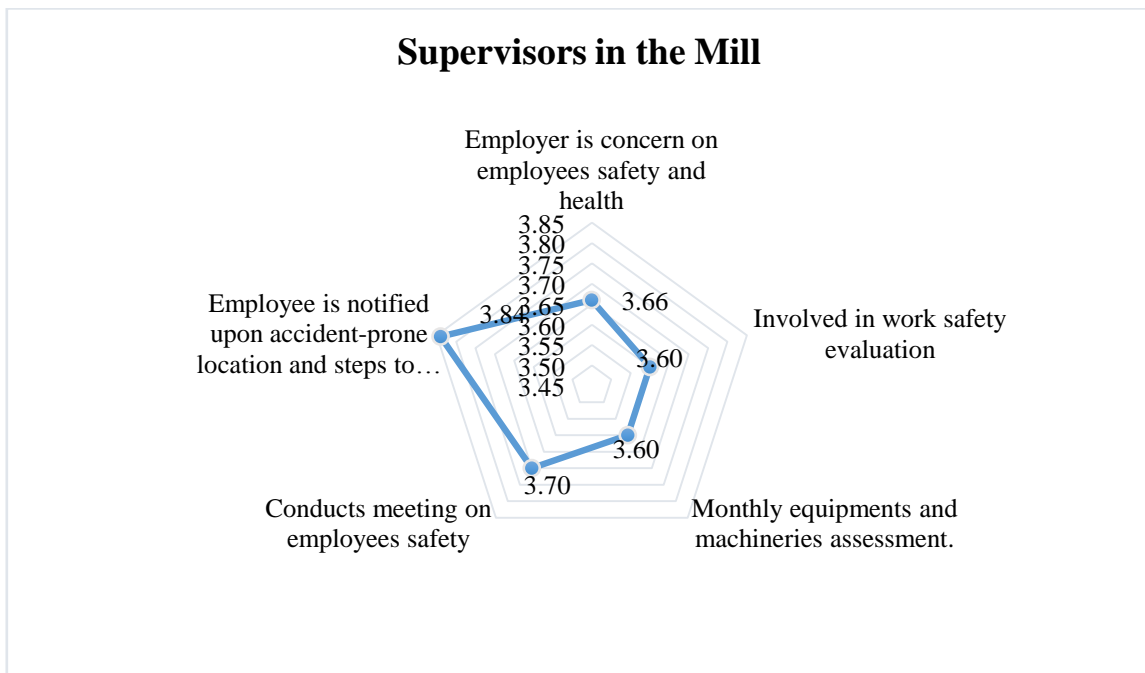


Diagram3.Supervisors in Mill X
 Source: Field Study 2019

According to Stephen (2008) management can be defined as an efficient and effective administrative process and resource coordination to reach the organisation objective. Thus, the effectiveness refers to the achieved objective from proper conduct of activities while efficiency is using minimal input to gain maximum output. Managers or a group of employees in a department is known as supervisor. Supervisors are individuals that manage or make decision in an organisation as well as represent their subordinates to the higher ups in a big firm.

Supervisors play a role in evaluating their subordinates in their tasks. It is a supervisor's responsibility to plan and choose the most effective and efficient method to obtain the objective set in an organisation (Introduction to Management).

However, supervisors also need to be exposed to supervising techniques towards workers especially for the tasks that involve the employee's safety, health and welfare. In addition, all employee level should be exposed to PPE and machine operation as well as usage of the right equipment when working so that accident risk can be reduced and the safety, health and welfare of the employees are guaranteed.

Consequently, Mill X is proven to have supervisors that constantly ensures the safety, health and welfare of the employees are guaranteed. This is shown from the outcome of this study whereby the mean for all statements under mill supervisor to be at high level. This includes employer concern on occupational safety and health, employer take part in work evaluation, equipment and machineries evaluation is conducted every month, employer conducts meeting on employees safety and employees are informed on dangerous location that are accident-prone and steps to take control.

Therefore, in every section or department especially within the mill needs at least one supervisor working on every shift to avoid any accident or misconduct from the employees. Other than that, the supervisor in charge must be skilled and efficient in handling any problem or difficulties that may arise so the situation can be controlled and improved quickly and nicely.

Moving towards Employee Safety Act [Act 514] categories in Diagram 4, the overall mean is at high level with the statement 'JKKP is responsible in enforcing Occupational safety and health Act 1994' having 3.84 mean. Meanwhile, the statement 'there is an act that obligates the employees to wear and use safety gears to avoid risk of accident' has a mean of 3.82 followed by the statement 'employer is responsible in ensuring the safety and health of employees' with a mean of 3.76. This is followed by the statement 'there are government agencies that are responsible in ensuring the safety and health of employees' at mean of 3.62 and 'I know of acts that ensure the safety and health of employees in workplace' with a mean of 3.58. Finally at a mean of 3.52 and 3.36 are statements 'employer cannot fire an employee when a complaint of unsafe incident is submitted by that employee' and 'I understand the Occupational safety and health Act 1994' respectively.

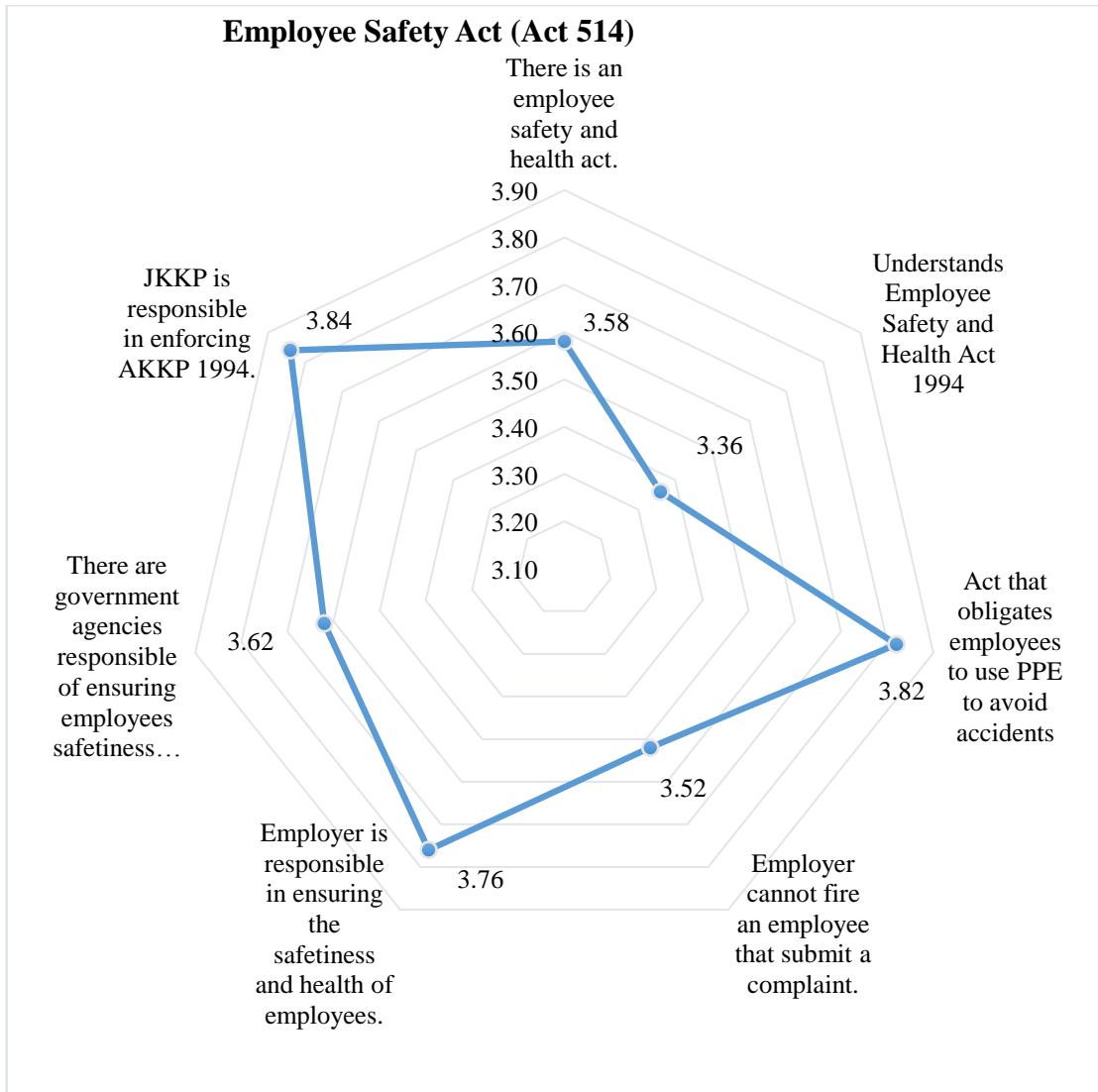


Diagram 4.Employee Safety Act [Act 514]
 Source: Field Study 2019

Efficient management of occupational safety and health may contribute to an increase in the company's productivity. Act 514 issued by the Government on February 25th 1994 aims to ensure the safety, health and welfare of all individuals (Maryam & Azizan 2017). This Act is drafted according to individual regulation concept where the main responsibility is ensuring the safety and health of the workplace towards individuals inclined to bring risk and working with risk. To ensure the safety, health and welfare of employees, Mill X enforce Act 514 as a guideline for the employees safety, health and welfare.

Nonetheless, the act also provides consultation process on the basic level with the establishment of National Council for Occupational Safety and Health (Guidelines for Occupational Safety and Health Act 1994). This act is issued to ensure every organisation follows the rules and regulation in providing a safe workplace environment for their employees. There are three main principles in the implementation of Act 514. The first is self control, meaning that the responsibility to ensure the safety and health in the workplace is upon those who have a high risk or work with risk. Secondly, the consultation between three parties whereby the employer, employee and government consult to solve any problems or issues relating to occupational safety and health need cooperation of all parties to guarantee the occupational safety and health within workplace. Lastly is the cooperation and

involvement of employees in the organisation in helping to reduce accident occurrences within the workplace (Occupation Health and Safety Act 1994).

Diagram 5 shows the means for employees attitude and behaviour category are of a high level. At mean 3.48 is the statement ‘I always talk to Malaysian’ followed by ‘I learn Malaysian culture from the local people’ at mean 3.38. This followed by the statement ‘I communicate with others to learn about their culture’ with mean 3.36 and the statement ‘I learn Bahasa Malaysia language from Malaysian’ at mean 3.34. The statement ‘I try to understand the difference in attitudes and practices of the Malaysian community’ has a mean of 3.30 and ‘I am interested in other cultures’ has a mean of 3.26. Whereas for the statement ‘I adapt myself to fit with Malaysian’ at mean 3.20 followed by mean 3.18 for the statement ‘I try to use the Malay language’. Lastly with the minimal mean is the statement ‘I find it difficult to fit into other cultures and people of other nationalities’ at the mean of 1.96..

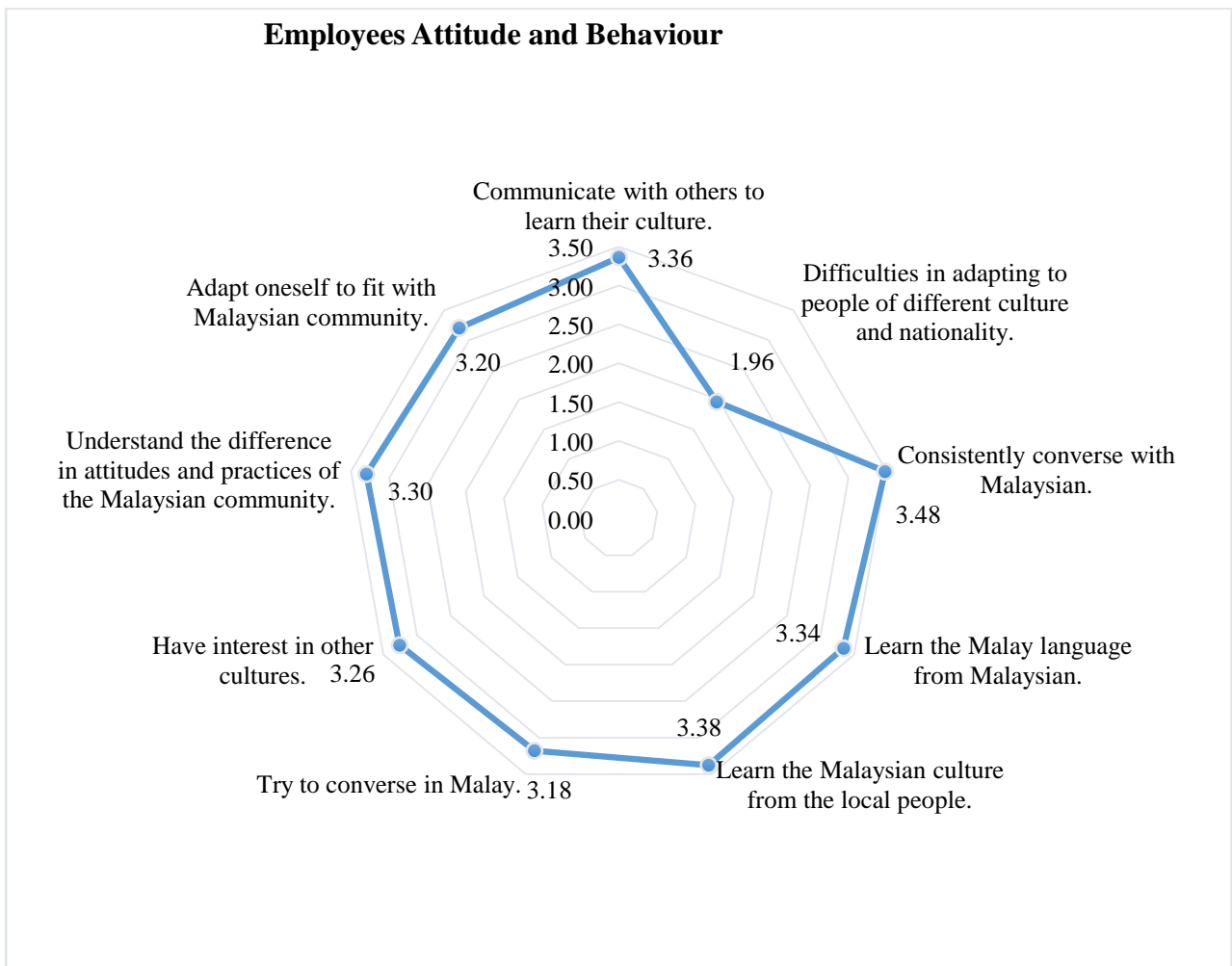


Diagram 5.Employees Attitudes and Behaviours
 Source: Field Study 2019

Communication ability category can be seen in Diagram 6. The diagram shows that almost all mean have a high level. The highest at 3.46 is the statement ‘I know unsuitable topics when conversing with Malaysian’ followed by mean 3.38 for the statements ‘I know the Malaysian culture’, ‘I know the prohibitions in Malaysian culture’, ‘I understand Malaysian style of conversing’ and ‘I know innapropriate wordswhen conversing with Malaysian’. While the statement ‘I learn about Malaysian culture’ has a mean of 3.32 followed by ‘I know the

difference between the Malaysian culture and my culture’ with a mean of 3.28. At a mean of 3.26 is the statement ‘I can differentiate the attitude and practice of Malaysian people and people from my own country’. With the least mean of 1.88 is the statement ‘I do not understand the Malaysian culture’.

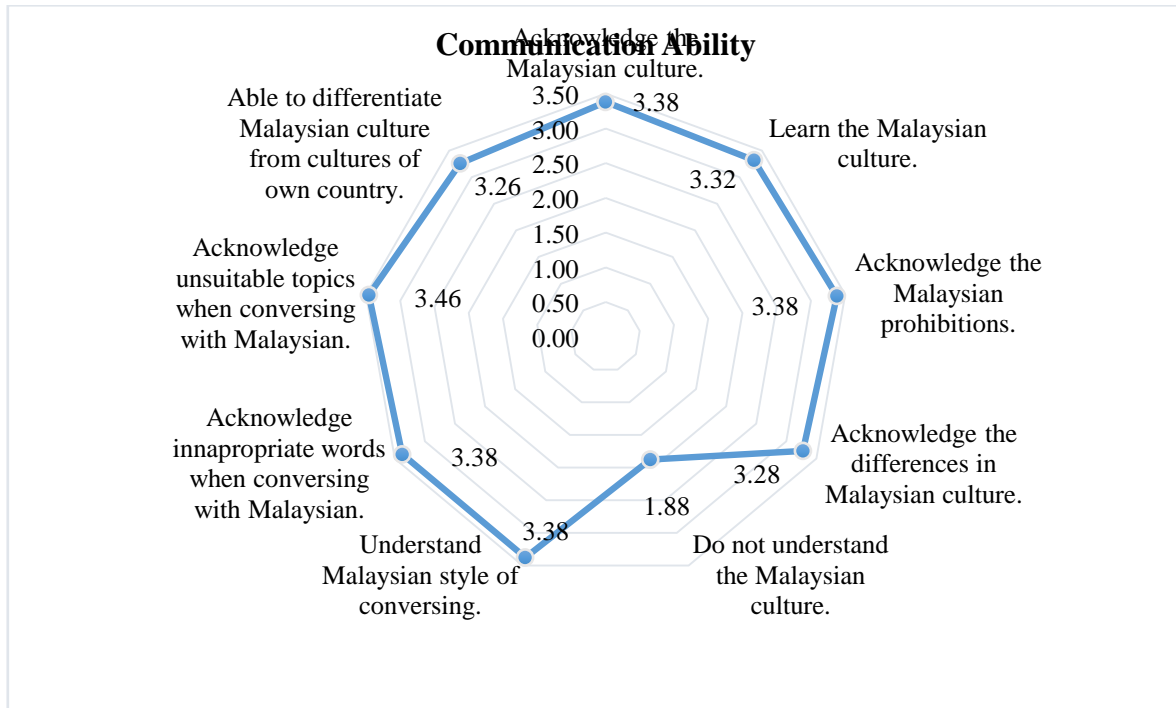


Diagram 6.Communication Ability
 Source: Field Study 2019

Other than that, the findings for skills and interaction category can be found in Diagram 7 where the overall mean is at a high level. For the statement ‘I change my style of talking so that I wont hurt Malaysian’ has a highest mean of 3.32 followed by mean of 3.28 for the statements ‘I can differentiate Malaysian culture from my culture’ and ‘I change my attitude so that I wont hurt Malaysian’.

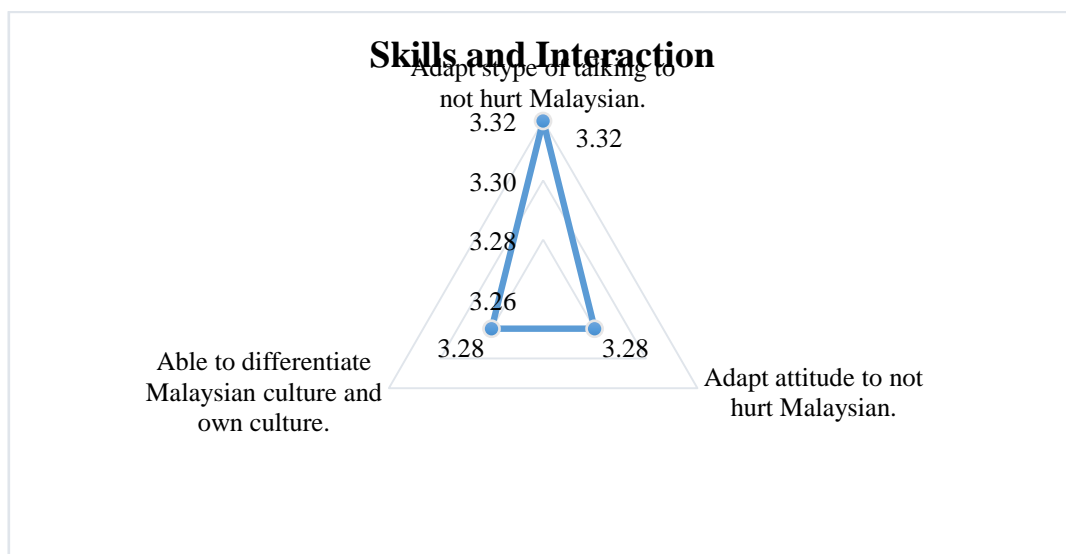


Diagram 7.Skills and Interaction
 Source: Field Study 2019

Lastly is the communication and conflict category as shown in Diagram 8. Diagram 8 shows that almost all mean has the lowest value except for the statement ‘I feel that the language barrier makes work harder’ with a moderate mean of 2.26. For low mean at 1.90 is the statement ‘I feel the cultural differences makes work harder’ followed by mean 1.84 for the statement ‘I am always scolded by my employer for not understanding the instruction’. For the mean value 1.82, the statement is ‘I always face problem in communicating at the workplace’.

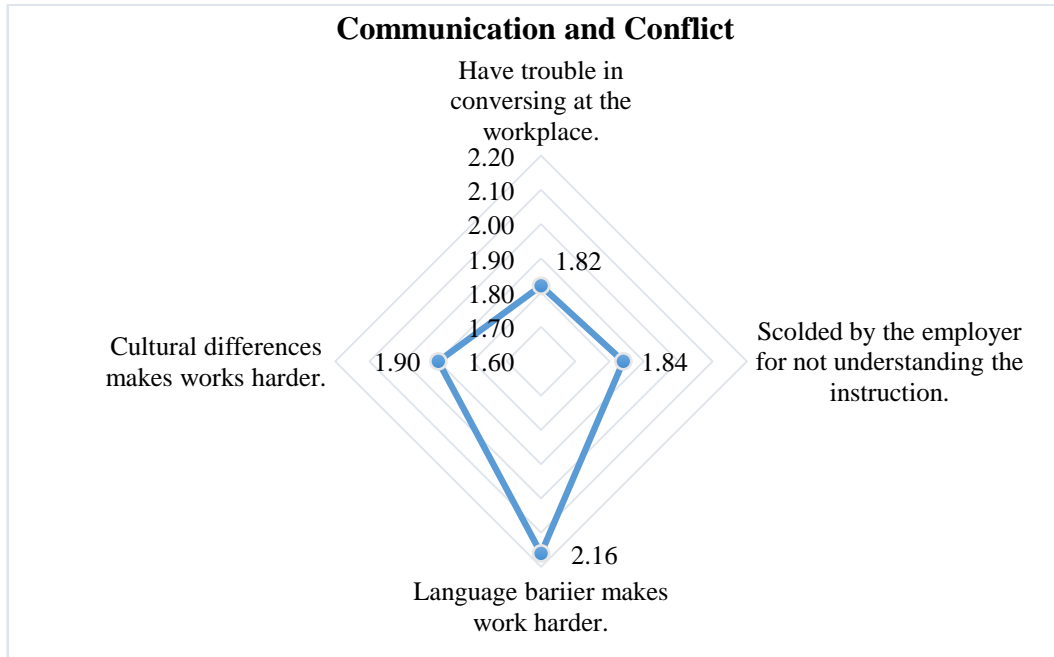


Diagram 8.Communication and Conflict
 Souce: Field Study 2019

Lastly employees attitude and behaviour, communication ability, skill and interaction as well as communication and conflict all influence an organisaton in reaching it’s target. This is because if all of these aspects are at optimum level and there is no problems arised, a mutual understanding, compromises and cooperation between the employees and employer may happen distinctively. Where as if the opposite occurs, problems in communication and conflicts in interaction between the employees or employer-employees will be inevitable.

Therefore, the management should provide communication training especially to foreigners who are not fluent in the Malay language. Other than that, employers should also emphasize the Malaysian culture as well as respect towards the workplace environment through friendly reminders so that conflicts and miscommunication especially between staff and employees can be avoided.

However, the majority of employees in Mill Xare Sabahans and the rest are of Indonesian nationality. There is no major difference between Bahasa Malaysia language and Bahasa Indonesia language. Mill X has no problems with regards to nationality differences.

Organisational communication is more complex as compared to individual communication. This is because organisational communication involves several parties and face different feedbacks and responses from staff and employees compared to communication that involves a small number of individuals (Nor Azlina 2010). Noor Azlina (2010) also mentioned that

effective communication and interaction is important as the purpose of communication is to deliver the right and accurate information to the members of the organisation to increase the performance.

According to Harcourt, Krizan and Merrier (1996), all managers used up to 95% where as the subordinates use 60% of their working time to communicate (Rathakrishnan 2009). The communication within the organisation may influence employees satisfaction towards their employment. Because of that, all parties regardless of positions must practice transparency in their job as to culture a satismill work environment and reach the target and goals of the organisation.

The conflicts that arised are believed to happened due to misscommunication. Thomas (1976) state that conflict is a process that begins when one party assume another paty or assumptions are made for their own benefit. This means that a conflict is when what is hoped for by one party does not happened as hoped. This then lead to dissatisfaction between the two parties that may worsen if it is kept inside. Mill X does not have any problems with regards to communication as almost no conflicts arises through the findings from this study. The study finds that Mill X practices effective communication from subordinates level to higher management level. The intimacy between the employee and employer shows the effectiveness of the communication between the management staff and employees of Mill X.

The attitude and behaviour are amongst the important elements that influence the employee performance which in the end contributes to the performance of the organisation. An individual work performance refers to the attitude and behaviour potrayed by the employee while working which normally refers to the controlled action and behaviour of the employee in reaching the organisation goal (Che Mohd Syaharuddin et al.).

According to the findings, there is no problem in the aspect of attitude and behaviour of employees within Mill X. This means that the employees in Mill X have good conduct of attitude and behaviour and can adapt themselves even they are of different nationality. Overall the analysis of employees in Mill X shows the employees management of Mill X and the strategy practiced when dealing with occupational safety and health are of satismill level and fulfill Act 514 endorsed as a guideline in ensuring the safety, health and welfare of the employees especially in the industrial sector.

3. Conclusion

This study finds that the role of government, industry and civil society (G-I-CS) gives an impact in the industries in Malaysia especially in the Palm Oil production sector. The management of Mill X is structured to become a sustainable corporate environmental management by utilizing G-I-CS in the mill management to ensure the source, function and operational process are of optimum level. The two years operational period shows that Mill X performance is outstanding, in line with their vision to help small farmers in Ranau district and nearby areas in many aspects.

Mill X practices steps outlined by MSPO certification based on the effect of the role of G-I-CS. The strategy to obtain recognitions from respective parties is always improved on the management level as an intitative to maintain compound-free. The openness of Mill X management in receiving critics, complaints and has also increase the productivity of Mill X to fulfill the certification requirement. This includes the principle in environmental care by

managing palm oil waste through recycling it to be a source of energy in line with WTE. The employees of Mill X received benefits from the management as the administration is managed systematically.

Culturing an effective work and communication by prioritising the health and safety aspects has build a harmonious workplace (palm oil mill of Mill X). This practice also help the management in providing a safe and healthy environment.

On an overall basis, the management structure of Mill X is supported with good mill practice by focusing upon following the rules and regulation and act enforced, regular performance evaluation and sustainable corporate management.

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