



MANAGING CROSS CULTURAL SAFETY AND REGULATIONS

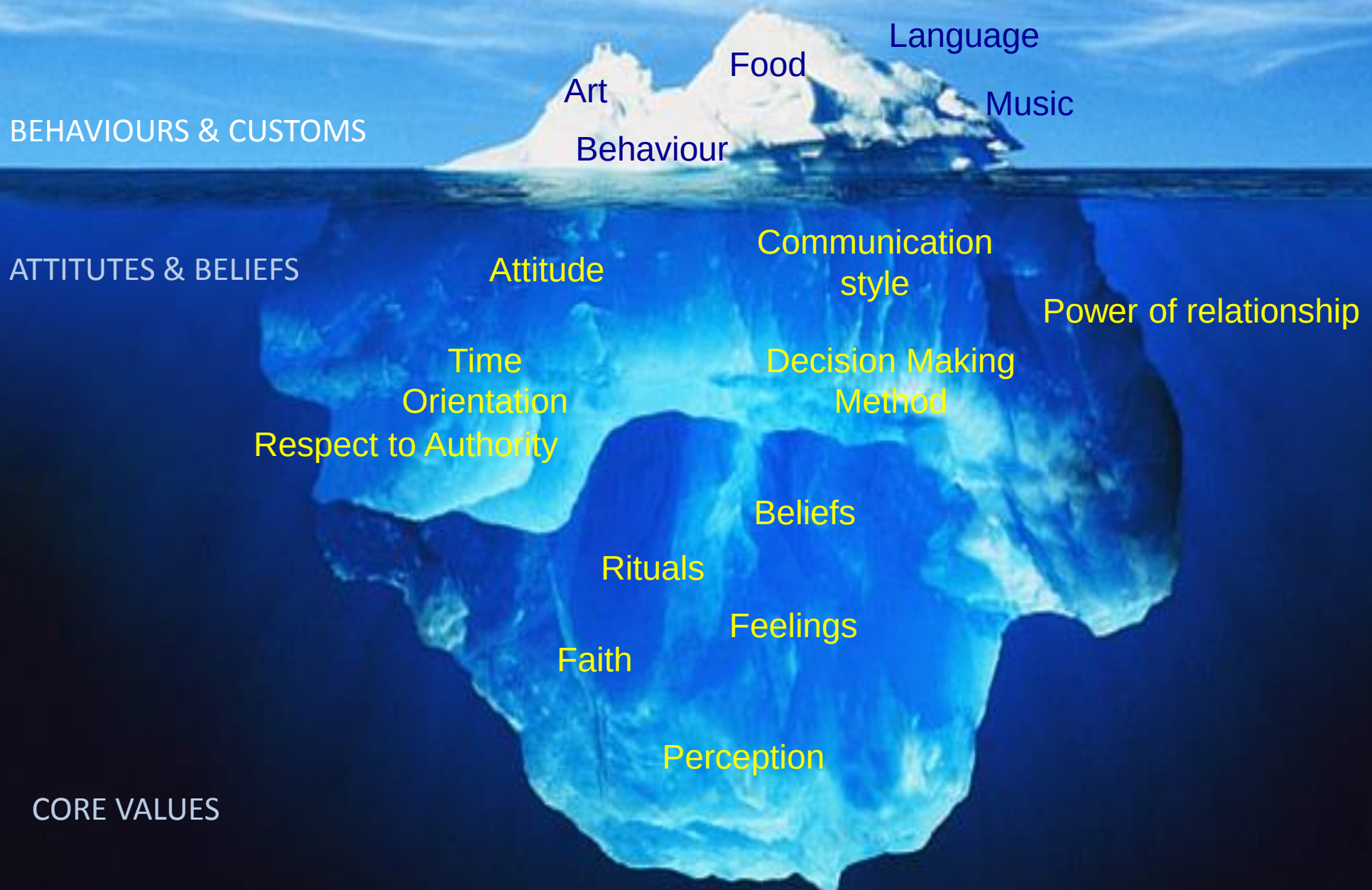
By
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DOSH JOHOR

CULTURAL





THE CULTURAL ICEBERG



CULTURAL DIFFERENCE - BREAKFAST



NASI LEMAK

CULTURE DIFFERENCE - BREAKFAST



NASI LEMAK



NASI UDUK

CULTURE DIFFERENCE - SNACK



SAGU GULA
MELAKA

Buat Orang Lapa

SAGU DELIGHT

CULTURE DIFFERENCE - SNACK



SAGU DELIGHT



SAGO DELIGHT

OBJECTIVE

“To discuss the challenges in managing cross cultural in construction site.”

SCOPE

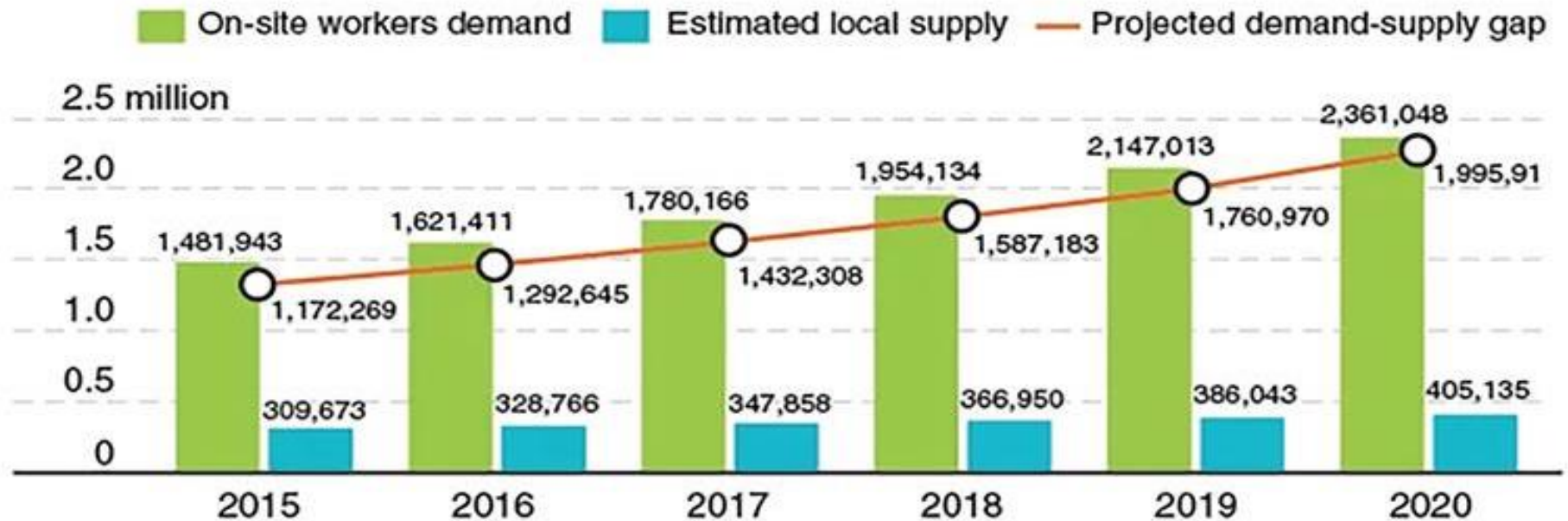
- © Overview Of Foreign Workers In Malaysia
- © Understanding Cross Cultural OSH
Compliance through CIM Guidelines
- © Best Practices in managing cross cultural
- © Recommendations



OVERVIEW OF FOREIGN WORKERS IN MALAYSIA

BIG DATA :

Estimating demand of foreign workers by MBAM



- Irrespective of the number of legalised workers or to be legalised under the 6P programme, the construction industry is expected to need at least 1.995 million on-site foreign workers by 2020

Source:

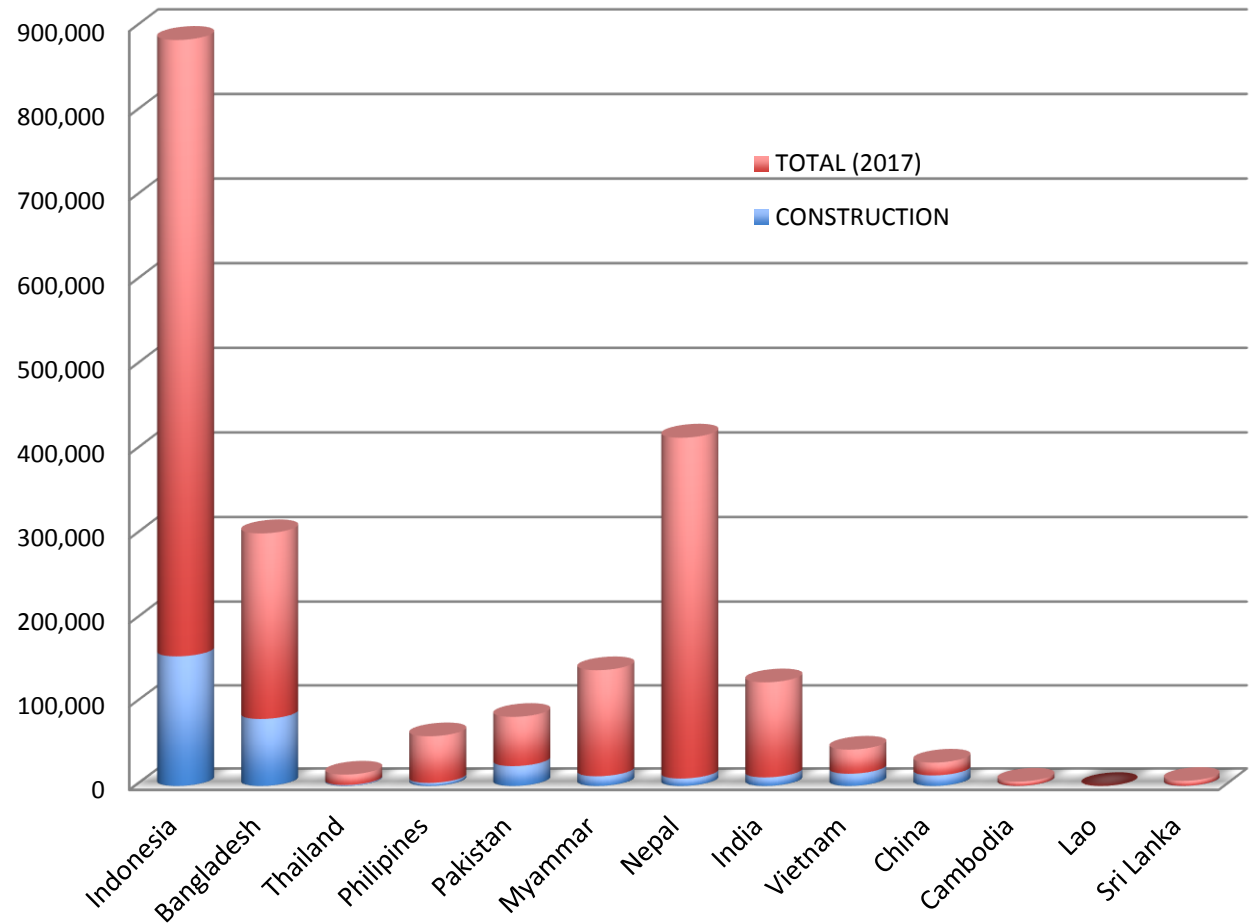
Estimated local supply — Based on registered local construction personnel by Construction Industry Development Board Malaysia (CIDB). Average annual increment for skilled and semi-skilled is assumed to be 3,346 and 15,746 respectively.

BIG DATA :

	2017 (Jun)	% CONSTRUCTION
Indonesia	728,870	21%
Bangladesh	221,089	36%
Thailand	12,603	9%
Philippines	56,153	7%
Pakistan	59,281	40%
Myanmar	127,705	9%
Nepal	405,898	2%
India	114,455	9%
Vietnam	29,039	51%

Dewan Rakyat July 27, 2017

FOREIGN WORKERS IN CONSTRUCTION SECTOR

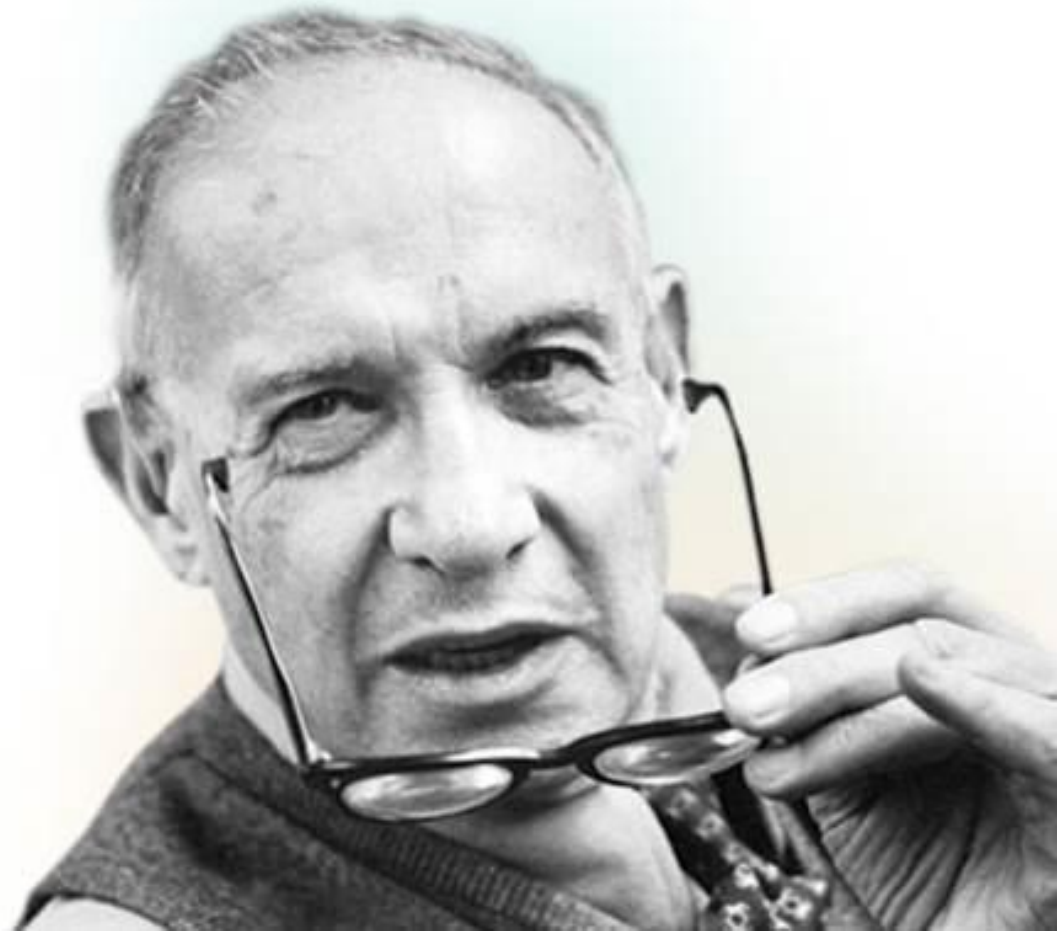


***UNDERSTANDING
CROSS CULTURAL IN OSH***

WHAT IS CROSS CULTURAL?

“Company cultures
are like country
cultures. Never try to
change one. Try
instead to work with
what you have got.”

PETER DRUCKER



CROSS CULTURAL IN OSH



*“Cross-cultural aspects in occupational safety and health (OSH): **working in teams that are homogeneous with regard to their national culture**”*

WHAT CONCERNS FOREIGN WORKERS?

1. Different **Language**
2. Unfavorable **Working Conditions**
 - dirty, dangerous, difficult
3. Work is **physically** demanding and **monotonous**
4. **Longer hours** working shift
5. Low **salary**



? VICTIM OF CIRCUMSTANCES



March 9, 2018 @ Bukit Beruntung : One fatal, three injured

ACCIDENTS ON SITE

Jan 2, 2018
Selangor
CRANE TOPPLED

1 Fatal (INDONESIA)
3 Injured (Indonesia & Bangladesh)

Jan 9, 2018
KL
STRUCTURE
COLLAPSED

1 Fatal

2012-2016
CIDB

62 FATAL
73 INJURED

FEB 8, 2018
MOH JOHOR

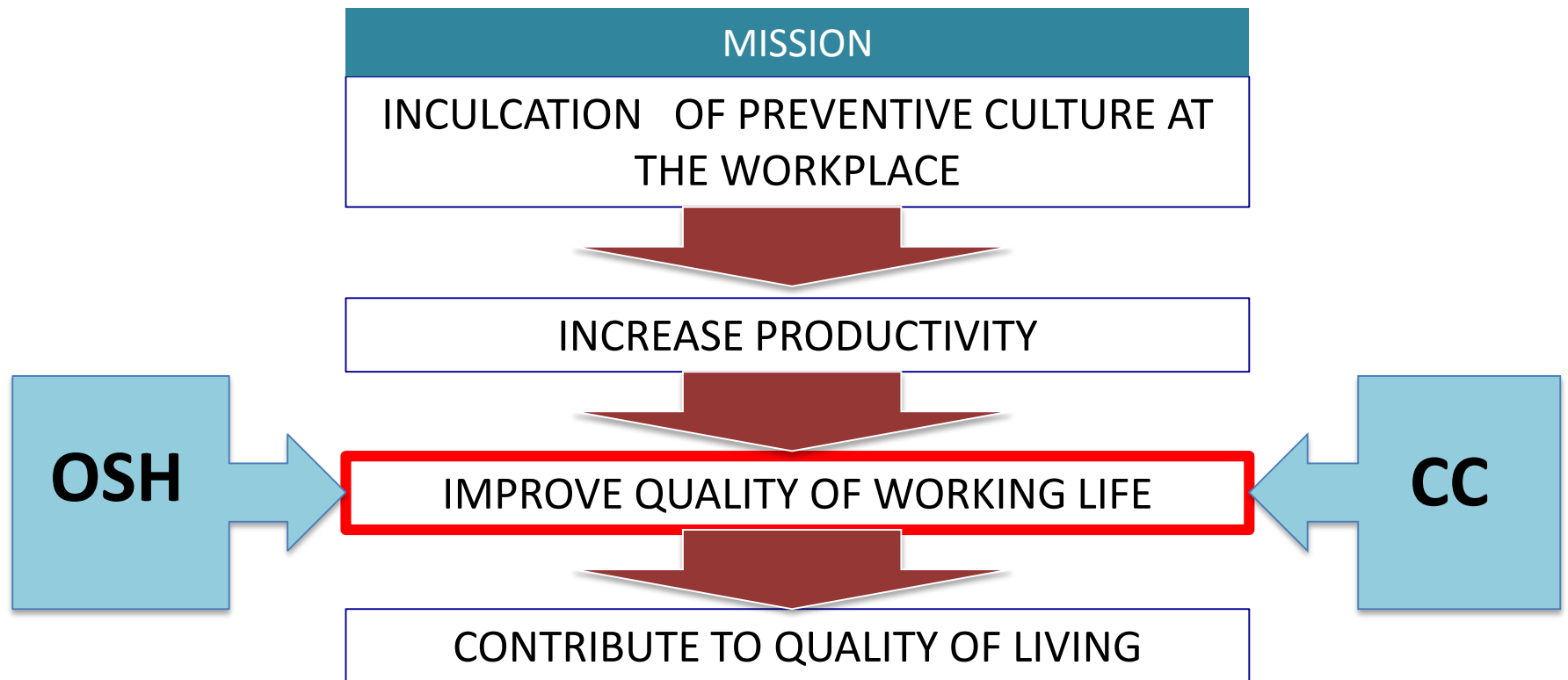
4 FATAL
1417 CASE

WHY ACCIDENT HAPPEN?

- ***Language problems and cultural differences***
(De Vries et al. 2007)
- ***Employees often feel less committed to obey safety regulations – do not understand the importance*** (Van Hooff et al., 2009)
- ***Unfamiliarity with local standards***
(Van Hooff et al., 2009)
- ***Communication issues and risk perception***
(Guldenmund et al., 2010)

NATIONAL STRATEGY

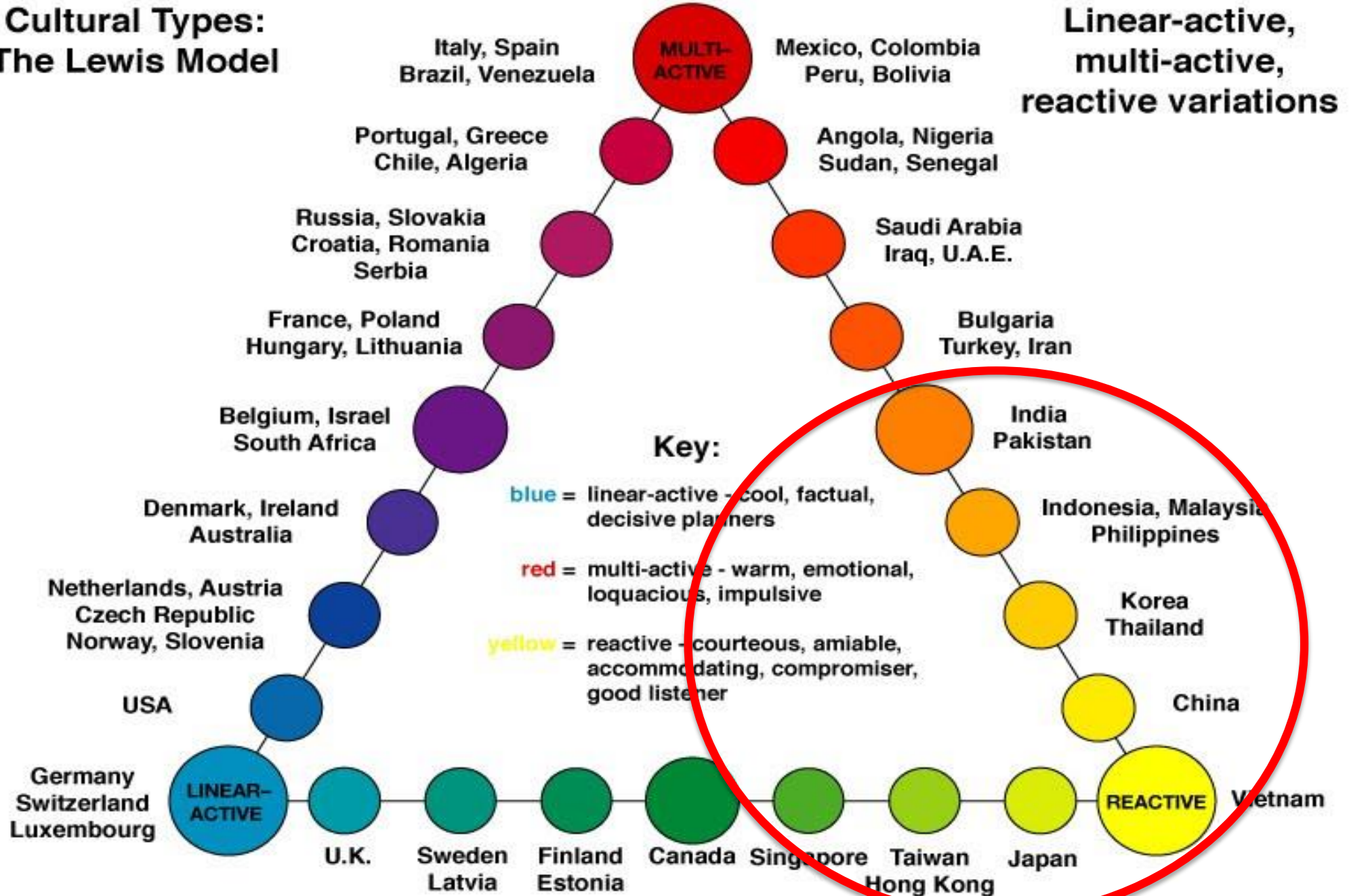
OSH MASTERPLAN 2020



CULTURAL PROFILE

LINEAR-ACTIVE	MULTI-ACTIVE	REACTIVE
<p>Talks half the time</p> <p>Does one thing at a time</p> <p>Plans ahead step by step</p> <p>Polite but direct</p> <p>Partly conceals feelings</p> <p>Confronts with logic</p> <p>Dislikes losing face</p> <p>Rarely interrupts</p> <p>Job-oriented</p> <p>Sticks to facts</p> <p>Truth before diplomacy</p> <p>Sometimes impatient</p> <p>Limited body language</p> <p>Respects officialdom</p> <p>Separates the social and professional</p>	<p>Talks most of the time</p> <p>Does several things at once</p> <p>Plans grand outline only</p> <p>Emotional</p> <p>Displays feelings</p> <p>Confronts emotionally</p> <p>Has good excuses</p> <p>Often interrupts</p> <p>People-oriented</p> <p>Feelings before facts</p> <p>Flexible truth</p> <p>Impatient</p> <p>Unlimited body language</p> <p>Seeks out key person</p> <p>Mixes the social and professional</p>	<p>Listens most of the time</p> <p>Reacts to partner's action</p> <p>Looks at general principles</p> <p>Polite, indirect</p> <p>Conceals feelings</p> <p>Never confronts</p> <p>Must not lose face</p> <p>Doesn't interrupt</p> <p>Very people-oriented</p> <p>Statements are promises</p> <p>Diplomacy over truth</p> <p>Patient</p> <p>Subtle body language</p> <p>Uses connections</p> <p>Connects the social and professional</p>

Cultural Types: The Lewis Model



CULTURAL PROFILE

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DOUBLE SWORD EFFECT OF CROSS CULTURAL

POSITIVE EFFECT

- *Creativity
- *Flexibility
- *Rich sources of knowledge
- *Foster innovation

*Tensions

*Misunderstanding

*Conflict

*Job dissatisfaction

*Absenteeism

*Discrimination

NEGATIVE EFFECT

***OSHA COMPLIANCE THROUGH
CONSTRUCTION INDUSTRIAL
MANAGEMENT***

OSHA 1994 COMPLIANCE THROUGH CIM

1

Managing the risks by **applying the risk management approach** and the general principles of prevention; **Sec. 15(2)(a)**

2

Appointing the right people and organizations at the right time;
Sec. 15(2)(b)

3

Making sure everyone has the **information, instruction, training and supervision** they need to carry out their jobs in a way that secures safety and health; **Sec. 15(2)(c)**

4

Duty holders cooperating and communicating with each other and **coordinating** their work; **Sec. 15(2)(c) & Sec 24**

5

Consulting workers and engaging with them to promote and develop **effective measures to secure safety, health and welfare**. **Sec. 15(2)(e)**

CLIENT/ DEVELOPER/ OWNER

Sec 15. / Sec. 21 / Sec. 22

Make suitable arrangements for managing a project, including making sure:

- designer & contractor are appointed
- sufficient time and **resources are allocated**
- relevant information is prepared and provided to designer & contractor
- designer & contractor carry out work safely
- **welfare facilities are provided**

MAIN CONTRACTOR

Sec 15. / Sec. 18 / Sec. 20 / Sec. 30

Plan, manage, monitor and coordinate safety and health in construction phase of a project, including:

- liaise with client and designer
- preparing safe system of work for construction phase
- **organizing cooperation** between sub-contractor and coordinating their work
- suitable site inductions are provided
- **workers are consulted and engaged**
- **welfare facilities are provided**

SUB-CONTRACTOR

Sec 15. / Sec. 18 / Sec. 29 / Sec. 30/ Sec. 32

Plan, manage and monitor construction work under his control

- Comply with directions given by the main contractor
- Help spot workplace risks and know what to do
- Ensure **appropriate control measure**
- Enhance level of commitment in OSH
- **Effective supervision** by SSS/CSS
- Sufficient information, instruction and training

WORKERS

Sec. 24

They must:

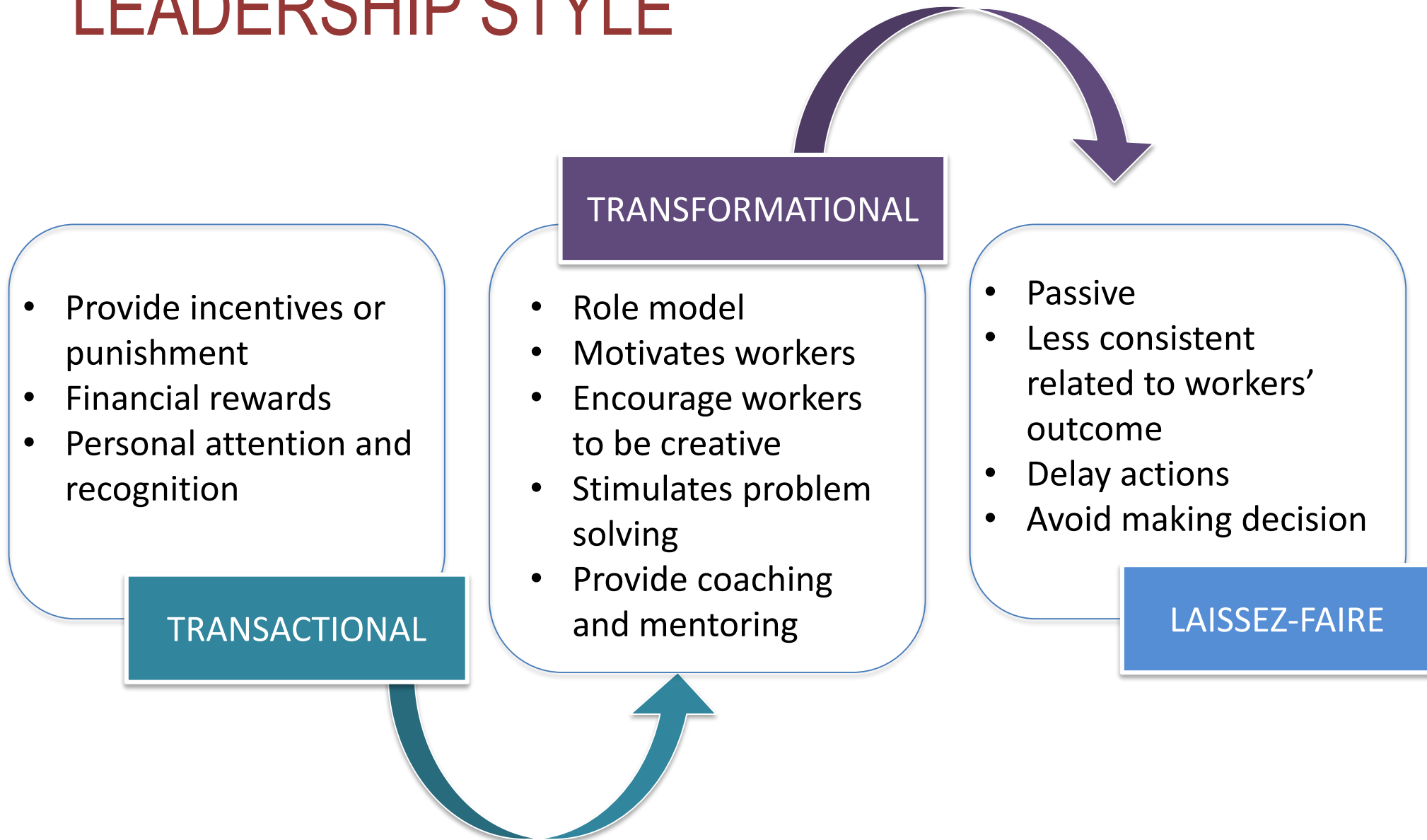
- be consulted about matters which affect their safety , health and welfare;
- **take care of their own safety** and health and others who may be affected by their actions;
- report anything likely to endanger either their own or others' safety and health
- **cooperate** with their employer, fellow workers

Factors related good safety culture



Faridah (2010)

LEADERSHIP STYLE



LEADERSHIP PROFILE

CLUSTER	CHARISMATIC	TEAM-ORIENTED	PARTICIPATIVE	HUMAN ORIENTED	AUTONOMOUS	SELF PROTECTIVE
	Inspire, motivate, belief	Common goal	Management involvement	Compassion & generosity	Individualistic	Loner & Asocial
FRANCE	H	L	H	M	H	L
UNITED KINGDOM	H	M	H	H	M	L
MALAYSIA	H	H	L	H	M	H

Source: Javidan et al. (2006).

***BEST PRACTICES IN MANAGING
CROSS CULTURAL ON SITES***

Language Barriers

HAZARD SIGNALS & PICTOGRAM

禁止抽烟 (Jìnzhǐ chōuyān)

□ □ □ □ □ □ □ □ □ □ □ □ □ (sayyliut m

sout r)
KHÔNG HÚT THUỐC



Language Barriers

HAZARD SIGNALS & PICTOGRAM



文明施工管理制度

Civilized Construction Management System

- 1) 现场作业完毕后必须做到工完场清, 作业面不得留有积水;
The site must be cleared up after work is finished, no water should remain in operation area;
- 2) 现场工程师在分项工程作业前, 要对员工进行安全文明施工交底;
Site engineers should make clarification to workers about safe and civilized construction before sectional works;
- 3) 现场建筑垃圾要运到指定地点堆放;
Construction trash on site must be moved to designated location;
- 4) 现场进场材料要分类堆放, 堆码整齐;
Materials entering site must be sorted up and stocked neatly;
- 5) 现场各区域负责现场工程师要保持自己区域内的干净整洁
Site engineers should keep cleanness and neatness of the area in charge of.

CULTURE DIFFERENCE - SIGN



PEACE!
USA



CULTURE DIFFERENCE - SIGN



PEACE!

USA



**CONTEMPS TOWARDS
AUTHORITY**

AUSTRALIA

CULTURE DIFFERENCE - SIGN



COME HERE!

USA



CULTURE DIFFERENCE - SIGN



COME HERE!

USA



**RESERVED FOR
DOGS.**

PHILIPINES

CULTURE DIFFERENCE - SIGN



GOOD LUCK!

USA



(ASK ME)

VIETNAM

CULTURE DIFFERENCE - SIGN



GOOD LUCK!

USA



Leadership Behaviour



- Cross cultural adaptation skills
- Education background
- Style of communication
- Working experience in multi-cultural environment
- Participate in OSH activities
- Learn native language

Intercultural Competence

HUMAN RIGHTS COMMITMENT

Labour and Working Conditions

- Forced and trafficked labour in contractors' and subcontractors' workforce
- Child labour and underaged workers
- Conditions of employment and work
- Discrimination in hiring and contractual terms
- Freedom of association and collective bargaining
- Worker health and safety
- Worker camp conditions

Intercultural Competence

CULTURAL AWARENESS

- Mitigation measure to avoid incidents of fighting at camp site or injury
- Fair treatment of workers to avoid discrimination by nationality

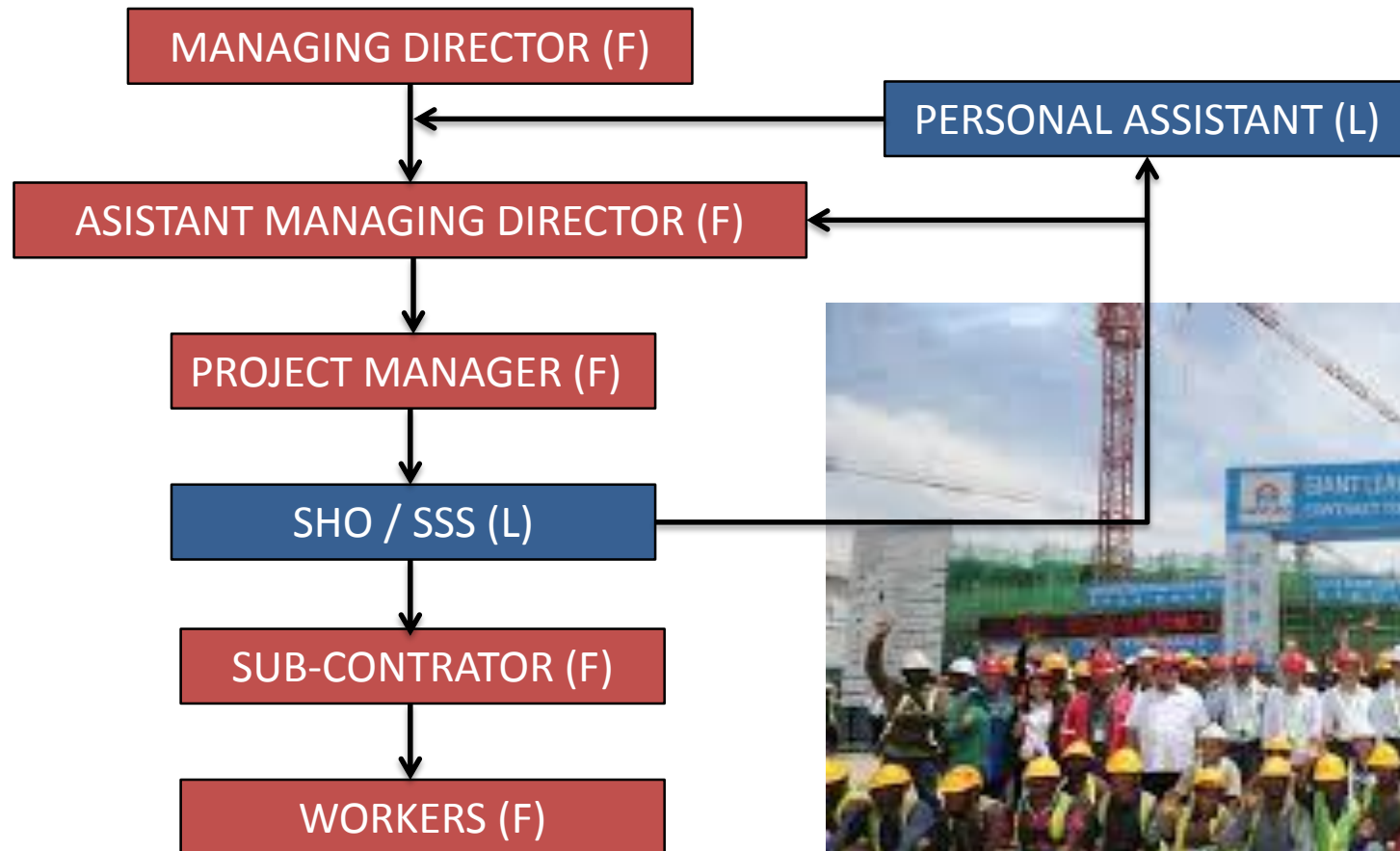


- Camp Induction
- **Workers Welfare Committee**
- Weekly Camp Committee meeting
- **Representatives by nationalities**

- Workers Grievance Mechanism – lodge complaints on food, salary, any cultural related issues
- **Community Liason Officers**
- HSE alerts as reminder on cultural sensitivities.

Feel Respected and Recognized

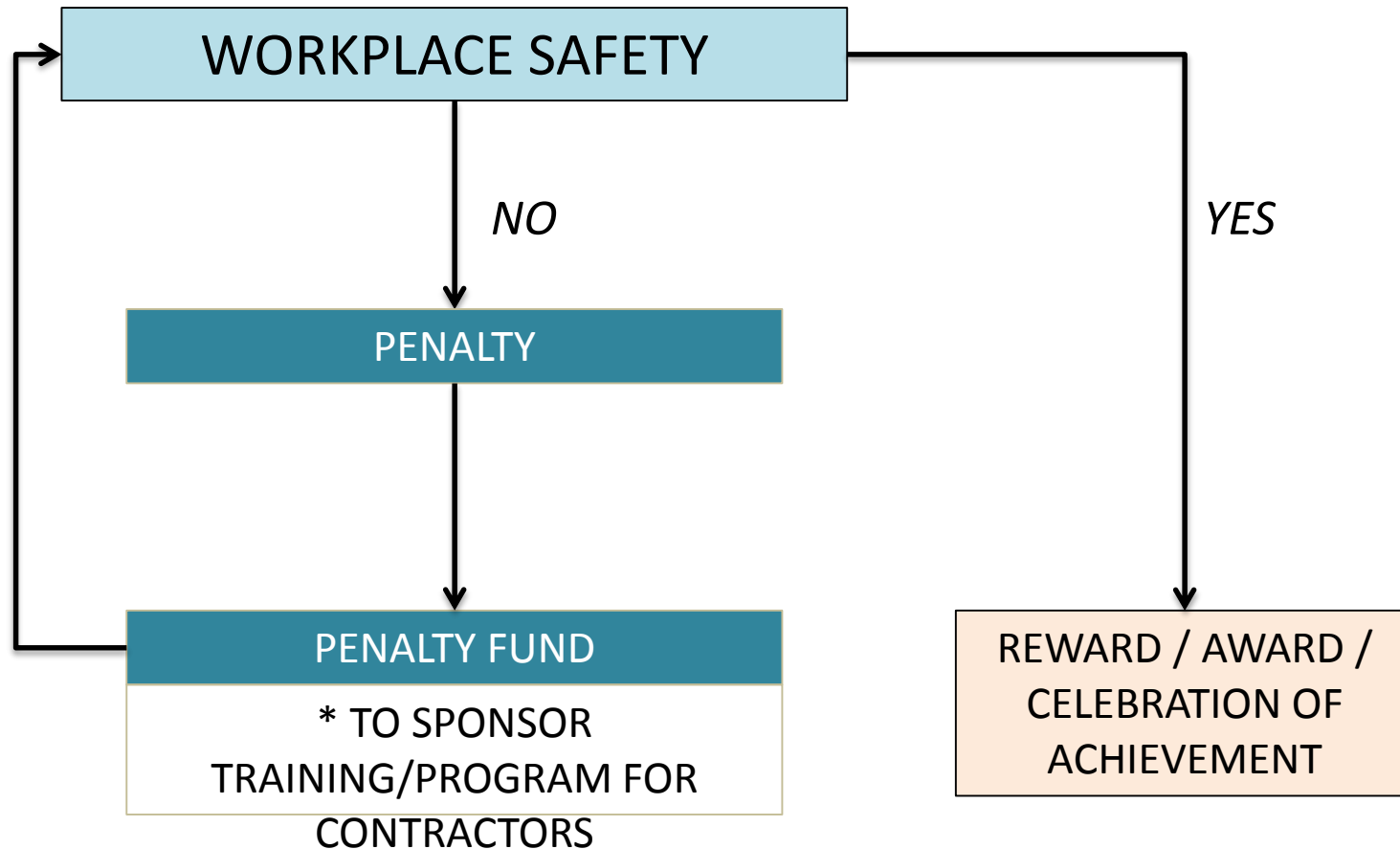
UP-DOWN & DOWN-UP COMMUNICATION



FOREST CITY DEVELOPMENT PROJECT

Feel Respected and Recognized

CLIENT'S REGULATION



***CROSS CULTURAL MANAGEMENT
RECOMMENDATION***

CULTURE INDUCTION COURSE (MOHR) at the source country

- History background
- Law and legislation
- Authority
- Life style
- Food
- Language
- Beliefs



HEALTH PROMOTING LEADERSHIP



- Create a culture of health promoting workplaces and values
- **Inspire and motivate** employees to participate.
- **Integrate health promoting activities** into daily work of the managers
- Influence organizational and environmental conditions
- Identify and **implement relevant courses of action** for the managers

HEALTH PILOTS



- Trained workers in health promotion
- Mediating role in relation to their colleagues
- With a migration background

HEALTH PILOTS

- Help to overcome the typical language and sociocultural barriers for migrant workers
- **Do not take advantage of health promotion offers**
- Act as an important multiplier for occupational diversity management



CONCLUSION

CROSS CULTURAL ADVANTAGEOUS

- Knowledge sharing – bring the best skills
- Innovation
- Problem solving techniques

If mismanage...

- Decrease of productivity & failure of project
- Cultural shock – due to lack of experience
- Prejudices can lead to serious conflict
 - ✓ Different taste of food
 - ✓ Different pace of life

CULTURE DIFFERENCE - SIGN



ROCK ON!
USA



ITALY

CULTURE DIFFERENCE - SIGN



ROCK ON!

USA



**UR WIFE IS
CHEATING ON U!**

ITALY

Thank You



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