

[17]

## **Impact of Occupational Safety and Health Practices on Job Satisfaction: A Study in Selected Large Scale Apparel Firms in Colombo District**

*Mihiravi, D.P. and Perera, G.D.N.*

---

### **Abstract**

This study attempts to identify the impact of occupational safety and health practices of jumpers on job satisfaction in selected large scale apparel firms in Colombo district. The main aim of this study is to reduce the prevailing empirical gap pertaining to the impact of occupational safety and health practices on job satisfaction among jumpers. Thus, the research problem of this study is what the impact of occupational safety and health practices of jumpers is on job satisfaction among jumpers in selected large scale apparel firms in Colombo district? The data were collected from 86 jumpers in three large apparel firms in Colombo district using simple random sampling method. Primary data collection was through a self-administrated questionnaire consisting of 40 statements with five point Likert scale. The data analyses are used based on the univariate and bivariate methods of SPSS. This study found out that the occupational safety and health practices are positively correlated with job satisfaction of jumpers in selected large scale apparel firms in Colombo district. It is concluded that the occupational safety and health practices are positively correlated with job satisfaction of jumpers in selected large scale apparel firms in Colombo district. All the five dimensions of OSH practices have a positive impact on job satisfactions and indicated statistically significant. Further, it was revealed that there was a high favorable level of job satisfaction and occupational safety and health among the jumpers in the sample.

**Keywords:** Job Satisfaction, Jumpers, Safety and Health Practices, Large Scale Apparel Firms

---

### **Introduction**

Every organization is comprised with different types of employees to achieve their objectives. Therefore, managing employee or human resource (HR) is one of the most important components in any organization. Opatha (2012) states that the Human Resource Management (HRM) is the efficient and effective utilization of human resources to achieve the goals of an organization through HRM functions. Related to HRM functions, the occupational safety and health (OSH) is one of key functions which mainly considers the physical, mental, and social well-being of the workers (Siegrist 1996). Crossman and Abou (2003) argue that the main rationale behind this is to comply with laws and to ensure a safer and healthier workplace. According to Opatha (2012) OSH means all the activities involved in protecting and promoting physical and mental health of the employees in order to enable

ISSN: 2420-7608

them to perform jobs efficiently and effectively. Further, Rachmawati (2008) has stated that the intention of the OSH is to provide the comfortable working background and security at the production process when directly involved in the working environment.

When employees are satisfied with the OSH provisions in their work place, the rate of accidents could best be minimized (Mathis and Jackson 2003). Hence, if OSH is applied and seriously considered by the company, it is expected that OSH would prevent and reduce the occurrence of safety and health problems in the workplace (Hayes et al. 1998). In addition to that, through the prevention of the occurrence of such problems in the workplace, OSH increases the employee job satisfaction also since OSH is related to all aspects of HRM (Nankervis et al. 2005). Therefore, the aim of this study is to identify the impact of occupational safety and health practices on job satisfaction among jumpers in selected large scale apparel firms in Colombo District.

### **Problem Background and Problem of the Study**

It is clear that work-related ill health, accidents and injuries create financial difficulties, to a considerable extent, for the employers: individual employees and the families of married who experience the personal impact of work-related health and safety issues – an impact which may be felt long after the event (Marson 2001). Cost is also an important issue in this regard when companies realize that they lack the capital necessary to make proper investment in health and safety, and fail to have this investment (Dorman et al. 2000). Hence, there are few companies that measure or understand the costs of OSH failures in their organizations (Haefeli et al. 2005). Their inability to understand this failure, to understand how investment in health and safety may affect the organization in terms of measurable outcomes, is partly due to the challenges inherent in establishing exactly how effective OSH management is related to employees' satisfaction. Further, this is a study area that has been covered by many researches in western countries (Robin and Walker 2000). Yet, it is conceivable to highlight that no prior empirical studies have been in the impact of OSH on job satisfaction among jumpers in selected large scale apparel firms in Sri Lankan context. Accordingly, there is an acute shortage of empirical knowledge with regard to OSH on job satisfaction among jumpers in selected large scale apparel firms. As a result, this study attempts to minimize this gap to certain extent. Hence, the problem of this study is what the impact of OSH on job satisfaction is among jumpers in selected large scale apparel firms in Colombo District?

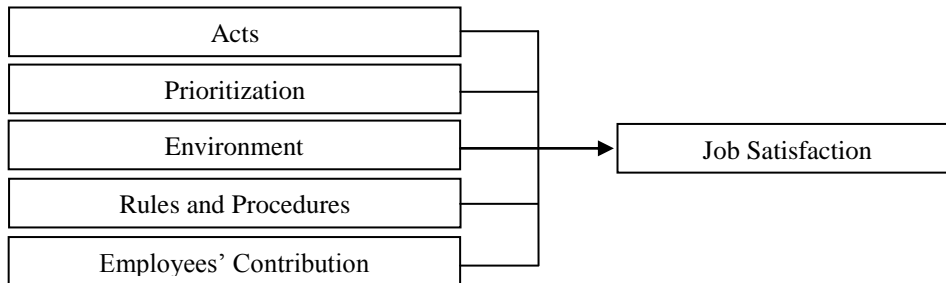
### **Research Framework**

The research framework mainly highlights the relationship between the independent variable (OSH practices) and the dependent variable (job satisfaction) (refer Figure 1). OSH is defined in general as the science of the anticipation, recognition, evaluation and control of hazards arising in or from the workplace that could impair the health and well-being of workers, taking into account its possible impact on the surrounding communities and the general environment (Alli 2008). Job satisfaction is normally defined as an employee affective reaction in comparison with the desired outcomes and the actual outcomes. In sum, job satisfaction is the degree to which people like their job (Alegre and Chiva 2008). According

ISSN: 2420-7608

to Locke (1969), job satisfaction is defined as the degree to which a worker experiences positive affection towards his or her job (Locke 1969).

Figure 1: Research Framework



**Method**

***Study Design***

This study intends to investigate the impact of OSH practices on job satisfaction in selected large scale apparel firms in Colombo District; hence, this study has to examine the impact of independent on the dependent variable which makes the type of the study correlational. Further, this study, being a field study, is essential to collect data from the natural working environment. The unit of analysis was at individual where the jumpers were the respondents. The target population was all the 86 jumpers in selected large scale apparel firms in Colombo District. There was a 100% distribution and collection of the questionnaires with a sample of all jumpers in the population. Therefore, this study was conducted under the universal sampling method.

***Measures***

Primary data was collected through a self-administered questionnaire consisting of 3 main sections. First section explains the demographic factors including gender, age, marital status, experience, education, nature of employment and salary level. Second section consists of 18 statements regarding the OSH originally developed by Ward et al. in 2008. Therefore, OSH is in operation under five dimensions i.e., Acts, Prioritization, Environment, Rules and Procedures and Employees' Contribution. Indicators used to measure above five dimensions are in Table 1. All the statements measured through five -point Likert scale indicating 5 for "strongly agree" and 1 for "strongly disagree".

Table 1: Operationalization of Occupational Safety and Health

Variable	Dimensions	Indicators
Occupational safety and health practices	Acts	Commitment
		Communication
	Prioritization	Priority of OSH
		Personal priorities and need for safety
	Environment	Supportive
		Few barriers
	Rules and procedures	Compulsion
		Practicability

	Employees' contribution	Personal appreciation of risk
		Involvement

Source: Ward et al. 2008

Final section consists of 22 statements for job satisfaction based on Weiss et al. (1967) questionnaire. Job satisfaction is operation under five dimensions such as Work Itself, Pay, Supervision, Co- Worker and Working Condition. Five dimensions were operationalized into several elements. As depicted in Table 2. All the statements in section 3 are measured through five -point Likert scale indicating 5 for “strongly agree” and 1 for “strongly disagree”.

Table 2: Operationalization of Job Satisfaction

Variable	Dimensions	Indicators
Job satisfaction	Work itself	Time utilization
		Communication
		Employee involvement
	Pay	Performance
		Internal equity
		Primary equity
		Incentives
	Supervision	The way handling subordinates
		Problem solving
		Trustworthiness
		Communication
	Co- worker	Working with others
		Point out mistakes
	Working condition	Policies
		Legal requirements
		Machine placement

Source: Weiss et al. (1967)

Secondary data was collected through published books, journals, magazines and bulletins.

**Validity and Reliability**

In the pilot test, there were 30 jumpers from selected large scale apparel firms in Colombo District. The consistency reliability was examined with Cronbach’s Alpha test (refer to the table 3) which suggests that the internal reliability of each instrument is at a satisfactory level (Kottawatta 2014).

Table 3: Reliability Statistics

	Variable	Cronbach’s Alpha	No of Items
1	Occupational Safety and Health	0.710	18
2	Job Satisfaction	0.760	22

The construct validity of the variables of the study was ensured by the fact that the correlation and regression analysis support linking the relationship between the independent variable and dependent variable (Kottawatta 2014).

ISSN: 2420-7608

### ***Techniques of Data Analysis***

Data was analyzed by using the computer based statistical data analysis package, SPSS (Version 16.0) for validity, reliability and relationship testing. Further, this study considered a univariate and bivariate analysis.

### **Results**

Univariate analysis (refer Table 4) was used to identify the responses for study variables (independent and dependent) among jumpers in the selected large apparel firms. As per mean values of Table 4, OSH is 3.64 and the job satisfaction is 3.66 respectively .i.e., all jumpers are “satisfied” with existing OHS practices. Further they are satisfied with their jobs.

Table 4: Univariate Analysis

	OSH	Job Satisfaction
Mean	3.6404	3.6681
Median	3.7143	3.8182
Mode	3.93	4.00
Std. Deviation	.33991	.44792
Variance	.116	.201
Skewness	-.728	-.904
Std. Error of Skewness	.260	.260
Kurtosis	-.041	.334
Std. Error of Kurtosis	.514	.514
Minimum	2.71	2.55
Maximum	4.14	4.45

Researchers, using the Pearson’s Correlation coefficient with two- tail test of significance, investigate the relationship between the independent variable (Occupational Safety and Health) and the dependent variable (Job Satisfaction).

Table 5: Correlation between the Occupational Safety and Health and Job satisfaction

Pearson Correlation	.507**
Sig. (2-tailed)	.000
N	86

According to Table 5, there is a positive relationship between OSH and job satisfaction in selected large scale apparel firms in Colombo District. The correlation between these variables was .507, which is significant at 0.000 levels.

Regression analysis was used to identify the impact of OSH on job satisfaction. According to the Table 6, the R-Square value is 0.257 which means that 25% of the variation in job satisfaction is explained by OSH. The Adjusted r-Square is 54.3%. The Durbin-Watson statistic is 1.606. This is close to residual series.

Table 6: Results of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.507 <sup>a</sup>	.257	.253	.44120	1.606

a. Predictors: (Constant), OSH

b. Dependent Variable: JS

The correlation and the simple regression analysis methods were used to examine the impact between the dimensions of occupational safety and health practices and job satisfaction (refer to the Table 7).

Table 7: Correlation and Regression Values

Dimensions of occupational safety and health practices	Pearson Correlation Value	Significant level	R Square
Acts	.449**	.000	0.277
Prioritization	.441**	.000	0.257
Environment	.569**	.000	0.320
Rules and procedures	.453**	.000	0.264
Employees' contribution	.468**	.000	0.289

Correlation is significant at the 0.000(2-tailed)

According to above Table, the correlation coefficient between the five dimensions of occupational safety and health practices and job satisfaction are positive. As in the Table 6 that indicates the results of simple regression analysis, all dimensions of occupational safety and health practices have a positive impact on job satisfaction pointing out that job satisfaction is explained by all dimensions of occupational safety and health practices.

## Discussion

It was found that there is a positive relationship between occupational safety and health practices, and job satisfaction in the selected large apparel firms in Colombo District. The correlation between these variables was .507, which is significant at 0.000 levels (Refer to the table 5). This correlation was found to be strong as it is above the lower bound of strong correlation (0.5). According to the results of simple regression analysis, occupational safety and health have a positive impact on job satisfaction with the strength of b value .507 and value of adjusted R square is 0.257, indicating that job satisfaction is explained by 25.7% through the variation of occupational safety and health.

Yusuf et al. (2012) has argued that the OSH practices of a company are an investment in human resources, not only with regard to the workplace physical safety but before the improvement of the employee satisfaction. Faragher et al. (2002) has found out that there are largest combined statistical correlations between job satisfaction and measures of mental health but smaller relationships among the measures of physical health. Accordingly, all of the correlations were positive and of highly statistical significance. Further, he states that the combined correlations were sufficiently large and to be considered as being both strong and extremely important. Gonca (2009) presents from his research results, occupational safety and health (physical, chemical, socio-psychological and biological factors) has a considerable

ISSN: 2420-7608

effect on the job satisfaction. All the five dimensions of OSH practices have a positive impact on job satisfaction which are in significant (refer to table 7). This study results are matched with the past empirical studies conducted by Ward et al. (2008) and Amponsah (2007).

Furthermore, when discussing the level of job satisfaction of the jumpers in the sample, it was found that they have a favorable level of job satisfaction with the mean value of 3.6681 (refer to the Table 4). Accordingly, it was found that jumpers in selected large scale apparel firms in Colombo District were highly satisfied with their jobs. And also the level of occupational safety and health of the jumpers in the sample is high with the mean value of 3.6404 (refer to the table 4).

### Conclusion and Recommendations

According to the findings of this study, it is found that there is a positive relationship between independent variable (OSH) and job satisfaction of the jumpers in selected large scale apparel firms in Colombo District. The finding of this study is vital in a theoretical as well as an empirical scenario. Further, this study involves with three large apparel sector jumpers and the size of the sample limited to 86 participants. Further, for further research studies, it is suggested to increase the sample size of the study and the number of apparel firms involved. Though the researcher studied on a certain selected number of variables that affect on the job satisfaction, there are many other variables that have not been considered in this study. Therefore, it is emphasized the importance of future research in the area including many variables in a single model. Further is true to say that this study is in a quantitative approach and better if a mixed method approach is used.

### Reference

- i. Alegre, J & Chiva, R 2008, Emotional intelligence and job satisfaction: the role of organizational learning capability. *The Journal of Personnel Review*, Vol. 37, No. 6, pp. 680- 701.
- ii. Alli, BO 2008, *Fundamental Principles of Occupational Health and safety*, International Labour office, Geneva, Magheross Graphics.
- iii. Amponsah, K 2007, Occupational Health and Safety: Key Issues and Concerns in Ghana, Kwesi Amponsah, *International Journal of Business and Social Science*, Vol. 2, No. 14.
- iv. Crossman, A & Abou, B 2003, 'Research Note: Job Satisfaction and Employee Performance of Lebanese Banking Staff', *Journal of Managerial Psychology*, Vol. 18, No. 4, pp. 368-376.
- v. Dorman, P, Frick K, Jensen, PL, Quinlan, M and Wilthagen, T 2000, *Systematic occupational health and safety management. Perspectives on an organizational development*, Oxford, Pergamon Press.
- vi. Faragher, EB, Cass, M & Cooper, CL 2002, 'The relationship between job satisfaction and health: a meta-analysis', *International Journal of Occupational Safety and Ergonomics*.
- vii. Gonca, KILIC & Selim, M 2009, The effects of occupational health and safety risk factors on job satisfaction in hotel enterprises, *International Journal of Occupational Safety and Health*, Vol. 9, No. 3, pp. 903-921.

ISSN: 2420-7608

- viii. Haefeli, K, Haslam, C & Haslam, RA 2005, *Perceptions of the costs of health and safety failures* (RR 443), Sudbury, HSE Books.
- ix. Hayes, BE, Perander, P, Smeco, T & Tack, J 1998, 'Measuring Perceptions of Workplace Safety: Development and Validation of the Work Safety Scale', *Journal of Safety Research*, Vol. 29, No.3, pp. 145-161.
- x. Kottawatta, H 2014, *Research guide book*, Department of Human Resource management, Colombo.
- xi. Locke, EV 1969, *What is job satisfaction? Organizational Behavior and Human Performance*, Chicago, USA, Rand McNally, Vol. 3, pp. 309–36.
- xii. Marson, GK 2001, 'The value case for investment in occupational health', *Journal of Occupational Medicine*, Vol. 51, pp. 496–500.
- xiii. Mathis, RL and Jackson, JJ 2003, *Human Resource Management*, 10th edn, Ohio, Thomson Corporation.
- xiv. Nankervis, AR, Compton, RL & Baird, M 2005, *Human Resource Management: strategies and processes*, Melbourne, Thomson.
- xv. Opatha, HHDNP 2012, *Human Resource Management- Personnel*, Edition, third, Author, Colombo, pp. 02 – 08.
- xvi. Rachmawati, IK 2008, *Manajemen Sumber Daya Manusia*. Pe-nerbit: ANDI Yogyakarta.
- xvii. Robbin, T & Walker, D 2000, 'Motivating the Workforce: The Value of External Health and Safety Awards', *Journal of Safety Re-search*, Vol. 31, No. 4, pp. 143-251.
- xviii. Siegrist, J 1996, 'Adverse health effects of high-effort/low reward conditions', *Journal of Occupational Health Psychology*, Vol. 1, pp. 27–41.
- xix. Ward, J, Haslam, C & Haslam, R 2008. *The impact of health and safety management on organisations and their staff*, Loughborough University.
- xx. Weiss, DJ, Dawis, RV, England, GW & Lofquist, LH 1967, *Manual for the Minnesota Satisfaction Questionnaire*, Minnesota Studies in Vocational Rehabilitation, Minneapolis: University of Minnesota, Industrial Relations Center, Vol.22
- xxi. Yusuf, RM, Eliyana, A & Sari, ON 2012, The Influence of Occupational Safety and Health on Performance with Job Satisfaction as Intervening Variables, *American Journal of Economics*, Special Issue, pp. 136-140.



**Mihiravi, D.P.**

Department of Human Resource Management  
University of Sri Jayewardenepura



**Dr. Perera, G.D.N.**

Senior Lecturer  
Department of Human Resource Management  
University of Sri Jayewardenepura

---