

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

EFFECT OF SAFETY MANAGEMENT SYSTEM ON
EMPLOYEE WORK PERFORMANCE OF
EXCEL GARMENT

LEI YI SOE

EMBA II – 70

EMBA 20th BATCH (ONLINE)

JUNE, 2025

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

EFFECT OF SAFETY MANAGEMENT SYSTEM ON
EMPLOYEE WORK PERFORMANCE OF
EXCEL GARMENT

ACADEMIC YEAR (2023 - 2025)

Supervised by:

Submitted by:

Dr. Than Thu Zar

Lei Yi Soe

Professor

EMBA II-70

Department of Management Studies

EMBA 20th Batch (Online)

Yangon University of Economics

2023-2025

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**EFFECT OF SAFETY MANAGEMENT SYSTEM ON
EMPLOYEE WORK PERFORMANCE OF
EXCEL GARMENT**

This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

Supervised by:

Submitted by:

Dr. Than Thu Zar

Lei Yi Soe

Professor

EMBA II-70

Department of Management Studies

EMBA 20th Batch (Online)

Yangon University of Economics

2023-2025

ACCEPTANCE

This is to certify that the thesis entitled “**Effect of Safety Management System on Employee Work Performance of Excel Garment**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Tin Htwe

Rector

Yangon University of Economics

(Supervisor)

(Examiner)

(Examiner)

(Examiner)

(Examiner)

(Examiner)

(Examiner)

JUNE, 2025

ABSTRACT

This study aims to examine the effect of safety management system on employee work performance and to examine the moderating effect of management commitment on the relationship between safety management system and employee work performance of Excel Garment. In this research, both primary and secondary data are applied to reach the objectives. In 2025, Excel Garment has 150 staffs who works as operators, supervisors and office staff. The sample size is 109 staffs by using the Raosoft sample size calculator. Simple random sampling method is applied to select 109 out of 150 staffs. Personal interview method is used to collect the primary data. Secondary data is gathered from relevant textbooks, articles, websites, international dissertations and other research papers from the library. Descriptive statistics and multiple regression analysis are used to analyze the data. According to the multiple regression analysis, worker participation has positive and significant effect on employee work performance towards Excel Garment. In addition, resource allocation has positive and partial moderating effect on the relationship between worker participation and employee work performance. Moreover, role modelling of safe behavior has positive and partial moderating effect on the relationship between worker knowledge on safety standards, worker participation and employee work performance. Finally, there is no moderating effect of resource allocation on the relationship between safety management system and employee work performance. Excel Garment should emphasize more on enhancing worker knowledge on safety standards, safety promotional policies, worker participation, safety communication and, consequently, management commitment and increase employee attitude to work at Excel Garment.

ACKNOWLEDGEMENTS

I would like to express my deepest gratitude firstly to Professor Dr. Tin Tin Htwe, Rector of Yangon University of Economics, for acknowledging me to implement this study as a partial fulfillment of Master Degree of Business Administration.

My deepest thanks to Professor Dr. Thin Nwe Oo, Head of Department of Management Studies and Director of Master of Business Administration Programme for her encouragement and guidance throughout the course of my study and thesis writing.

I am thankful with the bottom of my heart to my supervisor, Professor Dr. Than Thu Zar, from Department of Management Studies at Yangon University of Economics, for her kindly guidance, helpful advice, mentoring supervising and encouragement in supporting to complete this study successfully.

I would like to express my sincere gratitude to Professor Dr. Hla Hla Mon, Professor Dr. Khin Thet Htwe, Professor Dr. Myint Myint May, Associate Professor Dr. Kay Thi Soe, and Associate Professor Dr. May Win Kyaw from the Department of Management Studies for their valuable lecturers, guidance and their supports during the study in Yangon University of Economics.

In addition, I would like to extend my appreciation to Excel Garment for allowing me to collect necessary data of employee for my thesis.

Finally, I would like to offer my great thanks to all my friends, family and colleagues who helped me and provide all sorts of encouragement until the completion of this paper.

TABLE OF CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
LIST OF ABBREVIATIONS	vii
CHAPTER 1 INTRODUCTION	1
1.1 Rationale of the Study	5
1.2 Objectives of the Study	9
1.3 Scope and Method of the Study	9
1.4 Organization of the Study	9
CHAPTER 2 THEORETICAL BACKGROUND	11
2.1 Safety Management System	11
2.2 Management Commitment	16
2.3 Employee Work Performance	20
2.4 Previous Study	21
2.5 Conceptual Framework of the Study	24
CHAPTER 3 PROFILE AND SAFETY MANAGEMENT SYSTEM OF EXCEL GARMENT	26
3.1 Profile of Excel Garment.	26
3.2 Safety Management System of Excel Garment.	34

3.3 Profile of Respondents	40
3.4 Reliability Test	42
CHAPTER 4 ANALYSIS ON THE EFFECT OF SAFETY MANAGEMENT SYSTEM ON EMPLOYEE WORK PERFORMANCE AT EXCEL GARMENT	44
4.1 Employee Perception on Safety Management System, Management Commitment and Employee Work Performance	48
4.2 Analysis on the Effect of Safety Management System on Employee Work Performance at Excel Garment	52
4.3 Analysis on the Moderating Effect of Management Commitment on the Relationship between Safety Management System and Employee Work Performance at Excel Garment	54
CHAPTER 5 CONCLUSION	64
5.1 Findings and Discussions	64
5.2 Suggestions and Recommendations	67
5.3 Needs for Further Research	68
REFERENCE	
APPENDIX I	
APPENDIX II	

LISTS OF TABLES

Table No.	Particular	Page
Table (3.1)	Demographic and Respondents	41
Table (3.2)	Reliability Test	43
Table (4.1)	Worker Knowledge on Safety Standards	45
Table (4.2)	Safety Promotional Policies	46
Table (4.3)	Worker Participation	47
Table (4.4)	Safety Communication	48
Table (4.5)	Resource Allocation	49
Table (4.6)	Role Modelling of Safe Behavior	50
Table (4.7)	Conducting Risk Assessment	51
Table (4.8)	Employee Work Performance	52
Table (4.9)	Effect of Safety Management System on Employee Work Performance	53
Table (4.10)	Moderating Effect of Resource Allocation on the Relationship between Safety Management System and Employee Work Performance	55
Table (4.11)	Moderating Effect of Role Modelling of Safe Behavior on the Relationship between Safety Management System and Employee Work Performance	58
Table (4.12)	Moderating Effect of Conducting Risk Assessment on the Relationship between Safety Management System and Employee Work Performance	61

LISTS OF FIGURES

Figure No.	Particular	Page
Figure (2.1)	Conceptual Framework of Keraka.	23
Figure (2.2)	Conceptual Framework of the Study	25
Figure (3.1)	Organizational Chart of Excel Garment.	28

LIST OF ABBREVIATIONS

HR	Human Resources
IT	Information Technology
MGMA	Myanmar Garment Manufacturers Association
ILO	International Labour Organization
VLCA	Voluntary Labour Compliance Assessment
ISO	International Organization for Standardization
PPE	Personal Protective Equipment
OSH	Occupational Safety and Health

CHAPTER 1

INTRODUCTION

Workplace safety is a fundamental aspect of employee well-being and organizational success. In industries such as garment manufacturing, where workers are exposed to various occupational hazards, an effective safety management system is essential in ensuring a safe and productive work environment. A well-implemented safety management system helps organizations systematically identify hazards, assess risks, and implement effective control measures to minimize workplace incidents. Beyond preventing accidents, safety management also contributes to employee motivation, job satisfaction, and overall performance, which are crucial for organizational efficiency and sustainability.

A safety management system refers to a systematic way to identify hazards and control risks while maintaining assurance that these risk controls are effective (Spring, 2009). A similar definition of safety management is that it is the policies, strategies, procedures and activities implemented or followed by the management of an organization targeting safety of their employees (Vinodkumar & Bhasi, 2011). As with all management systems, a safety management system provides for goal setting, planning, and measuring performance. A safety management system is woven into the fabric of an organization. It becomes part of the culture; the way people do their jobs (Evans et al., 2008). The system consists of several key components, including worker knowledge on safety standards, safety promotional policies, worker participation and safety communication. When these elements are effectively implemented, they help foster a strong safety culture, ensuring that employees are well-informed, engaged, and supported in maintaining safe working conditions.

Worker knowledge on safety standards refers to their awareness and understanding of occupational health and safety (OHS) rules, procedures, risks, and the consequences of non-compliance (Burst et al., 2014). Knowledge in this context goes beyond mere information; it involves familiarity gained through experience, learning, or training, enabling workers to identify hazards and adopt preventive behaviors. Employees who understand the importance of safety standards and the potential outcomes of unsafe practices are more likely to comply with regulations and avoid behaviors that lead to injury (Hussain et al., 2019). Safety knowledge were found to be more vulnerable, especially

where standardization was lacking. Effective safety knowledge should cover accident prevention, emergency response, equipment handling, chemical safety, and hazard recognition (Vitharana et al., 2015). Akinwale and Olusanya (2016) further emphasized that understanding how to mitigate safety risks and evaluate workplace safety programs can improve both compliance and employee work performance, as knowledgeable workers tend to avoid unsafe practices and thus work more effectively.

Safety promotional policies are strategies, programs, and actions implemented by management to raise awareness, educate employees, and reinforce safe behavior in the workplace, with the aim of fostering a strong safety culture (International Labour Organization, 2011). These may include training sessions, awareness campaigns, safety posters, incentives for safe behavior, and enforcement of safety rules to ensure that employees consistently follow safety standards. Safety promotional policies are recognized as a key component of the safety management system, aimed at minimizing human error and enhancing workplace safety compliance.

Worker participation is defined as the involvement of workers in establishing, operating, evaluating, and improving the safety and health program (OSHA, 2025). Worker participation plays a crucial role in enhancing safety management system by involving employees directly in identifying hazards, developing safety procedures, and monitoring compliance. According to Keraka (2020), worker participation entails engaging employees in safety committees, involving them in decision-making processes regarding occupational health and safety, and assigning them clear safety responsibilities. This participatory approach empowers workers to take ownership of safety initiatives, encourages proactive behavior, and strengthens organizational commitment to workplace safety. When employees are actively involved in the implementation of safety standards, they are more likely to adhere to them, leading to improved compliance and overall employee work performance in the workplace (Keraka, 2020).

Safety communication refers to a process of exchanging information about safety related issues between two or more people in the workplace (Siu et al., 2004). According to Keraka (2020), safety communication encompasses the use of various channels to inform, educate, and engage workers about safety standards, procedures, risks, and responsibilities. It ensures that employees receive timely feedback on safety issues, are aware of potential hazards, and are encouraged to report unsafe conditions without fear of reprisal. Effective communication fosters a safety-conscious culture where employees feel empowered to

participate in safety practices and are motivated to comply with regulations. Open and continuous communication not only reduces the likelihood of accidents but also enhances employee work performance by creating a more informed and proactive workforce.

Management commitment refers to the direct participation by the highest level of management (top management) in all specific and critically important aspects such as safety, quality, environment, security, etc., or programmes of an organization (Gupta et al., 2009). It involves direct participation from top management in key aspects such as safety, quality, environment, and security (Keraka, 2020). Management commitment is demonstrated through the development of safety policies, conducting risk assessment, implementation of safety assurance measures, and continuous promotion of workplace safety. When leaders actively engage in safety initiatives, employees perceive safety as a priority, leading to higher compliance with safety regulations, reduced workplace hazards, and improved job performance. Management commitment is composed of resource allocation, role modelling of safe behavior and conducting risk assessment.

Resource allocation is defined as the strategic process of assigning and managing an organization's available assets such as human resources, finances, equipment, and technology to align with its goals, optimize utilization, and enhance overall performance (China, 2025). It involves providing adequate financial, human, and material resources to support safety initiatives, such as training, equipment maintenance, safety audits, and emergency preparedness. Without appropriate resource allocation, safety policies and procedures may remain theoretical and fail to translate into practical workplace improvements. According to Keraka (2020), management commitment is manifested through tangible actions, including the allocation of resources necessary for implementing safety policies, conducting risk assessment, and promoting a culture of safety across all organizational levels. This ensures that safety is not only a written policy but a lived practice supported by investments and continuous improvement efforts (Keraka, 2020).

Role modelling of safe behavior is a critical element of management commitment within a safety management system. Role modelling of safe behavior refers to the practice where leaders, supervisors, or experienced employees consistently demonstrate safe work practices, serving as examples for others to follow (Clarke, 2013). This behavior influences the safety culture of the organization by reinforcing the importance of compliance with safety procedures and encouraging similar conduct among other workers. When management visibly prioritizes safety, it fosters trust and motivates employees to adopt and

maintain safe work habits. Leadership behavior, particularly safety role modelling of safe behavior, significantly influences employee safety behavior by setting clear expectations and reinforcing organizational norms regarding safety.

When managers and supervisors consistently demonstrate adherence to safety procedures, wear protective equipment, and participate in safety initiatives, they set a behavioral standard that influences employee attitudes and actions. According to Keraka (2020), effective role modelling of safe behavior occurs when top management visibly participates in safety activities, such as conducting risk assessment and enforcing safety policies, thereby reinforcing the organization's safety values and expectations. This kind of visible leadership not only strengthens safety culture but also motivates employees to internalize and replicate safe practices in their daily tasks. Employees perceive safety as a shared responsibility and are more likely to engage in proactive safety behavior.

Conducting risk assessment is defined as a process used to identify potential hazards and analyze what could happen if a disaster or hazard occurs (Jairus, 2024). There are numerous hazards to consider, and each hazard could have many possible scenarios happening within or because of it. It is a critical element of an effective safety management system, as it helps organizations proactively identify, analyze, and control potential hazards in the workplace. According to Keraka (2020), conducting risk assessment involves evaluating the likelihood and severity of identified hazards and determining whether existing controls are sufficient or if further actions are required to mitigate the risks. This process is essential for creating a safe working environment and forms part of the broader framework of management commitment to safety. Conducting risk assessment also guide the allocation of resources toward the most significant risks, ensuring that preventive measures are both efficient and targeted. Continuous conducting risk assessment not only reduce workplace accidents but also contribute to improved employee work performance and organizational productivity by fostering a culture of safety and accountability (Keraka, 2020).

Employee work performance refers to individual's work achievement after exerting required effort on the job which is measured through doing meaningful work (Jena & Pradhan, 2017). Employees who feel safe and supported in their work environment are more likely to be motivated, productive, and engaged. Conversely, unsafe work conditions can lead to absenteeism, high turnover rates, and reduced efficiency, negatively affecting

an organization's success. Positive safety culture enhances employee productivity and job satisfaction, leading to higher overall organizational performance (Keraka, 2020).

This study focuses on the effect of safety management system on employee work performance at Excel Garment, one of the successful garment manufacturers in Myanmar. Excel Garment specializes in producing local women's wear brands and employs approximately 150 staff members. The company distributes its products across Myanmar, making it a key player in the country's fashion and textile industry. Given the labor-intensive nature of the garment industry, maintaining a safe and efficient work environment is crucial to ensuring high employee productivity and business growth. Excel Garment is a private garment manufacturing company operating in Myanmar's export-oriented apparel industry. Located in East Dagon industrial zones, Excel Garment specializes in producing ready-made garments local. Excel Garment Co., Ltd. is established in 2008, specializes in manufacturing and distributing a wide range of women wears in Myanmar. The garment factory is located in East Dagon Township. The showroom is located in Mingalar Market.

1.1 Rationale of the Study

This study is to explore how implementing a comprehensive safety management system enhances employee work performance by reducing workplace accidents, improving compliance with safety policies, and fostering a safety-conscious culture. Workplace safety is a crucial factor in improving employee productivity, particularly in labor-intensive industries such as garment manufacturing, where workers are frequently exposed to occupational hazards. Ensuring a safe working environment is not only a legal and ethical responsibility but also a strategic approach to enhancing workforce efficiency and overall business performance.

Employee work performance is a critical factor in determining the overall success and productivity of an organization. High-performing employees contribute to achieving business goals efficiently by delivering quality work, meeting deadlines, and maintaining consistency in their tasks. Effective performance also enhances teamwork, improves customer satisfaction, and promotes a positive organizational culture. Moreover, monitoring and improving employee work performance allows management to identify skill gaps, provide relevant training, and implement strategic changes that lead to continuous improvement. Ultimately, strong employee work performance drives

innovation, boosts profitability, and gives the organization a competitive advantage in the marketplace.

Additionally, management commitment plays a vital role in reinforcing safety practices and ensuring a sustainable, productive work environment. When top management actively supports and promotes safety measures, employees are more likely to engage in safe work practices, leading to fewer accidents, reduced costs associated with workplace injuries, and improved organizational efficiency.

The effectiveness of a safety management system heavily depends on management's commitment, demonstrated through adequate resource allocation, role modelling of safe behavior, and regular conducting risk assessment. Allocating sufficient resources such as funding, personnel, training materials, and safety equipment is essential to ensure that safety initiatives are well-implemented and sustained. Without proper resources, even well-designed safety programs may fail. Equally critical is role modelling of safe behavior by top management, which sets the tone for a safety culture within the organization. When leaders visibly practice and prioritize safety, employees are more likely to emulate these behaviors and take safety seriously. Conducting risk assessment complements these efforts by systematically identifying and addressing workplace hazards before they lead to accidents. Together, these elements not only reduce occupational risks but also enhance employee morale, performance, and organizational reputation.

Role modelling of safe behavior is essential in promoting a strong safety culture within the workplace. When leaders and supervisors consistently demonstrate adherence to safety protocols and practices, they set a clear example for employees to follow. This visible commitment to safety reinforces the importance of following procedures and encourages workers to adopt similar behaviors, reducing the likelihood of accidents and injuries. Role modelling of safe behavior also builds trust and accountability, showing that safety is a shared responsibility across all levels of the organization. By influencing attitudes and behaviors through positive example, role modelling of safe behavior becomes a powerful tool in shaping a proactive and sustainable approach to workplace safety.

Conducting risk assessment is vital for ensuring a safe and healthy workplace, as it helps identify potential hazards before they cause harm. Through systematic evaluation of tasks, processes, and environments, organizations can detect risks and implement preventive measures to reduce or eliminate them. This proactive approach not only protects

employees from injuries and illnesses but also ensures compliance with occupational health and safety regulations. Furthermore, regular conducting risk assessment contribute to continuous improvement in safety practices, enhance operational efficiency, and minimize costs associated with accidents, such as medical expenses, legal liabilities, and production downtime. Ultimately, conducting risk assessment fosters a culture of safety and accountability throughout the organization.

A well-structured safety management system integrates safety procedures into an organization's daily operations, minimizing workplace risks and ensuring compliance with safety regulations. By reducing workplace hazards and fostering a culture of safety compliance, employees experience higher job satisfaction, reduced absenteeism, and improved performance.

An effective safety management system relies heavily on the active engagement and empowerment of workers through knowledge, policies, participation, and communication. Worker knowledge of safety standards is foundational, as it equips employees with the understanding needed to identify hazards and apply proper safety procedures in their daily tasks. Without this knowledge, compliance becomes inconsistent and accidents are more likely to occur. Safety promotional policies play a supportive role by reinforcing this knowledge through structured training, awareness campaigns, and incentive programs that encourage safe behavior. Equally important is worker participation in safety decision-making and implementation. When employees are involved in safety committees or policy formulation, they take greater ownership of safety practices, leading to a more proactive safety culture. Effective safety communication—through clear channels and regular feedback—ensures that all staff are informed, engaged, and responsive to safety updates or emergencies. Together, these elements foster a collaborative and informed environment that significantly reduces risks and enhances overall employee work performance and organizational productivity.

Safety promotional policies play a crucial role in fostering awareness, engagement, and commitment to occupational health and safety within an organization. These policies outline the company's dedication to maintaining a safe work environment by clearly communicating expectations, procedures, and safety standards to all employees. By actively promoting safety through training programs, awareness campaigns, posters, incentives, and regular communication, these policies help embed safety as a core organizational value. They also motivate employees to take responsibility for their own

safety and that of their colleagues. In the long term, effective safety promotional policies contribute to reduced accidents, improved morale, higher productivity, and enhanced compliance with legal and regulatory requirements.

Worker participation in occupational safety and health is essential for creating a proactive and effective safety culture in the workplace. When employees are actively involved in identifying hazards, developing safety procedures, and making decisions about workplace safety, they become more committed to following and upholding safety standards. Their firsthand experience and insights often lead to practical and innovative solutions that management alone might overlook. Participation also fosters a sense of ownership and responsibility, which enhances communication, trust, and collaboration between workers and management. Ultimately, involving workers in safety processes not only improves compliance and reduces accidents but also promotes a safer, more inclusive, and empowered working environment.

Safety communication is a fundamental component of an effective safety management system, as it ensures that all employees are informed, aware, and aligned with the organization's safety goals and procedures. Clear, timely, and consistent communication helps in disseminating vital information about potential hazards, emergency procedures, safety protocols, and updates in regulations. It also encourages open dialogue, allowing workers to report unsafe conditions, provide feedback, and raise concerns without fear of retaliation. Good safety communication builds trust and transparency, empowering employees to take informed actions and make safer decisions in their daily tasks. Ultimately, it enhances overall safety performance, reduces accidents, and promotes a culture where safety is a shared priority.

Excel Garment plays a significant role in Myanmar's garment industry, which is a vital sector for the country's economy. As a local garment manufacturer, Excel Garment contributes to job creation, especially for women, and supports livelihoods in both urban and rural communities. The company helps promote Myanmar-made apparel in local market, thereby increasing export revenues and fostering industrial growth. Excel Garment also plays an important role in improving labor standards through the implementation of systems like the safety management system and participating in labor assessments such as VLCA (Voluntary Labor Compliance Assessment). These efforts contribute to safer working environments and better employee work performance. Additionally, by collaborating with various stakeholders and adopting responsible practices, Excel Garment

supports sustainable development and strengthens Myanmar's reputation as a competitive and ethical player in the global garment supply chain.

1.2 Objectives of the Study

There are two objectives in this study. They are;

- (1) To analyze the effect of safety management system on employee work performance of Excel Garment and
- (2) To examine the moderating effect of management commitment on the relationship between safety management system and employee work performance of Excel Garment.

1.3 Scope and Method of the Study

This study focuses on examining the safety management system, management commitment, and employee work performance at Excel Garment, a garment manufacturing company in Myanmar. Excel Garment employs 150 staff members in 2025. Sample size is 109 by using Raosoft sample size calculator. Simple random sampling method is applied to select 109 out of 150 employees, ensuring that every worker has an equal chance of being included in the study. Primary data are collected through structured questionnaires using personal interview method. Secondary data are gathered from relevant textbooks, academic articles, industry reports, websites, international dissertations, and research papers from the library. For data analysis, descriptive statistics is used to summarize and interpret survey responses, providing an overview of trends and employee perception. Additionally, multiple regression analysis is employed to examine the effect of safety management system on employee work performance.

1.4 Organization of the Study

This paper is composed of five chapters. Chapter one presents introduction with rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two consists of theoretical background presenting the concepts of safety management system, management commitment and employee work

performance. Additionally, the previous study and conceptual framework of the study are also presented in Chapter two. Chapter three presents the profile, safety management system activities of Excel Garment, reliability test and profile of respondents. Chapter four describes the analysis of the effect of safety management system on employee work performance towards Excel Garment. Chapter five presents the conclusion with findings and discussions, suggestions and recommendations and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter presents the theoretical concepts of safety management system, management commitment and employee work performance. The second part presents the previous study and the conceptual framework of this study.

2.1 Safety Management System

A safety management system is defined as a structured framework designed to identify hazards, assess risks, and implement control measures to ensure workplace safety (Keraka, 2020). It integrates safety policies, procedures, and performance measurement into an organization's operations, fostering a proactive safety culture. safety management system is essential in preventing accidents, improving compliance with safety regulations, and enhancing employee work performance (Geller, 2001).

A well-structured safety management system is crucial in fostering a proactive safety culture, reducing workplace incidents, and enhancing employee work performance. By ensuring safety training, promoting policies, engaging employees, maintaining effective communication, and securing management commitment, organizations can create a safer and more efficient work environment (Williams, 2003). Safety management system is composed with some factors, they are workers knowledge on safety standards, safety promotion policies, worker participation and safety communication. A safety management system is composed of several critical factors that work together to ensure a safe and healthy working environment. These key components include worker knowledge of safety standards, safety promotional policies, worker participation, and safety communication (Keraka, 2020).

2.1.1 Worker Knowledge on Safety Standards

One of the critical components of safety management system is knowledge of safety standards, which ensures that employees are well-informed about occupational risks and necessary precautions. Training programs and accessible safety guidelines help workers develop the required skills and awareness to mitigate hazards. Organizations with frequent

safety training experience fewer workplace accidents and higher compliance with safety regulations (Keraka, 2020; Williams, 2003).

Worker knowledge on safety standards refers to the understanding employees possess regarding occupational health and safety (OHS) policies, procedures, hazards, and protective practices within the workplace (Makori, 2013). This includes awareness of the importance of adhering to safety protocols, the risks associated with non-compliance, and the correct use of personal protective equipment (PPE). Knowledgeable workers are more likely to identify potential hazards, follow safety rules, and take preventive measures to avoid accidents, thereby contributing to a safer working environment and improved performance.

Worker knowledge of safety standards is a crucial factor in ensuring workplace safety and enhancing employee work performance. Employees who are well-informed about occupational safety regulations, hazard identification, and risk management are more likely to comply with safety protocols, reducing workplace accidents and improving productivity. According to Keraka (2020), organizations that prioritize worker safety education through regular training programs experience fewer occupational injuries and higher compliance rates. Similarly, Chinniah (2015) found that employees with adequate safety awareness are more proactive in hazard reporting and risk prevention, fostering a strong safety culture.

Furthermore, Hussain et al. (2019) emphasized that knowledge of safety regulations enables workers to respond effectively to emergencies, reducing the effect of workplace hazards. Proper training on the use of Personal Protective Equipment (PPE) is also essential. Akinwale and Olusanya (2016) indicated that inadequate PPE usage remains a significant challenge in industries like textiles, where exposure to chemicals and machinery-related risks is high. Organizations should, therefore, invest in continuous safety education, effective communication channels, and reward systems for proactive safety behavior to enhance compliance and create a safer working environment (Bust et al., 2014; Petersen, 2004).

2.1.2 Safety Promotional Policies

Safety promotional policies are equally important, as they reinforce a positive safety culture through incentives, penalties for violations, and awareness campaigns. Companies

that actively promote safety measures report improved adherence to protocols and reduced injury rates (Geller, 2001).

Safety promotional policies refer to structured efforts and initiatives implemented by organizations to raise awareness, foster a positive safety culture, and encourage proactive engagement in workplace safety (OSHA, 2025). These policies involve regular safety campaigns, training sessions, visual reminders, incentive programs, and communication strategies designed to promote safe behaviors and reduce accident rates. The goal is to continuously inform and motivate employees about occupational health and safety practices, thereby embedding safety consciousness into everyday work routines. According to Geller (2001), safety promotion is essential for building a participative safety culture where employees feel responsible for not only their own safety but also that of their coworkers.

Safety promotional policies play a crucial role in fostering a strong safety culture within an organization, leading to enhanced employee work performance and reduced workplace accidents. These policies include structured safety programs, incentives for compliance, and continuous safety training to ensure that employees understand and adhere to safety protocols. According to Keraka (2020), organizations that implement clear and well-communicated safety policies experience higher compliance rates among workers, ultimately reducing occupational hazards. Additionally, safety promotional policies, such as management-led safety initiatives and employee involvement in safety decisions, contribute to a proactive safety culture, improving workplace morale and productivity (Huang et al., 2004).

Federal Aviation Administration (2014) also emphasized that safety promotion supports ongoing safety awareness through regular communication, training, and evaluation, which strengthens compliance and minimizes risks. Effective implementation of these policies requires strong management commitment and mechanisms for enforcement, as organizations with structured safety enforcement strategies tend to have a more engaged workforce and a lower incidence of workplace accidents (Burke et al., 2011). Therefore, investing in safety promotional policies not only ensures regulatory compliance but also enhances employee confidence, motivation, and overall performance.

2.1.3 Worker Participation

Worker participation is another essential element of safety management system, as it encourages employees to take an active role in implementing and monitoring safety procedures. When workers are engaged in decision-making regarding safety protocols, they are more likely to follow them, leading to better compliance and reduced accident rates (Keraka, 2020).

Worker participation refers to the active involvement of employees in the decision-making processes related to occupational safety and health within the workplace (OSHA, 2025). This includes contributing ideas, attending safety meetings, joining safety committees, reporting hazards, and participating in risk assessment and safety training. Engaging workers in safety management enhances their sense of responsibility, improves compliance with safety procedures, and leads to more effective identification and control of workplace hazards. According to the Occupational Safety and Health Administration (OSHA), effective worker participation is a core element of a successful safety and health program, as it ensures that the people most familiar with the work are directly involved in identifying solutions to safety challenges.

Worker participation in safety management is essential for fostering a strong safety culture, enhancing compliance, and improving employee work performance. Active involvement in safety committees, decision-making, and risk identification empowers employees to take responsibility for workplace safety. Keraka (2020) revealed that organizations where workers participated in designing safety programs experienced lower accident rates and higher compliance levels. Furthermore, Crawford (2019) emphasized that employees possess firsthand knowledge of workplace hazards, making their involvement in safety decisions critical for risk reduction and policy effectiveness. Yanar et al. (2018) further highlighted that workplaces with active worker participation report lower occupational risks and improved safety outcomes. Additionally, Marchington and Wilkinson (2005) found that employee participation in safety initiatives contributes to enhanced productivity and job satisfaction. Therefore, encouraging worker participation through open communication, structured safety programs, and collaborative decision-making not only strengthens safety compliance but also enhances overall employee work performance.

2.1.4 Safety Communication

Safety communication plays a crucial role in ensuring that policies, procedures, and emergency protocols are effectively conveyed. Organizations that use diverse communication channels, such as meetings, digital platforms, and posters, enhance workers' understanding and response to safety issues (Williams, 2003).

Safety communication is defined as the continuous process of exchanging information related to workplace health and safety between employers, managers, and workers (Safe Work Australia, 2016). It involves clearly conveying safety policies, procedures, risks, and expectations through various channels such as meetings, posters, training sessions, warning signs, digital tools, and feedback systems. Effective safety communication ensures that all employees are informed, engaged, and able to understand and respond to potential hazards, thus promoting a proactive safety culture. According to Mearns et al. (2003), open and effective communication is essential for developing trust and ensuring that safety information is shared accurately and acted upon in a timely manner.

Effective safety communication is a critical component of workplace safety management, ensuring that employees are well-informed about hazards, safety protocols, and emergency procedures. Clear and consistent communication helps to foster a strong safety culture, reduce accidents, and improve overall employee work performance. According to Keraka (2020), organizations that establish structured safety communication mechanisms, such as regular safety meetings, notices, and digital alerts, experience higher compliance with safety standards and fewer workplace incidents. Additionally, studies indicate that safety communication plays a significant role in improving employee efficiency by ensuring that workers are aware of safety expectations and procedures in case of emergencies (Newnam & Goode, 2019). Balasundaram et al. (2017) found that effective safety communication in textile industries directly affects worker adherence to safety guidelines, reducing workplace risks and enhancing productivity. Moreover, the Federal Aviation Administration (2014) emphasized that safety communication should be continuous and integrated into daily operations, using multiple channels such as written notices, oral briefings, and digital platforms for maximum reach and effectiveness. Therefore, organizations should invest in robust safety communication strategies, ensuring that employees are actively engaged and well-informed, which ultimately leads to improved workplace safety and employee work performance.

2.2 Management Commitment

Management commitment is a critical factor as leadership involvement directly affects workplace safety. When managers actively participate in safety programs, allocate resources for safety measures, and enforce compliance, employees are more likely to take safety seriously. Strong management commitment leads to a significant reduction in workplace hazards and an improvement in overall productivity (Keraka, 2020; Geller, 2001).

Management commitment refers to the degree to which organizational leaders actively support, prioritize, and participate in workplace safety and health initiatives (OSHA, 2025). It involves setting clear safety goals, allocating necessary resources, modeling safe behavior, enforcing safety policies, and consistently communicating the importance of safety to all employees. Strong management commitment demonstrates that safety is a core organizational value, which in turn fosters employee trust, compliance, and engagement in safety programs. According to Fernández-Muñiz et al. (2007), management commitment is one of the most critical factors influencing the effectiveness of a safety management system and overall safety performance.

Management commitment to safety is a critical factor in ensuring a safe work environment and improving employee work performance. When leadership actively prioritizes workplace safety, employees are more likely to comply with safety protocols and demonstrate a positive attitude toward hazard prevention. Keraka (2020) found that management commitment significantly influences workplace safety outcomes by ensuring the availability of resources, enforcing compliance, and leading by example. Additionally, Michael et al. (2005) indicated that visible management involvement in safety programs fosters a culture of trust and accountability, leading to improved adherence to safety policies.

Management commitment plays a crucial role in shaping workplace safety and employee work performance. Organizations that allocate resources, conduct regular safety assessments, and demonstrate strong leadership in safety matters are more likely to experience lower accident rates and higher productivity levels. Ensuring continuous engagement in safety programs fosters a culture of safety, where employees feel valued and motivated to uphold safety standards. Management commitment is composed of three

factors. They are resource allocation, role modelling of safe behavior and conducting risk assessment (OSHA).

2.2.1 Resource Allocation

Resource allocation is the decision-making process through which an organization assigns its available resources to various uses to meet goals and objectives, often balancing competing needs and priorities (Daft, 2021). One of the primary ways management can demonstrate commitment is through the allocation of resources for safety initiatives. This includes providing adequate funding for training programs, safety equipment, and hazard control measures. Hofmann et al. (2017) revealed that organizations that invest in safety infrastructure experience a reduction in workplace accidents and an increase in employee productivity.

Resource allocation in the context of workplace safety refers to the systematic distribution of organizational resources—such as time, budget, personnel, equipment, and training—toward implementing and maintaining an effective safety management system (OSHA, 2025). It reflects the organization's commitment to preventing workplace injuries and ensuring compliance with safety regulations. Proper allocation enables timely hazard identification, risk assessment, employee training, and the provision of protective equipment. According to Vinodkumar and Bhasi (2010), sufficient resource allocation is a critical factor influencing safety performance, as it directly supports the implementation of safety policies and practices across the organization.

Resource allocation is a critical component of an effective safety management system, ensuring that the necessary financial, human, and technological resources are available to support workplace safety initiatives. Proper allocation of resources enhances employee work performance by minimizing workplace hazards, improving compliance with safety regulations, and fostering a culture of proactive risk management. According to Keraka (2020), organizations that invest in safety training, personal protective equipment (PPE), and hazard control measures experience lower accident rates and increased productivity. Similarly, Hofmann et al. (2017) emphasized that resource allocation reflects management commitment to safety, influencing employees' perception of workplace safety and encouraging compliance with safety policies. Furthermore, Neal and Griffin (2006) found that companies that dedicate sufficient resources to conducting regular risk

assessment and safety audits report improved safety outcomes and higher employee satisfaction. Effective resource allocation also involves providing well-maintained safety equipment, funding workplace modifications to reduce risks, and ensuring the availability of trained personnel to oversee safety procedures (Burke et al., 2011). By prioritizing resource allocation for safety, organizations not only comply with occupational safety standards but also enhance employee well-being, motivation, and overall organizational performance.

2.2.2 Role Modelling of Safe Behavior

Another critical aspect of management commitment is acting as a role model for safe behavior. Employees are more likely to take safety seriously when they observe their supervisors adhering to safety protocols and addressing workplace hazards proactively.

Role modelling is a powerful leadership strategy in promoting a culture of safety. When leaders visibly engage in safe practices, they set behavioral expectations and demonstrate the organization's commitment to employee well-being (Cooper, 2006). When managers and senior staff visibly follow safety protocols, wear appropriate personal protective equipment (PPE), and respond responsibly to hazards, they reinforce the importance of safety and influence others to adopt similar behaviors. This form of leadership by example is essential in cultivating a strong safety culture. According to Wu et al. (2008), safety leadership that includes role modelling of safe behavior significantly affects employees' safety attitudes and behaviors, ultimately improving overall safety performance.

Role modeling of safe behavior is a key strategy in promoting workplace safety and enhancing employee performance. When leaders and supervisors consistently demonstrate adherence to safety procedures, employees are more likely to adopt safe work practices. According to Keraka (2020), behavior-based safety emphasizes that safety is influenced by what individuals observe in their work environment, making managerial role modeling essential in reinforcing safety culture. Geller et al. (2004) highlighted seven principles of behavior-based safety, which include positive reinforcement and direct interventions to guide employee behavior towards safety compliance. Leaders who prioritize safe practices create an environment where employees feel encouraged to report hazards, participate in safety programs, and follow safety guidelines. Research also indicates that organizations

that integrate role modeling into their safety management system experience lower accident rates and improved employee engagement (Agnew & Ashworth, 2012). Additionally, Hollnagel and Goteman (2004) indicated that system-wide reinforcement of safety behaviors through managerial leadership significantly reduces workplace risks. Therefore, organizations should ensure that safety leadership is demonstrated at all levels to foster a culture of accountability, awareness, and proactive risk management, ultimately leading to enhanced safety compliance and employee work performance.

Marzlan (2013) found that management support directly influences employees safety attitudes and behaviors, reinforcing a safety-first culture within organizations. Lamm et al. (2006) argued that management's visible commitment to safety leads to increased worker engagement and a sense of shared responsibility for maintaining a safe workplace.

2.2.3 Conducting Risk Assessment

Conducting risk assessment is a fundamental component of workplace safety, ensuring that potential hazards are identified, evaluated, and mitigated before they cause harm. A systematic conducting risk assessment process enables organizations to proactively address safety concerns, thereby enhancing employee work performance and compliance with safety regulations. According to Keraka (2020), companies that conduct regular safety audits and conducting risk assessment experience fewer workplace accidents and higher productivity levels. Conducting risk assessment involves identifying potential dangers, analyzing their likelihood and severity, and implementing control measures to minimize risks.

Conducting risk assessment is defined as the process of identifying potential workplace hazards, analyzing the likelihood and severity of associated risks, and determining appropriate control measures to minimize or eliminate those risks (U.S. Department of Homeland Security, 2025). It is a fundamental component of any safety management system, aimed at preventing accidents, injuries, and health issues by proactively addressing unsafe conditions and practices. Conducting risk assessment involve systematic evaluation techniques and employee involvement to ensure accuracy and effectiveness. According to the U.S. Department of Homeland Security (2021), conducting

risk assessment helps organizations prioritize resources and actions by understanding the threats, vulnerabilities, and potential affects on operations.

Neal and Griffin (2006) emphasized that an effective risk assessment process requires employee involvement, as workers are often the first to recognize workplace hazards and indicate practical safety improvements. Furthermore, Hofmann et al. (2017) found that risk assessment not only reduces accidents but also fosters a culture of safety awareness, leading to improved morale and job satisfaction among employees. Organizations that integrate risk assessment into their safety management system also comply better with occupational health and safety standards, reducing legal liabilities and financial losses associated with workplace incidents (Burke et al., 2011). By prioritizing continuous conducting risk assessment, businesses can create a safer work environment, leading to increased employee confidence, efficiency, and overall organizational success. Furthermore, conducting regular risk assessment and ensuring safety audits are performed contribute to the ongoing identification and mitigation of workplace hazards (Neal & Griffin, 2006).

2.3 Employee Work Performance

Employee work performance is a crucial factor in organizational success, as it determines productivity, efficiency, and overall business outcomes. It is generally defined as the extent to which an employee successfully executes their job responsibilities in alignment with organizational goals and performance standards (Keraka, 2020). Employee work performance is influenced by various factors, including workplace safety, job satisfaction, and management support. The presence of a safe working environment has been linked to increased labor productivity, as employees feel more secure and motivated to perform their duties efficiently.

Employee work performance refers to the effectiveness, efficiency, and quality with which an individual carries out their job responsibilities and contributes to organizational goals (Sonnetag & Frese, 2002). It encompasses various dimensions such as productivity, task completion, punctuality, teamwork, and adherence to organizational standards and procedures. High levels of work performance are typically associated with motivation, job satisfaction, skill competency, and a supportive work environment.

Employee work performance is defined as the effectiveness and efficiency with which individuals carry out their core duties and responsibilities, as outlined in their formal job descriptions, representing a key contribution to organizational goals (Sonnentag & Frese, 2002). It is commonly viewed through multiple dimensions: task performance (quality, quantity, and technical accuracy of job-related output), contextual performance (voluntary behaviors that support the organizational environment), adaptive performance (ability to adjust to change), and counterproductive behaviors (e.g., absenteeism, non-compliance). High employee work performance is crucial for securing a competitive advantage, improving efficiency, and achieving organizational objectives.

The implementation of a robust safety management system has been empirically linked to enhanced individual performance. Studies demonstrate a significant positive relationship between safety management system effectiveness—measured through safety culture, procedures, equipment, and training—and employees' compliance, participation, and productivity. Organizations with mature safety management system report better safety records, higher employee satisfaction, and improved productivity as safety culture mediates the link between safety management system and employee work performance outcomes. In healthcare contexts, improved safety policies and risk management have been shown to significantly enhance paramedical staff performance.

In light of this evidence, employee work performance in this study is understood as the degree to which employees fulfill both formal job requirements and broader organizational expectations—demonstrating proficiency, cooperation, adaptability, and the avoidance of detrimental behaviors. This performance is assessed in relation to the strength of the safety management system's implementation, emphasizing how a comprehensive safety management system fosters a safe working environment that supports employees' capacity to perform effectively and consistently.

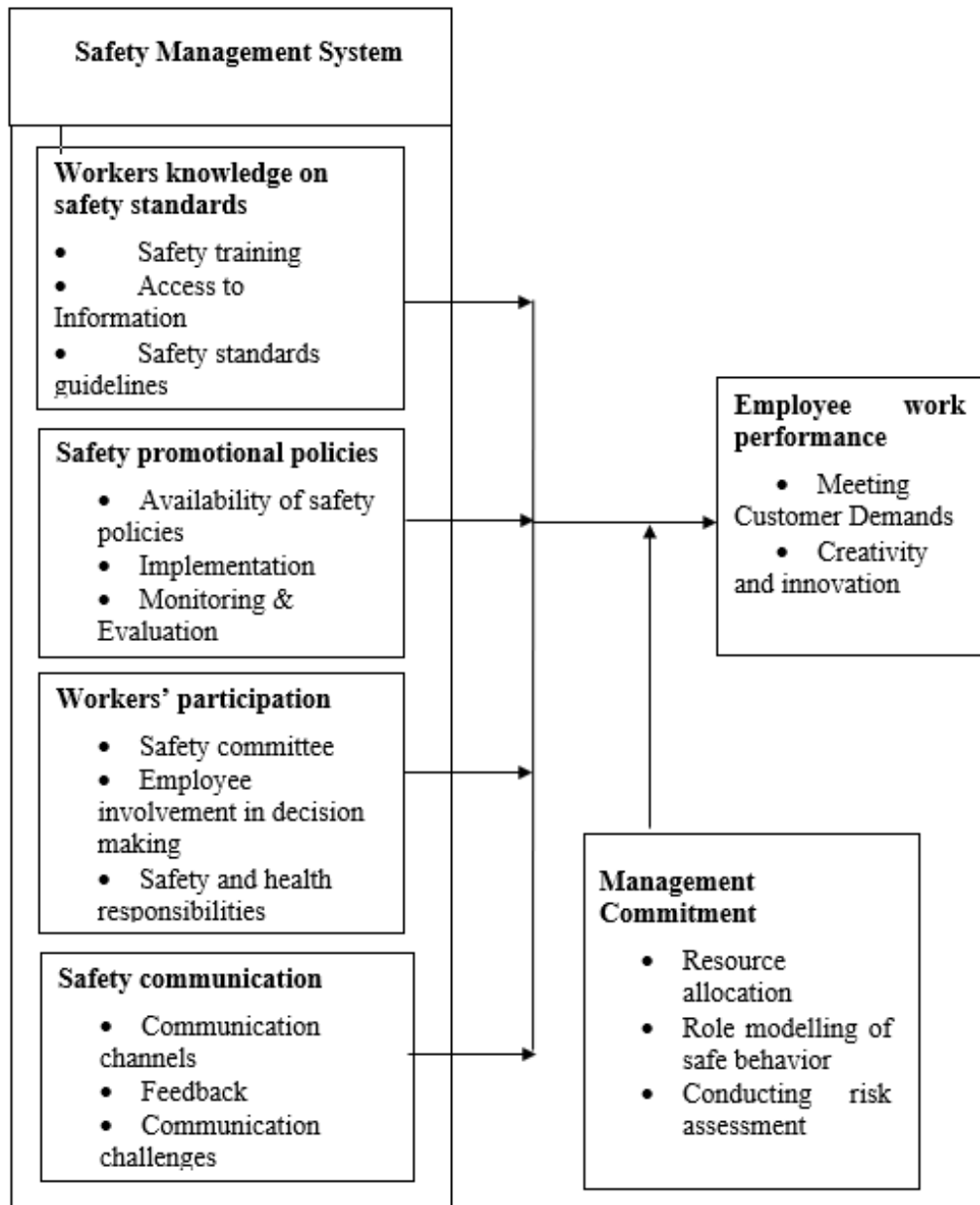
2.4 Previous Study

There are many previous research papers related to safety management system, workplace safety, and employee work performance. The relationship between safety management and employee work performance has been widely studied, with researchers highlighting the effect of safety training, management commitment, and compliance on workforce productivity.

Keraka (2020) conducted safety management system and employee work performance in Textile Manufacturing Companies in Selected Counties in Kenya. This research examined the relationship between safety compliance and employee work performance by analyzing key factors such as worker knowledge of safety standards, safety promotional policies, worker participation, and management commitment.

The study focused on all 22 textile manufacturing companies operating under the Export Processing Zone (EPZ) program. The population size was 2,744 and sample size was 400 participants who were selected for the research. A descriptive cross-sectional research design was used. Data collection methods included questionnaires and interviews with key informants. The collected data were reviewed and coded for computerized entry. Analysis involved both descriptive and inferential statistics, conducted using the Statistical Package for Social Sciences (SPSS) Version 22. Inferential analysis was performed through multiple regression to assess the significance and effect of four independent variables and a moderating variable on employee work performance within Kenya's textile industry. The research model of Keraka (2020) is shown in Figure (2.1).

Figure (2.1) Conceptual Framework of Keraka



Source: Keraka (2020)

The study revealed that the implementation of a safety management system had a significant and positive affect on employee work performance in textile manufacturing companies. Specifically, components such as worker knowledge of safety standards, safety promotional policies, employee participation in safety practices, and effective safety communication were all found to directly enhance employee work performance. When workers were well-informed and trained in safety standards, they were more capable of recognizing and responding to hazards, leading to fewer workplace accidents and improved productivity. The research also highlighted the importance of safety promotional policies,

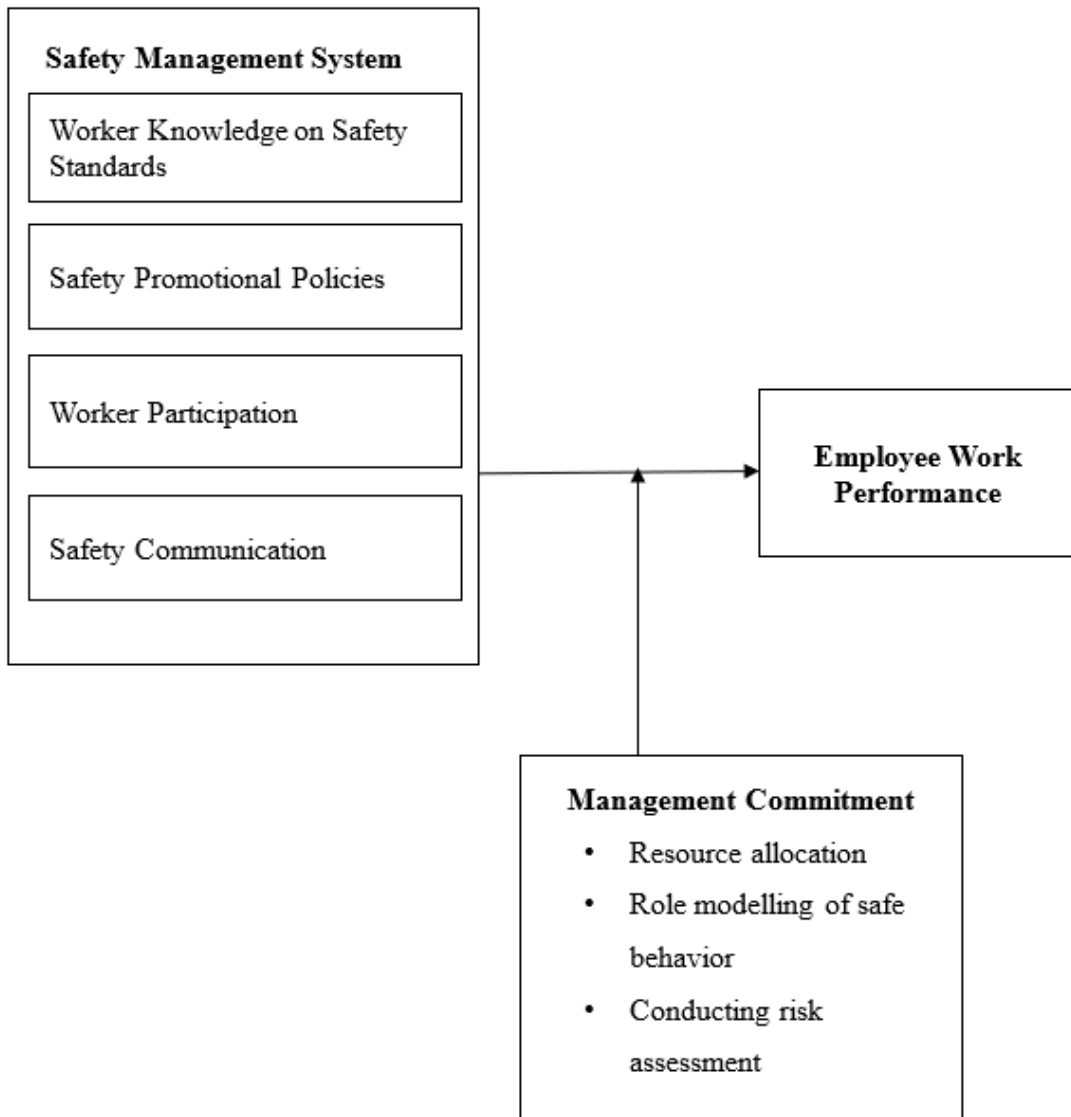
noting that when such policies are clearly defined, monitored, and actively enforced, they motivate employees to adopt safe behaviors. Furthermore, the participation of employees in safety-related decisions, such as through safety committees or feedback mechanisms, was shown to foster a sense of ownership and responsibility toward workplace safety.

A critical finding of the study was the moderating role of management commitment. The research demonstrated that when top management actively supports safety initiatives the actions like allocating resources, conducting risk assessment, and serving as role models for safe behavior employee compliance and performance are significantly enhanced. Additionally, safety communication emerged as a key factor in promoting safety culture. Open and clear communication channels were allowed employees to understand expectations, report hazards, and feel engaged in safety efforts. Overall, the findings emphasized that a well-structured and effectively implemented safety management system not only reduces risks but also contributes to a more productive, motivated, and engaged workforce in the textile industry.

2.5 Conceptual Framework of the Study

The framework for this study has been developed by referring to a previous research paper to conceptualize the relationship between dependent and independent variables. The conceptual framework for this study is illustrated in Figure (2.2).

Figure (2.2) Conceptual Framework of the Study



Source: Adapted from Keraka (2020)

In this study, safety management system includes worker knowledge on safety standards, safety promotional policies, worker participation and safety communication. Worker knowledge on safety standards, safety promotional policies, worker participation and safety communication are independent variables, resource allocation, resource modelling of safe behavior, and conducting risk assessment are mediating variables and employee work performance is dependent variable adapted from Keraka(2020).

CHAPTER 3

PROFILE AND SAFETY MANAGEMENT SYSTEM OF EXCEL GARMENT

This chapter begins by introducing the profile of Excel Garment including vision, mission, and organizational structure of Excel Garment. It also includes the safety management system of Excel Garment and demographic factors of the workers.

3.1 Profile of Excel Garment

Excel Garment is a well-known company within the Myanmar market, recognized for its dedication to delivering high-quality women wears from Myanmar. Established in 2008, Excel Garment specializes in distributing a wide range of women wears, catering to the diverse needs of women wear in Myanmar. The company has quickly gained a reputation for its commitment to quality and customer satisfaction.

The vision of Excel Garment is to achieve and maintain healthy and beauty. Through continuous innovation and a commitment to excellence, the company aims to lead the garment industry by setting new standards for quality and efficacy. This vision drives every aspect of the company's operations, from product development to customer service.

The company's mission is to provide innovative and beautiful women wears that enhance the natural beauty of its consumers. With a focus on sustainability and ethical practices, Excel Garment ensures that its products are not only effective but also environmentally friendly. The company has built a reputation for reliability and excellence through its commitment to quality, safety, and consumer satisfaction. Each product is meticulously crafted to meet the highest standards, ensuring that customers receive the best possible care for their look.

Excel Garment operates through a well-established network of retail partners and direct sales channels, ensuring widespread availability of its products. The company places a strong emphasis on understanding local market dynamics and consumer preferences, which enables it to tailor its product offerings to meet the specific needs of Myanmar's beauty market. By staying attuned to the latest trends and consumer demands, Excel Garment remains a leader in the competitive garment industry.

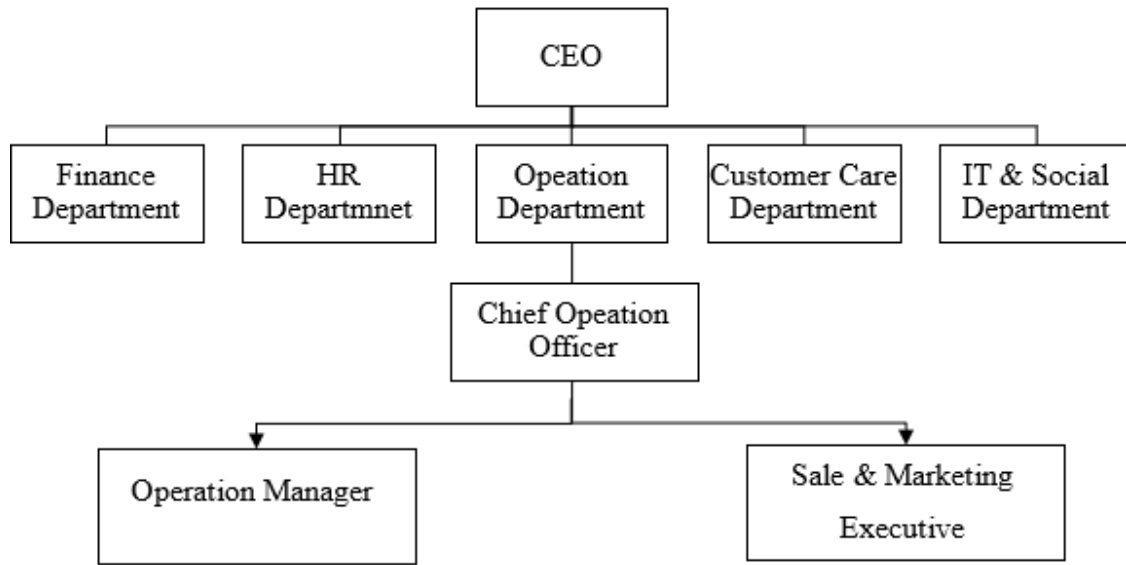
With a dedicated team of professionals, Excel Garment continually invests in research and development to stay at the forefront of the garment industry. The company's innovative approach and strategic marketing efforts have positioned it as a trusted brand among Myanmar consumers, known for its premium quality and effective women wear solutions. The team works tirelessly to develop new products and improve existing ones, ensuring that Excel Garment remains a preferred choice for beauty enthusiasts.

Excel Garment actively engages with its community through various initiatives and events. By participating in garment expos, conducting skincare workshops, and collaborating with influencers, the company fosters a strong connection with its audience. These efforts not only enhance brand loyalty but also educate consumers about the benefits of using high-quality women wear products. In addition to its business endeavors, Excel Garment is committed to social responsibility. The company supports various charitable causes and participates in programs that promote environmental sustainability. By aligning its business practices with ethical standards, Excel Garment ensures that it makes a positive effect on society and the environment.

Excel Garment aims to expand its product range and explore new markets while maintaining its core values of quality, innovation, and customer satisfaction. The company's vision for the future includes becoming a global leader in the beauty industry, recognized for its dedication to enhancing natural beauty and improving skin health. Through its unwavering commitment to excellence, Excel Garment continues to set the benchmark for women wear products in Myanmar and beyond.

An organization structure explains how authority and responsibility flows from one head to other. In Excel Garment, CEO is at the top level. The organization mainly has five departments such as finance department, human resource department, operation department, customer care department and IT & social department. The organization chart of Excel Garment is shown in Figure (3.1).

Figure (3.1) Organization Chart of Excel Garment



Source: Excel Garment (2025)

Figure (3.1) shows that employees carry out their duties and responsibilities based on their job descriptions, in alignment with the organization's rules, regulations, vision, and mission. The company operates under the leadership of the CEO and includes managers, assistant managers, supervisors, and staff members, totaling 150 employees. As a locally owned company, Excel Garment places full responsibility and authority in the hands of its CEO.

(1) Finance Department

The finance department plays a vital role in Excel Garment, serving as a cornerstone for the company's financial health and sustainable growth. It carries out a wide range of functions that ensure financial operations are aligned with the company's strategic direction and that fiscal responsibility is maintained. One of its primary tasks is to develop the annual budget by working closely with all departments to gather projections for expenses and revenues, making sure these plans support the company's financial goals. By continuously tracking financial performance, the department can identify discrepancies early and keep the company on a stable financial path.

It also manages company expenditures, regularly analyzing costs to identify potential savings and areas for better efficiency. Forecasting future financial outcomes—including revenue, expenses, and cash flow—is another critical duty. These projections,

based on past trends, market conditions, and expected business developments, help guide key business decisions such as investments and expansion plans.

The finance department prepares essential financial documents, including income statements, balance sheets, and cash flow reports, which support internal decision-making and fulfill the requirements of external stakeholders. It ensures compliance with all financial regulations by keeping reporting accurate and timely, while adjusting accounting practices as needed. The department also actively manages financial risks by identifying potential threats like market volatility and devising strategies to mitigate them, thereby safeguarding company assets and securing long-term stability.

In addition, the department conducts detailed financial analyses to assist in evaluating investments and assessing the effect of proposed initiatives. These insights inform strategic priorities and help identify opportunities that offer strong returns. By collaborating with other departments, the finance team also implements cost control measures and streamlines financial processes to boost efficiency and profitability.

In the era of digital transformation, the finance department embraces modern financial technologies, including advanced accounting systems and data analytics tools. These tools improve the accuracy and speed of financial reporting, enabling swift and informed decisions in a competitive marketplace. In summary, the finance department's responsibilities in budgeting, forecasting, risk management, and strategic planning are central to Excel Garment's financial success and long-term growth.

(2) HR Department

The human resources (HR) department is a foundational element of Excel Garment, playing a crucial role in shaping and supporting the company's workforce—a key factor in reaching strategic goals. One of its main functions is overseeing the recruitment process, which involves identifying staffing needs, crafting accurate job descriptions, and selecting candidates who align with both the required qualifications and the company's culture. The HR team carries out comprehensive interviews and manages a smooth onboarding process that introduces new hires to the organization's values, expectations, and working environment.

In addition to recruitment, the HR department is deeply committed to retaining and developing employees, recognizing that a skilled and satisfied team is essential for

sustained success. It creates and delivers tailored training programs designed to address current job functions and long-term career development. These initiatives not only improve individual capabilities and keep employees up-to-date with industry practices but also prepare them for future advancement within the company. Career development opportunities further support job satisfaction and foster loyalty.

The department also plays a key role in cultivating a healthy and inclusive workplace culture. This includes handling employee concerns, resolving conflicts, and maintaining a safe and supportive atmosphere. It ensures the organization's full compliance with labor laws and workplace regulations, safeguarding both employees and the company from legal issues. By encouraging respect, cooperation, and continuous learning, the HR team promotes an engaged and productive workforce that contributes to innovation and efficiency.

Strategically, the HR department helps align human capital with the company's long-term vision. By anticipating future workforce needs based on organizational goals, the department develops effective talent strategies to ensure the right people are in place to support business growth and adaptability. This forward-thinking approach not only strengthens the company's competitiveness but also enhances its resilience in a changing market.

Ultimately, the HR department's efforts in attracting, nurturing, and retaining high-performing employees are central to the success of Excel Garment Through strategic hiring, professional development, and a focus on positive workplace culture, HR ensures the company maintains a motivated and capable workforce ready to meet the challenges of the modern business world. This human resource strategy is key to achieving long-term organizational growth and stability.

(3) Operation Department

The operation department at Excel Garment is essential to ensuring the company delivers high-quality products efficiently and consistently—key to maintaining customer satisfaction and securing a competitive edge. It is responsible for managing the entire production cycle, from sourcing raw materials to delivering finished products. To ensure seamless operations, the team applies industry best practices aimed at improving efficiency, cutting down waste, and reducing production costs. These include techniques like lean

manufacturing, process optimization, and continuous improvement strategies that help eliminate inefficiencies across workflows.

A major function of this department is supply chain management, which is critical for making sure that the right materials are available at the right time and that products are delivered to customers promptly. This involves working closely with suppliers to obtain high-quality materials, negotiating contracts, managing supplier relationships, and maintaining delivery timelines. Additionally, the department oversees inventory levels to ensure a balance between having enough stock and minimizing storage costs. By refining logistics processes, the operation team ensures timely and cost-effective delivery of products, reinforcing the company's reputation for dependability.

The department regularly tracks key performance indicators (KPIs) such as production volume, product quality, and on-time delivery performance. These metrics help evaluate operational effectiveness and supply chain efficiency. When performance gaps are identified, the team takes swift action to address them by updating processes, integrating new technologies, or adjusting workflows. This evidence-based approach empowers the department to boost productivity, control costs, and meet production targets.

Upholding product quality is a core commitment of the operation department. Quality checks are embedded at every production stage—from inspecting raw materials to final product testing—to ensure that all goods meet or exceed customer expectations. Strict quality assurance protocols are followed to build trust and maintain brand loyalty. This dedication to excellence also extends to supplier selection, where vendors are chosen based on their ability to meet the company's high standards, with regular evaluations to ensure consistent performance.

As the operational backbone of Excel Garment, the operation department drives success through careful planning, effective execution, and ongoing process improvement. Its focus on efficiency, quality, and timely fulfillment allows the company to optimize resources, reduce costs, and consistently deliver superior products. This strong operational foundation supports long-term growth and enables the company to exceed customer expectations in a highly competitive market.

(4) Customer Care Department

The customer care department at Excel Garment plays an essential role in fostering strong customer relationships by serving as the main point of contact for all customer-related matters. Its responsibilities go beyond simply responding to inquiries; it represents the company in every interaction, ensuring that customers are treated with professionalism, empathy, and efficiency. Whether customers reach out through phone calls, emails, or social media, the team is well-prepared to offer timely support—ranging from answering basic product questions to resolving more complex concerns that require detailed assistance.

A core function of the department is providing detailed and accurate product information. This involves helping customers understand product features, advantages, and usage, which not only addresses immediate questions but also enables customers to make well-informed choices. Clear communication helps minimize confusion and dissatisfaction, leading to a more positive and seamless customer experience.

Beyond handling concerns, the customer care team actively gathers and analyzes customer feedback. This feedback provides important insights into customer expectations, preferences, and pain points. The department then communicates these insights to other departments, such as product development and marketing, supporting the enhancement of products and services. This feedback loop allows the company to stay aligned with customer needs and adapt to market changes effectively.

To continuously improve service quality, the department tracks key metrics such as response time, issue resolution rate, and customer satisfaction levels. These performance indicators help identify trends and highlight areas that need improvement. For example, recurring customer complaints may lead to collaboration with other departments to address the root cause and prevent future issues.

By consistently delivering reliable support and resolving concerns efficiently, the customer care department helps build trust and loyalty among customers. Satisfied customers are more likely to return and recommend the brand to others. The team's efforts to maintain clear and honest communication also contribute to a positive company reputation in the marketplace.

Overall, the customer care department is a vital component of Excel Garment's success. Through its commitment to responsive service, problem resolution, and customer feedback, it not only enhances customer satisfaction but also provides valuable input that

drives continuous organizational improvement. This dedication to customer-focused service strengthens the company's competitive position and supports long-term growth.

(5) IT & Social Department

The IT & social department at Excel Garment plays a vital and diverse role in ensuring both the internal operational efficiency and the external digital presence of the company. It supports the organization's competitive edge by managing core technological infrastructure while also overseeing digital engagement strategies.

On the IT side, the department handles the complete technological framework of the company. This includes managing servers, securing networks, maintaining software systems, and offering technical assistance to staff. Their support covers everything from resolving daily tech issues to implementing complex IT projects that enhance productivity and efficiency. By maintaining secure, updated, and functional systems, the IT team helps reduce downtime, safeguard the company against cyber threats, and equip all departments with the technology necessary for smooth operations. Additionally, the team ensures that technology decisions are aligned with the company's strategic direction—whether through adopting innovative solutions, streamlining workflows, or ensuring solid returns on IT investments.

Simultaneously, the department is responsible for managing the company's digital and social media presence—an increasingly essential function in the digital age. The social media team crafts and publishes content that reflects the company's brand values and connects with its target market. Their efforts are not limited to promotional messaging; they also interact with customers, respond to questions, and handle concerns raised on social platforms, thereby building trust and community around the brand. This strong digital engagement boosts visibility, supports customer acquisition, and encourages brand loyalty.

In addition, the department utilizes data analytics to inform strategic decisions and improve marketing effectiveness. By examining data from customer behavior, market trends, and campaign performance, the team delivers insights that guide business and marketing strategies. For example, analyzing customer feedback can reveal shifting preferences, enabling the company to adjust products or campaigns accordingly. Reviewing social media performance helps the team identify successful tactics and fine-tune future campaigns for better results.

The merging of IT operations and social media management into a single department provides Excel Garment with a strategic advantage, allowing the company to respond swiftly and effectively to changes in the digital landscape. This integration strengthens internal processes and fosters meaningful digital engagement with customers.

Overall, the IT & social department is a key pillar of the company's success, ensuring reliable technology systems and a dynamic online presence. Through its combined expertise in technical operations and digital marketing, the department contributes significantly to operational excellence, brand development, and the achievement of long-term strategic goals in a competitive business environment.

3.2 Safety Management System of Excel Garment

This section outlines the key motivational factors influencing the implementation of the safety management system at Excel Garment. These factors include worker knowledge on safety standards, safety promotional policies, worker participation, and safety communication practices. These elements are strategically adopted to enhance employee work performance, with management commitment serving as a mediating factor in this relationship.

3.2.1 Worker Knowledge on Safety Standards

As a committed member of the MGMA, Excel Garment works closely with international bodies such as the ILO to uphold labor and safety standards in the workplace. One of the fundamental pillars of its safety management system is ensuring that workers possess strong, applicable knowledge of occupational safety standards. This knowledge forms the basis for promoting a safe, productive, and legally compliant work environment.

Excel Garment ensures that all employees receive systematic safety training as part of their onboarding process and through regular refresher programs. These trainings include information on proper equipment handling, machine safety, fire evacuation procedures, and personal protective equipment (PPE) use. Importantly, the company aligns its content with internationally recognized standards, such as ISO 45001 and ILO core conventions, enabling workers to understand global safety expectations. Training materials and sessions

are often provided in local languages to ensure clear understanding by all levels of employees.

In line with the VLCA framework developed by MGMA and supported by ILO, Excel Garment also adopts workplace-level conducting risk assessment to identify and mitigate hazards. These assessments involve workers and supervisors alike, ensuring shared knowledge and responsibility. Posters, charts, and visual instructions are prominently displayed on factory floors, reinforcing safety norms and procedures.

Surveys and feedback mechanisms have shown that Excel Garment's employees are generally aware of safety risks associated with garment manufacturing, such as ergonomic injuries, chemical exposure, and fire hazards. Employees are trained to recognize unsafe conditions and are encouraged to report them promptly to supervisors or through the company's internal grievance mechanism.

Moreover, Excel Garment conducts knowledge checks and safety drills, which help gauge the workers' understanding and readiness in emergency situations. These activities also serve as reinforcement tools to build a strong safety culture. Knowledge levels are monitored, and where gaps are identified, targeted training sessions are provided.

By investing in their worker knowledge on safety standards, Excel Garment not only complies with national and international legal frameworks but also improves overall employee work performance, morale, and retention. The company's approach reflects the findings of Keraka (2020), who emphasized the positive correlation between safety knowledge and employee work performance in textile firms. Knowledgeable workers are more likely to comply with safety regulations, reduce workplace accidents, and contribute to higher organizational productivity.

3.2.2 Safety Promotional Policies

Excel Garment, operating under the MGMA, actively collaborates with the ILO to promote occupational safety and health within its factory operations. As part of its commitment to international labor standards and sustainable industrial practices, Excel Garment has implemented comprehensive safety promotional policies designed to create a safety-first culture and ensure long-term compliance with both local regulations and international frameworks such as the ILO's Better Work program and Myanmar's OSH guidelines.

The company's safety promotional policies focus on awareness-raising, continuous training, regular inspections, and policy integration across departments. One of the cornerstone initiatives is the safety awareness program, which includes periodic safety weeks, awareness campaigns, and training modules. These programs are often conducted in coordination with ILO-trained facilitators and MGMA safety consultants. Employees receive training in fire safety, chemical handling, machine operation safety, and ergonomics, with materials translated into local languages to ensure inclusivity. Visual aids, banners, and posters reinforce key messages around the factory premises, promoting a visible commitment to safety.

Excel Garment also institutionalizes routine safety drills, including fire evacuation exercises, which are jointly overseen by factory management and external safety experts. These drills are not only mandatory but evaluated for response times, employee coordination, and management preparedness. Feedback from these drills is used to refine emergency response protocols.

To ensure the sustainability of its promotional efforts, Excel Garment has embedded safety into its human resource and operational policies. New recruits undergo mandatory induction sessions where safety rules are clearly explained, and adherence is tied to performance assessments. The company's safety committee, comprising representatives from both workers and management, meets monthly to review incidents, discuss safety improvements, and plan awareness events. This participatory approach, advocated by the ILO, fosters a sense of shared responsibility and empowers workers to take ownership of their safety.

Additionally, Excel Garment uses positive reinforcement methods, such as safety awards, recognition programs, and certifications for departments with excellent safety compliance. These incentives not only boost morale but also motivate employees to proactively engage in safe behavior.

Excel Garment's close alignment with MGMA and ILO standards has enabled the company to benchmark its safety performance against global practices. Through ILO's factory assessment and technical assistance, Excel Garment continues to identify gaps and implement corrective actions to promote a zero-accident culture. These promotional policies contribute not only to reducing workplace incidents but also to enhancing worker

well-being, job satisfaction, and organizational reputation—an increasingly important factor for international buyers and ethical sourcing initiatives.

3.2.3 Worker Participation

Excel Garment, a member of the MGMA, demonstrates a strong commitment to promoting OSH through active worker participation, in line with ILO-supported frameworks such as the VLCA and international labor standards. Worker participation is recognized as a cornerstone of the company's safety management strategy and plays a critical role in building a safer and more collaborative workplace.

At Excel Garment, workers are not just recipients of safety rules—they are active stakeholders in shaping and upholding safety protocols. One of the primary avenues for participation is through joint safety and health committees, which include representatives from both management and the workforce. These committees meet regularly to discuss safety concerns, review incidents, assess risk-prone areas, and propose preventive actions. The inclusive nature of these committees empowers employees to raise their voices, share observations from the shop floor, and contribute ideas for improvement.

The company fosters an environment where employees are encouraged to identify, report, and help resolve safety issues. Suggestion boxes, open-door policies, and structured grievance channels are in place, allowing workers to express safety-related concerns without fear of retaliation. These mechanisms align with ILO principles of social dialogue and participatory governance, fostering trust and cooperation between workers and management.

Excel Garment also engages workers directly in workplace risk assessments and accident investigations. Workers who operate machinery or handle hazardous materials are consulted during the evaluation of risks and the development of mitigation strategies. This approach ensures that safety measures are practical, context-specific, and more likely to be followed.

In terms of safety training and campaigns, worker participation is evident through peer-to-peer education models. Experienced workers are sometimes selected as safety ambassadors or peer trainers who help educate their colleagues on safe practices, emergency response, and correct use of personal protective equipment (PPE). This bottom-

up strategy helps to internalize safety practices within the workforce and strengthens the overall safety culture.

In line with research by Keraka (2020), which found a positive relationship between worker participation and improved safety compliance in textile industries, Excel Garment has seen tangible benefits from promoting employee involvement. Reduced accident rates, faster incident reporting, and increased awareness of safety rights and responsibilities are among the observed outcomes.

Furthermore, the company integrates ILO's decent work agenda by respecting workers' rights to participate freely in decision-making processes affecting their safety and well-being. Participation is viewed not just as a compliance measure, but as a key driver of organizational resilience and sustainable performance.

By embedding worker participation into its safety management system, Excel Garment ensures that safety becomes a shared responsibility—supported not only by policies and procedures but also by the everyday actions and engagement of its people.

3.2.4 Safety Communication

Safety communication is a critical element of the safety management system at Excel Garment, which is an active member of the MGMA and engages closely with the ILO to promote decent work and safe workplaces. Through transparent, accessible, and continuous communication channels, the company ensures that safety-related information flows effectively across all levels of the organization.

At Excel Garment, safety communication begins with top-down dissemination of policies and procedures. Management regularly communicates safety goals, expectations, and updates through formal channels such as notice boards, written safety manuals, and periodic briefings. Safety bulletins and visual posters in the workplace often supported by multilingual content serve to reinforce key messages on hazard identification, fire evacuation, PPE, and hygiene standards.

To support bottom-up communication, Excel Garment has established open and safe reporting systems, allowing workers to report unsafe conditions, near misses, and incidents without fear of retaliation. The use of suggestion boxes, designated safety officers, and scheduled worker feedback sessions are part of the mechanism to ensure employee

voices are heard. These initiatives align closely with ILO's principles of participatory workplace governance and are promoted as part of the VLCA framework initiated by MGMA.

An important feature of the company's approach to safety communication is the emphasis on interactive training and dialogue. Regular training sessions are conducted not just to transfer safety knowledge, but to engage employees in discussion about risks and real-life workplace scenarios. Employees are encouraged to ask questions, share experiences, and participate in drills. This form of two-way communication helps ensure that safety messages are understood, accepted, and practiced.

Furthermore, Excel Garment uses incident reporting logs and follow-up communication as a tool for learning and improvement. After any accident or safety violation, management circulates a report to relevant departments, detailing the causes, responses, and preventive measures. These reports are then discussed in safety committee meetings to encourage cross-departmental learning.

During emergencies or urgent situations, clear and immediate communication protocols are activated. Alarms, loudspeaker announcements, and trained floor wardens are used to deliver fast, life-saving instructions. All workers are made aware of these emergency protocols during their induction and reinforced during regular drills.

A digital transformation is also underway, where Excel Garment is exploring internal communication tools and dashboards for safety metrics, which may eventually allow supervisors and workers to access real-time safety data and alerts. This reflects a growing commitment to integrating modern technology into workplace safety communication.

According to Keraka (2020), safety communication significantly influences employee work performance in the textile sector by creating awareness, reducing accident risks, and promoting trust. Excel Garment's experience supports this view. As workers become more aware of their safety rights and responsibilities through effective communication, overall compliance and morale improve.

In conclusion, Excel Garment regards safety communication not as a one-time activity but as an ongoing process of mutual engagement. By ensuring clarity, openness, and inclusivity in its communication strategy, the company builds a safety-conscious

culture that aligns with ILO guidelines and contributes to sustainable business performance in the Myanmar garment sector.

3.3 Profile of Respondents

In this section, the demographic profile of 105 respondents from Excel Garment is shown in the following Table (3.1). In the analysis of the profile of respondents, it focuses on gender, age, marital status, education status, position, section, monthly basic salary and total years of working experience with Excel Garment.

For each question, respondents are given multiple choices, out of which they have to choose the most relevant one. Table (3.1) presents the demographic data of the respondents.

Table (3.1) Demographic and Respondents

Sr. No.	Demographic Factors		No. of Respondents	Percentage
	Total Respondents		109	100.0
1	Gender	Male	11	10.0
		Female	98	90.0
2	Age	21-30 years	36	33.0
		31 to 40 years	49	45.0
		41 to 50 years	19	17.5
		51 to 60 years	5	4.5
3	Marital Status	Single	79	72.5
		Married	30	27.5
4	Education	Middle School	16	14.7
		High School	69	63.3
		Others	24	22
5	Position	Production Manager	4	3.7
		Tailoring Spinners	66	60.6
		Supervisor	12	11.0
		General Employee	27	24.8
6	Section	Cutting Section	37	33.9
		Sewing Section	38	34.9
		Finishing Section	9	8.3
		Store Section	9	8.3
		Maintenance Section	16	24.8
7	Monthly Basic Salary	Less than and equal to 300,000 MMK	76	69.7
		300,001 to 600,000 MMK	21	19.3
		600,001 to 900,000 MMK	12	11.0
8	Total Years of working experience	Less than 1 year	66	60.6
		2 years and below	22	20.2
		3 years to 4 years	9	8.3
		5 years to 6 years	12	11.0

Source: Survey Data (2025)

According to the results of Table (3.3), out of 109 respondents, most of the respondents are female, accounting for 90%, while the remaining 10% are male. The respondents' age is categorized into six groups. Most of the employees are at the age

between 31-40 years and that represent 45.0%, age between 21-30 years represents 33.0%, age between 31-40 years represents 17.5% and age between 41-50 represents 4.5% each respectively.

In terms of marital status, the majority of respondents are single, accounting for 72.5%, while the remaining 27.5% are married. For education status, the highest proportion of respondents have completed high school, representing 63.3%. This is followed by others at 22.0%, and those with middle school education at 14.7%.

Regarding the positions held by the respondents, the largest group comprises tailoring spinners, making up 60.6%, followed by general employees at 24.8%, supervisors at 11.0%, and production managers at 3.7%. As for the sections where respondents work, sewing section has the highest representation at 34.9%, closely followed by cutting section at 33.9%. The finishing section and store section each account for 8.3%, while the maintenance section includes 24.8% of the respondents.

When examining monthly basic salary, most of the employees (69.7%) earn less than or equal to 300,000 MMK, while 19.3% earn between 300,001 and 600,000 MMK, and only 11.0% receive a salary between 600,001 and 900,000 MMK. Lastly, in terms of working experience, a significant majority (60.6%) have been employed for less than one year, followed by 2 years and below at 20.2%, 5 to 6 years at 11.0%, and 3 to 4 years at 8.3%.

The data reveals that the majority of respondents are female, aged between 31 and 40 years, single, and primarily employed as tailoring spinners. Most work in the sewing section and earn a basic salary of 300,000 MMK or less. The variation in age groups, work sections, type of work and income levels provides a diverse sample, contributing to the broader applicability of the study's findings. Recognizing these demographic traits is crucial for interpreting the results within context and for understanding how various factors might shape respondents' views and behaviors.

3.4 Reliability Test

The reliability test is performed to ensure the consistency of measurements across different statements in the questionnaire. Cronbach's alpha coefficient is used to measure the internal consistency of the questionnaire. The Cronbach's alpha values range from 0.01 to 1.00. A value between 0.1 and 0.3 indicates very low reliability, 0.3 to 0.5 indicates low

reliability, 0.5 to 0.7 indicates moderate reliability, and values above 0.7 indicate high reliability (Gliem & Gliem, 2003). The result of reliability test is shown in Table (3.2).

Table (3.2) Reliability Test

Sr.No.	Variable Name	No. of Items	Cronbach's Alpha	Interpretation
1	Worker Knowledge on Safety Standards	5	0.929	High Reliability
2	Safety Promotional Policies	5	0.722	High Reliability
3	Worker Participation	5	0.781	High Reliability
4	Safety Communication	5	0.743	High Reliability
5	Resource allocation	5	0.717	High Reliability
6	Role Modelling of safe behavior	7	0.936	High Reliability
7	Conducting risk assessment	5	0.731	High Reliability
8	Employee Work Performance	5	0.781	High Reliability

Source: Survey Data (2025)

In Table (3.2), the Alpha values for all variables, including each of the independent variables (worker knowledge on safety standards, safety promotional policies, worker participation and safety communication), moderating variables (resource allocation, role modelling of safe behavior and conducting risk assessment), as well as the dependent variable (employee work performance), demonstrate a high level of reliability since all Alpha values for the scale items are above 0.7. Therefore, the scale items are directed toward a single dimension. It can be concluded that the scale items in the questionnaires are consistent and highly reliable.

CHAPTER 4

ANALYSIS ON THE EFFECT OF SAFETY MANAGEMENT SYSTEM ON EMPLOYEE WORK PERFORMANCE AT EXCEL GARMENT

This chapter presents the analysis with three sections. In first section, employee perception on safety management system, management commitment and employee work performance are presented. In the second part, analysis on the effect of safety management system on employee work performance is presented. Last section is the moderating effect of management commitment on the relationship between safety management system and employee work performance. In this chapter, survey results are presented based on the findings and regression analysis results.

4.1 Employee Perception on Safety Management System, Management Commitment and Employee Work Performance

In this study, the safety management system, management commitment and employee work performance towards Excel Garment has been surveyed. All the employees are asked by 5-points Likert scale questions. The mean scores of safety management system, management commitment and employee work performance are presented in this section based on findings. Each statement is asked with 5 points scaled questions in which “1” meant “Strongly Disagree”, “2” meant “Disagree”, “3” meant “Neutral”, “4” meant “Agree”, and “5” meant “Strongly Agree”. The scores of each statement are calculated for its mean score and standard deviation.

Best (1977) stated that the following interpretation applies to the mean value of five-point Likert scale items.

A score of 1.00 to 1.80 indicates strongly disagree.

A score of 1.81 to 2.60 indicates disagree.

A score of 2.61 to 3.40 indicates neutral.

A score of 3.41 to 4.20 indicates agree.

A score of 4.21 to 5.00 indicates strongly agree.

4.1.1 Employee Perception on Safety Management System

The mean scores of safety management system are presented in this part. Safety management system includes worker knowledge on safety standards, safety promotional policies, worker participation and safety communication.

(1) Employee Perception on Worker Knowledge on Safety Standards

In this part, five questions are used to examine employee perception on worker knowledge on safety standards. The survey findings are described in Table (4.1).

Table (4.1) Worker Knowledge on Safety Standards

Sr. No.	Description	Mean	Std. Deviation
1	Having the appropriate knowledge of safety standards	3.79	.492
2	Understanding the challenges relating to health and safety at work	3.88	.353
3	Abiding to health and safety rules in organization	3.83	.381
4	Being able to easily notice problems relating to employees' safety	3.80	.447
5	Giving employee's views on what ought to be done to enhance safety at work	4.68	.706
Overall Mean		4.00	

Source: Survey Data (2025)

According to Table (4.1), all the mean values except 4.68 (including overall mean) fall between 3.41 to 4.20 at the agree level. It can be concluded that most of the employee agree with worker knowledge on safety standards of Excel Garment. They have the appropriate knowledge of safety standards. They understand challenges relating to health and safety at work. They agree with abiding to health and safety rules in organization. They are able to easily notice problems relating to employees' safety.

Giving employee's views to enhance at work lies between 4.21 and 5.00. Thus, employees strongly agree with giving their views on what ought to be done to enhance safety at work. They are willing to share their viewpoint.

(2) Employee perception on Safety Promotional Policies

In this part, five questions are used to examine employee perception on safety promotional policies. The survey findings are described in Table (4.2).

Table (4.2) Safety Promotional Policies

Sr. No.	Description	Mean	Std. Deviation
1	Being clear and well stipulated safety policies in company	4.67	.578
2	Effectively being implemented the safety policies in the company	4.53	.554
3	Adequately complying with safety policies in the company	4.32	.559
4	Having effective mechanisms in the company to enforce safety policies	4.00	.471
5	Being taken the management key measures	4.56	.738
Overall Mean		4.42	

Source: Survey Data (2025)

According to Table (4.2), all the mean values except 4.00 (including overall mean) fall between 4.21 and 5.00 at strongly agree level. It can be concluded that majority of the employees strongly agree with company's safety promotional policies. They strongly believe that the safety policies are clear and well stipulated in the company. They are implementing the safety policies in the company effectively. They adequately comply with safety policies in the company. They are taken the management key measures.

Having effective mechanism lies between 3.41 and 4.20. Thus, employees agree that they have effective mechanisms in the company to enforce safety policies.

(3) Employee Perception on Worker Participation

In this part, five questions are used to examine employee perception on worker participation. The survey findings are described in Table (4.3).

Table (4.3) Worker Participation

Sr. No.	Description	Mean	Std. Deviation
1	Involving in designing safety Programs	4.11	.416
2	Being involved in the process of creating safe work construction	4.14	.440
3	Influencing STOP work criteria	4.06	.448
4	Being involved in devising solutions to incidents that resulted from human error	4.09	.442
5	Being involved in performing safety observations of other employees	3.87	.595
Overall Mean		4.05	

Source: Survey Data (2025)

According to Table (4.3), all the mean values (including overall mean) fall between 3.41 and 4.20 as shown in Table (4.3). It can be concluded that majority of the employees agree with worker participation in safety management system of the company. They believe that the worker participation is important in the company. They like to involve in designing safety programs. They are involved in the process of creating safe work construction. STOP work criteria influencing on them. They agree to be involved in devising solutions to incidents that resulted from human error. They get involved in performing safety observations of other employees.

(3) Employee Perception on Safety Communication

In this part, five questions are used to examine employee perception on safety communication. The survey findings are described in Table (4.4).

Table (4.4) Safety Communication

Sr. No.	Description	Mean	Std. Deviation
1	Introducing operational instructions to general safety topics given verbally by supervisors	4.64	.519
2	Using instructions on machinery by supervisors to introduce new employees and temporary workers	4.03	.346
3	Risk assessing paper-based descriptions of specific hazards emanating from workplaces	4.09	.482
4	Displaying bulletin boards on company premises	3.96	.383
5	Taking up posters individual safety-related aspects of the guidelines	3.96	.383
Overall Mean		4.14	

Source: Survey Data (2025)

According to Table (4.4), all the mean values except 4.64 (including overall mean) fall between 3.41 and 4.20 at strongly agree level. It can be concluded that majority of the employees strongly agree with company's safety communication. The employee use instructions on machinery to introduce new employees and temporary workers. They take risk assessing paper-based descriptions of specific hazards emanating from workplaces and the activities associated with them. They strongly agree displaying bulletin boards on company premises at which safety-related announcements and statistics are posted in paper form. They take up posters individual safety-related aspects of the guidelines and are displayed at all workplaces in the workshop.

Introducing operational instruction lies between 4.21 and 5.00. Thus, employee strongly agree with introducing operational instructions to general safety topics given verbally by supervisors to new employees and temporary workers.

4.1.2 Employee Perception on Management Commitment

This section presents employee perception on management commitment. Management commitment includes resource allocation, role modelling of safe behavior and conducting risk assessment.

(1) Employee Perception on Resource Allocation

In this part, five questions are used to examine employee perception on resource allocation. The survey findings are described in Table (4.5).

Table (4.5) Resource Allocation

Sr. No.	Description	Mean	Std. Deviation
1	Having requisite skills to carry out activities in this organization	4.60	.610
2	Working on activities have the required competency	4.01	.441
3	Being available funds to carry out in this organization	4.00	.385
4	Allocating funds are utilized prudently in performing organization activities	3.88	.504
5	Sharing technologies have been allocated for the purpose of carrying out the activities of the organization	4.35	1.066
Overall Mean		4.17	

Source: Survey Data (2025)

According to the mean values except 4.60 and 4.35 (including overall mean) which fall between 3.41 and 4.20 as shown in Table (4.4). It can be concluded that majority of the employees agree with company's resource allocation. The employees work on activities which have the required competency. They are being available funds to carry out in this organization They are available funds to carry out in this organization. They agree with allocating funds are utilized prudently in performing organization activities.

A lie between 4.21 and 5.00, employee strongly agree with having requisite skills to carry out activities in this organization. They strongly agree that sharing technologies have been allocated for the purpose of carrying out the activities of the organization.

(2) Employee Perception on Role Modelling of Safe Behavior

In this part, five questions are used to examine employee perception on role modelling of safe behavior. The survey findings are described in Table (4.6).

Table (4.6) Role Modelling of Safe Behavior

Sr. No.	Description	Mean	Std. Deviation
1	Receiving positive feedback from manager about safety risks at work	3.86	.346
2	Receiving positive feedback from manager when giving suggestions	3.83	.373
3	Receiving positive feedback from manager when complying safety rules and regulations.	3.85	.356
4	Providing positive feedback to subordinates	3.80	.403
5	Providing positive feedback to subordinates	3.83	.381
Overall Mean		3.83	

Source: Survey Data (2025)

According to Table (4.6), all the mean values (including overall mean) which fall between 3.41 and 4.20 at the agree level. It can be concluded that most of the employees agree with company's role modelling of safe behavior. The employees agree that receiving positive feedback from manager about safety risks at work is important. They are happy to receive positive feedback from manager when giving their suggestions. They are willing to receive positive feedback from manager when complying safety rules and regulations. They usually provide positive feedback to their subordinates.

(3) Employee Perception on Conducting Risk Assessment

In this part, seven questions are used to examine conducting risk assessment. The survey findings are described in Table (4.7).

Table (4.7) Conducting Risk Assessment

Sr. No.	Description	Mean	Std. Deviation
1	Planning for mandatory use of helmets, PPEs in the plant premises	3.77	.728
2	Providing safety data sheet (SDS) and proper labelling of materials	4.02	.384
3	Providing on site availability of Fire Extinguishers	4.16	.434
4	Preparing proper maintenance of all distillation equipment and periodic checking	4.11	.393
5	Providing proper labeling of harmful chemicals	4.20	.447
6	Making proper plan to avoid fuming in the storage area	4.62	.730
7	Providing provision for immediate availability of first aid	4.82	.434
Overall Mean		4.24	

Source: Survey Data (2025)

According to Table (4.7), all the mean values except 4.62, 4.82 and overall mean which fall between 3.41 and 4.20 at the agree level. It can be concluded that most of the employees agree with company's role modelling of safe behavior. The employees agree that receiving positive feedback from manager about safety risks at work is important. They are happy to receive positive feedback from manager when giving their suggestions. They are willing to receive positive feedback from manager when complying safety rules and regulations. They agree that supervisors usually provide positive feedback to their subordinates.

Two statements and overall mean lie between 4.21 and 5.00. Therefore, employee strongly agree with making proper plan to avoid fuming in the storage area in this organization. They strongly agree that providing provision for immediate availability of first aid is very important. They strongly agree with the overall statements.

4.1.3 Employee Perception on Employee Work Performance

In this part, five questions are used to examine employee work performance. The survey findings are described in Table (4.8).

Table (4.8) Employee Work Performance

Sr. No.	Description	Mean	Std. Deviation
1	Being productive in the company	4.78	.416
2	Performing above the set target by management	3.82	.389
3	Meeting productivity goals and deadlines	4.03	.213
4	Collaborating with teammates and contribute to team goals	4.70	.536
5	Able to adapt to changes in the work environment or new tasks	3.89	.438
Overall Mean		4.24	

Source: Survey Data (2025)

According to Table (4.8), all the mean values except 3.82, 4.03 and 3.89 fall between 4.21 and 5.00. It can be concluded that all of the employees strongly agree with company's employee work performance is important to them. Employees strongly agree that they are productive in the company. They are very willing to collaborate with teammates and contribute to team goals.

They are able to perform above the set target by management. They can meet goals and deadlines in time productivity. They are willing to collaborate with teammates and contribute to team goals. They are able to adapt to changes in the work environment or new tasks.

4.2 Analysis on the Effect of Safety Management System on Employee Work Performance of Excel Garment

To examine the effect of safety management system on employee work performance, multiple regression analysis is applied. Worker knowledge on safety

standards, safety promotional policies, worker participation and safety communication are independent variables, and employee work performance is dependent variable.

Table (4.9) Effect of Safety Management System on Employee Work Performance

Model	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.
	B	Std. Error			
(Constant)	2.124	.333		6.383	.000
Worker Knowledge on Safety Standards	-.002	.045	-.003	-.043	.966
Safety Promotional Policies	.037	.054	.037	.693	.490
Worker Participation	.570***	.042	.823	13.694	.000
Safety Communication	-.075	.047	-.086	-1.602	.112
R	.846				
R Square	.716				
Adjusted R Square	.705				
F Value	65.514***				
Durbin-Watson	2.139				

Source: Survey Data (2025)

Notes: *Significant at 90%level, **Significant at 95%level, ***Significant at 99%level

The regression analysis is conducted to examine the influence of safety management system components—worker knowledge on safety standards, safety promotional policies, worker participation, and safety communication—on employee work performance. The model summary shows a strong correlation ($R = 0.846$) between the predictors and employee work performance, with an R^2 value of 0.716, indicating that 71.6% of the variance in employee work performance can be explained by the four independent variables. The adjusted R^2 value of 0.705 confirms the model's robustness after adjusting for the number of predictors. Furthermore, the F-statistic of 65.514 ($p < 0.001$) demonstrates that the overall regression model is statistically significant, implying that at least one predictor meaningfully contributes to the variation in employee work

performance. The Durbin-Watson value of 2.139 indicates there is no significant autocorrelation in the residuals, meeting one of the key assumptions of regression analysis.

Among the independent variables, worker participation has a positive and significant effect at 1% level on employee work performance indicates that when employees are actively involved in safety-related activities and decision-making, their performance significantly improves. On the other hand, worker knowledge on safety standards ($\beta = -0.003$, $p = 0.966$), safety promotional policies ($\beta = 0.037$, $p = 0.490$), and safety communication ($\beta = -0.086$, $p = 0.112$) do not have statistically significant effects, although they may still contribute indirectly or in interaction with other factors. Worker participation ($\beta = 0.042$, $p = 0.000$) has significant effect on employee work performance.

According to Model, worker participation has positive and significant effect on employee work performance. The results underscore the critical role of worker participation in influencing employee work performance. This finding supports the view that increasing worker participation is associated with a real improvement in employee work performance.

4.3 Analysis on the Moderating Effect of Management Commitment on the Relationship between Safety Management System and Employee Work Performance at Excel Garment

To examine the moderating effect of management commitment on the relationship between safety management system and employee work performance, multiple regression analysis is applied.

4.3.1 Analysis on the Moderating Effect of Resource Allocation on the Relationship between Safety Management System and Employee Work Performance at Excel Garment

This section presents the moderating effect of resource allocation on the relationship between safety management system and employee work performance of Excel Garment. Multiple regression analysis is applied with worker knowledge on safety standards, safety promotional policies, worker participation, safety communication and resource allocation as independent variables, and employee work performance as dependent variable. The result is as shown in Table (4.10).

Table (4.10) Moderating Effect of Resource Allocation on the Relationship between Safety Management System and Employee Work Performance

Variable	Model 1			Sig.	Model 2		Standardized Coefficients (Beta)	Sig.
	Unstandardized Coefficients		Standardized Coefficients (Beta)		Unstandardized Coefficients			
	B	Std. Error			B	Std. Error		
(Constant)	2.097	0.332		0.000	12.546	3.017		0.000
Worker Knowledge on Safety Standards	-0.007	0.045	-0.009	0.884	-0.094	0.413	-0.126	0.820
Safety Promotional Policies	0.027	0.054	0.027	0.618	-0.115	0.502	-0.115	0.819
Worker Participation	0.508***	0.063	0.734	0.000	-1.538***	0.470	-2.221	0.001
Safety Communication	-0.073	0.047	-0.084	0.121	-0.532	0.465	-0.61	0.255
Resource Allocation	0.079	0.061	0.116	0.197	-2.664***	0.751	-3.936	0.001
WKxRA					0.02	0.099	0.194	0.844
SPxRA					0.026	0.119	0.212	0.825
WPxRA					0.548***	0.123	5.745	0.000
SCxRA					0.116	0.113	0.823	0.306
R	0.849				0.909			
R Square	0.720				0.826			
Adjusted R Square	0.707				0.810			
F Value	53.096				39.239			
Durbin-Watson					2.357			

Source: Survey Data (2025)

Notes: *Significant at 90%level, **Significant at 95%level, ***Significant at 99%level

A hierarchical linear regression analysis is conducted in two steps to examine the direct and interaction effects of safety management system components and resource allocation on employee work performance. In Model 1, five independent variables—worker knowledge, safety promotional policies, worker participation, safety communication, and resource allocation—are entered. This model explains 72% of the variance in employee work performance ($R^2 = 0.720$, Adjusted $R^2 = 0.707$), indicating a strong model fit. The overall model is statistically significant ($F = 53.096$, $p < 0.001$), confirming that the selected predictors collectively influence employee work performance.

Among the variables, worker participation is found to have a negative and statistically significant effect on employee work performance ($\beta = 0.734$, $p < 0.001$), implying that when employees are actively involved in safety practices, their performance is substantially enhanced. However, the remaining variables—worker knowledge ($p = 0.884$), safety promotional policies ($p = 0.618$), safety communication ($p = 0.121$), and resource allocation ($p = 0.197$)—do not show statistically significant effects, indicating that they may not independently influence employee work performance in this model.

In Model 2, four interaction terms are added to examine whether resource allocation moderates the relationship between safety management components and employee work performance. The interaction terms included WKxRA (worker knowledge on safety standards \times resource allocation), SPxRA (safety promotional policies \times resource allocation), WPxRA (worker participation \times resource allocation), and SCxRA (safety communication \times resource allocation). The inclusion of these interaction terms led to an increase in the model's explanatory power, with R^2 rising to 0.826 and Adjusted R^2 to 0.810, accounting for 82.6% of the variance in employee work performance. This improvement indicates that incorporating interaction terms enhanced the predictive strength of the model. The Durbin-Watson value of 2.357 also indicates that there is no significant autocorrelation in the residuals, which supports the reliability of the regression estimates.

In this extended model, worker participation became negatively significant ($\beta = -2.221$, $p = 0.001$), while its interaction with resource allocation (WPxRA) emerged as highly significant and strongly positive ($\beta = 5.745$, $p < 0.001$). This result implies a moderating effect: the positive effect of worker participation on performance is amplified when adequate resources are provided. It reflects that participation alone may not be sufficient unless supported by organizational investment and tools. However, other interaction terms (WKxRA, SPxRA, SCxRA) are not statistically significant ($p > 0.05$),

indicating that resource allocation does not significantly enhance the effects of worker knowledge, safety promotion, or safety communication in this context.

According to Model (2), resource allocation has negative and partial moderating effect on the relationship between worker participation and employee work performance. The results underscore the critical role of worker participation in influencing employee work performance and highlight the importance of resource allocation as a moderating factor, especially when aligns with participatory safety practices. While other safety system components are important, their influence on performance appears limited without the interactive support of tangible resources. This finding supports the view that effective safety outcomes depend not only on employee involvement but also on the organization's structural commitment to enabling safe behavior.

4.3.2 Analysis on the Moderating Effect of Role Modelling of Safe Behavior on the Relationship between Safety Management System and Employee Work Performance at Excel Garment

This section presents the moderating effect of role modelling of safe behavior on the relationship between safety management system and employee work performance of Excel Garment. Multiple regression analysis is applied with worker knowledge on safety standards, safety promotional policies, worker participation, safety communication and role modelling of safe behavior as independent variables, and employee work performance as dependent variable. The result is shown in Table (4.11).

Table (4.11) Moderating Effect of Role Modelling of Safe Behavior on the Relationship between Safety Management System and Employee Work Performance

Variable	Model 1				Model 2			
	Unstandardized Coefficients		Standardized Coefficients (Beta)	Sig.	Unstandardized Coefficients		Standardized Coefficients (Beta)	Sig.
	B	Std. Error			B	Std. Error		
(Constant)	1.558	0.303		0.000	15.045	3.995		0.000
Worker Knowledge on Safety Standards	-0.053	0.040	-0.071	0.184	-1.145**	0.479	-1.538	0.019
Safety Promotional Policies	0.014	0.047	0.014	0.759	0.118	0.51	0.118	0.818
Worker Participation	0.181**	0.074	0.262	0.016	-1.534***	0.557	-2.215	0.007
Safety Communication	-0.044	0.041	-0.05	0.284	-0.757***	0.473	-0.868	0.113
Role Modelling	0.603***	0.100	0.666	0.000	-3.104***	1.094	-3.428	0.006
WKxRM					0.282**	0.124	2.372	0.025
SPxRM					-0.028	0.133	-0.177	0.835
WPxRM					0.500***	0.163	4.493	0.003
SCxRM					0.179	0.124	1.006	0.153
R	0.889				0.909			
R Square	0.790				0.826			
Adjusted R Square	0.780				0.810			
F Value					52.098			
Durbin-Watson					1.828			

Source: Survey Data (2025)

Notes: *Significant at 90%level, **Significant at 95%level, ***Significant at 99%level

A linear regression is conducted in two steps to examine the direct effects of safety management components and the moderating role of role modelling of safe behavior on employee work performance. In Model 1, five predictors are included: worker knowledge, safety promotional policies, worker participation, safety communication, and role

modelling of safe behavior. The model explains 79% of the variance in employee work performance ($R^2 = 0.790$, Adjusted $R^2 = 0.780$) and is statistically significant ($p < .001$). Among the predictors, role modelling of safe behavior demonstrates a strong positive and significant effect on performance ($\beta = 0.666$, $p < .001$), indicating that when supervisors or management leads by example in safety practices, employee work performance improves. Additionally, worker participation also has a moderate significant effect ($\beta = 0.262$, $p = 0.016$), indicating that involving employees in safety-related decisions contributes to better work outcomes. However, the effects of worker knowledge ($p = 0.184$), safety promotional policies ($p = 0.759$), and safety communication ($p = 0.284$) are not statistically significant in this model.

In Model 2, the remaining interaction terms SPxRM (safety promotional policies \times role modelling of safe behavior) and SCxRM (safety communication \times role modelling of safe behavior) are not statistically significant ($p = 0.835$ and $p = 0.153$, respectively). These results indicate that role modelling of safe behavior primarily moderates the effects of worker knowledge and participation, but not necessarily those of promotional policies or communication. Notably, once interaction terms are introduced, the main effects of worker participation and role modelling of safe behavior themselves became negative and significant. This pattern is typical in moderated regression and indicates that their influence on performance depends on their interaction, rather than their individual contribution alone.

In Model 2, four interaction terms are introduced to explore whether the relationship between safety management factors and employee work performance is moderated by role modelling of safe behavior. The model fit improves with R^2 increasing to 0.826 and Adjusted R^2 to 0.810, indicating that 82.6% of the variance in employee work performance is explained when interaction effects are considered. The inclusion of these terms adds explanatory power and provides insight into how role modelling of safe behavior enhances or modifies the effect of other safety variables. The interaction between worker knowledge on safety standards and role modelling of safe behavior (WKxRM) is significant and positive ($\beta = 2.372$, $p = 0.025$), indicating that the influence of safety knowledge on performance becomes more effective when reinforced by visible leadership behavior. Role modelling of safe behavior has positive and partial moderating effect on the relationship between worker knowledge on safety standards and employee work performance.

The interaction between worker participation and role modelling of safe behavior (WPxRM) is significant and positive ($\beta = 4.493$, $p = 0.003$), indicating that the positive

effect of worker participation on performance is greatly strengthened when role modelling of safe behavior is present. Role modelling of safe behavior has positive and partial moderating effect on the relationship between worker participation and employee work performance.

The findings underscore the critical role of role modelling of safe behavior as a moderator. When leaders demonstrate safety behaviors, it significantly strengthens the positive effects of both worker knowledge and participation on employee work performance. These insights indicate that in safety-critical environments, visible leadership behavior not only inspires but also amplifies the effect of employee involvement and awareness, making role modelling of safe behavior an essential component of effective safety management system.

4.3.3 Analysis on the Moderating Effect of Conducting Risk Assessment on the Relationship between Safety Management System and Employee Work Performance at Excel Garment

This section presents the moderating effect of conducting risk assessment on the relationship between safety management system and employee work performance of Excel Garment. Multiple regression analysis is applied with worker knowledge on safety standards, safety promotional policies, worker participation, safety communication and conducting risk assessment as independent variables, and employee work performance as dependent variable. The result is as shown in Table (4.12).

Table (4.12) Moderating Effect of Conducting Risk Assessment on the Relationship between Safety Management System and Employee Work Performance

Variable	Model 1				Model 2			
	Unstandardized Coefficients		Standardized Coefficients (Beta)	Sig.	Unstandardized Coefficients		Standardized Coefficients (Beta)	Sig.
	B	Std. Error			B	Std. Error		
(Constant)	1.742	.368		0.000	4.135	4.684		0.380
Worker Knowledge on Safety Standards	0.008	0.044	0.011	0.852	-0.257	0.571	-0.344	0.654
Safety Promotional Policies	0.033	0.053	0.033	0.533	0.68	0.645	0.679	0.294
Worker Participation	0.541***	0.043	0.781	0.000	0.492	0.485	0.71	0.131
Safety Communication	-0.076*	0.046	-0.088	0.100	-1.013	0.719	-1.162	0.162
Conducting Risk Assessment	0.113**	0.05	0.122	0.026	-0.417	1.106	-0.452	0.707
WKxCR					0.057	0.131	0.436	0.661
SPxCR					-0.155	0.153	-1.001	0.314
WPxCR					0.015	0.116	0.121	0.900
SCxCR					0.217	0.167	1.43	0.197
R	0.854				0.859			
R Square	0.729				0.737			
Adjusted R Square	0.716				0.713			
F Value	55.486				30.873			
Durbin-Watson					2.012			

Source: Survey Data (2025)

Notes: * Significant at 1% level, Significant at 5% level, * Significant at 10% level

A two-step hierarchical regression analysis is conducted to evaluate the effect of safety management system components and the moderating role of Conducting Risk Assessment (CRA) on employee work performance. In Model 1, five predictors are

included: worker knowledge, safety promotional policies, worker participation, safety communication, and conducting risk assessment. The model explains 72.9% of the variance in employee work performance ($R^2 = 0.729$, Adjusted $R^2 = 0.716$) and was statistically significant ($F = 55.486$, $p < 0.001$), indicating that the main safety variables collectively contribute meaningfully to predicting employee work performance.

Among these predictors, worker participation has the most substantial and statistically significant affect ($\beta = 0.781$, $p < 0.001$), indicating that involving employees in safety-related activities and decision-making processes is crucial to improving their work performance. Additionally, conducting risk assessment also has a positive and significant effect on performance ($\beta = 0.122$, $p = 0.026$), highlighting the importance of identifying and mitigating workplace hazards as part of the safety management system. However, worker knowledge ($p = 0.852$), safety promotional policies ($p = 0.533$), and safety communication ($p = 0.100$) are not statistically significant in this model.

In Model 2, four interaction terms are added to assess whether the relationship between safety variables and employee work performance is moderated by the practice of conducting risk assessment. These interaction terms include WKxCR (worker knowledge on safety standards \times conducting risk assessment), SPxCR (safety promotional policies \times conducting risk assessment), WPxCR (worker participation \times conducting risk assessment), and SCxCR (safety communication \times conducting risk assessment). The overall model remains statistically significant and explains slightly more variance in employee work performance, with R^2 increasing to 0.737. However, the Adjusted R^2 slightly decreases to 0.713, and the F value drops to 30.873, indicating that while the model is still strong, the adds interaction terms do not significantly improve explanatory power.

None of the interaction terms reaches statistical significance (all p -values > 0.05), indicating that conducting risk assessment does not significantly moderate the relationship between any of the safety communication and employee work performance. Specifically, although SCxCR (safety communication \times conducting risk assessment) has the highest standardized beta ($\beta = 1.43$), it is not statistically significant ($p = 0.197$). Similarly, WPxCR ($p = 0.900$), SPxCR ($p = 0.314$), and WKxCR ($p = 0.661$) all fail to show significant moderating effects.

Additionally, it is important to note that once the interaction terms are included in Model 2, the main effect of conducting risk assessment turns negative and becomes

statistically insignificant ($\beta = -0.452$, $p = 0.707$). This may indicate multicollinearity or overlapping variance between the main predictors and interaction terms, which is common when including multiple interaction terms in a model.

Conducting risk assessment does not have moderating effect on the relationship between safety management system and employee work performance. The results indicate that worker participation continues to be the most consistent and impactful predictor of employee work performance. While conducting risk assessment initially have a positive direct effect in Model 1, its significance diminishes when interaction effects are introduced. The absence of statistically significant interaction terms implies that conducting risk assessment practices, while important on their own, do not strengthen or weaken the effects of other safety management components on performance within this model. Therefore, conducting risk assessment does not moderating effect on the relationship between safety management system and employee work performance. These findings underscore the importance of direct involvement and engagement of employees in safety processes over structural or procedural factors alone.

CHAPTER 5

CONCLUSION

This chapter is the conclusion of the study. It is composed of three parts. There are findings and discussions, suggestions and recommendations and needs for further research of the study based on this study which is about the effect of safety management system on employee work performance of Excel Garment in Yangon.

5.1 Findings and Discussions

The main objectives of this study are to examine the effect of safety management system on employee work performance of Excel Garment and to examine the moderating effect of management commitment on relationship between safety management system and employee work performance of Excel Garment. This study uses both primary and secondary data. Structured questionnaires with 5-point Likert scale are used to collect primary data, 109 employees to be taken as sample size. Simple random sampling method is applied to selected 109 out 150.

The study surveyed 109 employees at Excel Garment, comprising 98 females and 11 males. Most respondents were aged between 31 and 40 years, single, and has less than one year of work experience. In terms of education, the majority has completed high school, with others having middle school or other qualifications. Most employees worked as tailoring spinners, with others serving as general workers, supervisors, or production managers. The majority reported a monthly basic salary below 300,000 MMK, reflecting the wage structure typical of the garment industry.

According to the mean values of worker knowledge on safety standards, employee agree with having appropriate knowledge of safety standards is important. They understand the challenges relating to health and safety at work. They are abiding to health and safety rules in organization. They are able to easily notice problems relating to their safety. They strongly agree to give their views on what ought to be done to enhance safety at work.

Based on the mean values of safety promotional policies, employees in Excel Garment strongly agree that safety promotional policies are important for their workplace. Clear and well stipulated safety policies in the workplace are vital for them. They agree

that being implementing the safety policies in the company, complying with safety policies are important. They agree that having effective mechanisms in the company to enforce safety policies and they strongly agree that being taken the management key measures is very important.

According to the mean values of worker participation, employees in Excel Garment agree that they are one of the important key players in company's safety management system. They agree that worker should participate and involve in designing safety programs, process of creating safe work construction. They are involved in the process of creating safe work construction. They agree with influencing STOP work criteria, reflecting their role in halting unsafe operations when necessary to prevent accidents. Additionally, employees report being involved in devising solutions to incidents that resulted from human error, demonstrating a collaborative approach to learning from mistakes and improving safety protocols. Furthermore, they agree with being involved in performing safety observations of other employees, highlighting a shared responsibility in monitoring workplace behaviors and reinforcing a culture of safety across the organization.

The mean values of safety communication indicate that employee agree with company's safety communication is quite good. Employees are actively engaged in multiple communication-based safety practices within the organization. They strongly agree with introducing operational instructions on general safety topics, which are given verbally by supervisors to new and temporary workers, ensuring that newcomers are aware of essential safety protocols from the start. Moreover, employees support using instructions on machinery by supervisors as a method to familiarize new staff with equipment-related safety procedures. Additionally, there is agree perception on risk assessing paper-based descriptions of specific hazards, which helps in identifying and mitigating potential dangers related to specific workplace activities. Employees also acknowledge the importance of displaying bulletin boards on company premises, where safety-related announcements and statistics are regularly posted to maintain awareness. Lastly, they value the use of posters that present individual safety guidelines, which are displayed throughout the workshop, reinforcing key safety messages and promoting a consistent safety culture.

Based on the mean values of resource allocation, employees strongly agree that they have the requisite skills to carry out activities, and that the tasks assigned to them are aligned with their required competency, ensuring effective performance. Furthermore, employees acknowledge that funds are available to support organizational activities, and

that allocated funds are utilized prudently, reflecting responsible financial management. Additionally, employees strongly agree that technologies are appropriately shared and allocated to facilitate the execution of organizational tasks, indicating that both financial and technological resources are effectively managed to support employee performance and safety-related responsibilities.

The results of mean values of role modelling of safe behavior of safe behavior indicate that positive feedback from management plays an essential role in reinforcing safe behavior in the workplace. Employees agree that receiving positive feedback from their manager about safety risks at work motivates them to remain vigilant and proactive in identifying potential hazards. Similarly, they value positive recognition when offering mentions related to safety improvements, which fosters a culture of open communication and continuous learning. Moreover, being acknowledged for complying with safety rules and regulations further encourages adherence to organizational policies. In addition to receiving feedback, employees also agree with the practice of providing positive feedback to subordinates, which helps to build mutual respect, improve morale, and promote a supportive safety culture throughout the organization.

Mean values of conducting risk assessment demonstrate that employees recognize the importance of conducting risk assessment as a fundamental aspect of workplace safety. They agree that this involves planning for the mandatory use of helmets and personal protective equipment (PPEs) within the plant premises to minimize exposure to physical hazards. Additionally, employees acknowledge the value of providing Safety Data Sheets (SDS) and proper labeling of materials, which ensures clear communication of chemical hazards. The availability of fire extinguishers on-site and periodic maintenance and inspection of distillation equipment are also considered essential measures for risk prevention. Furthermore, employees agree on the importance of proper labeling of harmful chemicals and planning to prevent fuming in storage areas, both of which contribute to safer handling and storage of hazardous substances. Finally, making proper plan to avoid fuming in the storage area and the provision for immediate access to first aid are seen as a critical component of effective risk management, enabling prompt response in the event of an injury or emergency. All employees strongly agree that conducting risk assessment is very important for enhancing their work performance.

Mean values of employee work performance indicate that employees perceive their work performance positively across several key dimensions. They strongly agree that they

are productive in the company, consistently contributing to operational efficiency. Many employees agree that they often perform above the set targets established by management, reflecting a strong commitment to exceeding expectations. Additionally, there is consensus that they are effective in meeting productivity goals and deadlines, demonstrating reliability and time management skills. Collaboration also plays an important role, with employees agree that they work well with teammates and contribute to team goals, fostering a cooperative work environment. Moreover, they express confidence in their ability to adapt to changes in the work environment or take on new tasks, highlighting their flexibility and willingness to embrace continuous improvement.

To achieve the first objective, multiple regression analysis is used to find the effect of safety management system on employee work performance. The findings show that worker participation only has positive and partial significant moderating effect on employee work performance. However, worker knowledge on safety standards, safety promotional policies and safety communication do not have significant effect on employee work performance.

To achieve the second objective, the moderating effect of management commitment on the relationship between safety management system and employee work performance is examined. Resource allocation has positive and partial moderating effect between worker participation and employee work performance. Role modelling of safe behavior has positive and partial moderating effect on the relationship between worker knowledge on safety standards and employee work performance. Role modelling of safe behavior has positive and partial moderating effect on the relationship between worker participation and employee work performance. Conducting risk assessment does not have moderating effect on the relationship between safety management system and employee work performance.

5.2 Suggestions and Recommendations

Based on the findings of this study, several practical recommendations can be made for Excel Garment and similar garment manufacturing companies in Myanmar. First, worker participation is emerged as a key factor influencing employee performance. Management should continue and further enhance programs that actively involve employees in safety observations, conducting risk assessment, and decision-making processes related to occupational safety. Excel Garment should establish stronger feedback

mechanisms and encouraging collaborative problem-solving would further enhance this participatory culture.

Second, the study reveals that safety communication plays a critical role in fostering a positive safety culture. It is recommended that Excel Garment should improve the clarity and frequency of safety-related messages through verbal briefings, updated bulletin boards, and digital platforms where appropriate. Excel Garment should ensure that new employees, especially temporary workers, receive consistent and comprehensive orientation from supervisors will help maintain safety standards.

Third, management commitment, especially through resource allocation, role modelling of safe behavior, and conducting risk assessment, significantly influences the effectiveness of safety programs. Excel Garment should make for top management to consistently demonstrate visible support for safety initiatives. This includes allocating sufficient funds for protective equipment, safety training, and emergency preparedness. Managers and supervisors should lead by example by strictly adhering to safety rules, which will reinforce the importance of compliance among workers.

Fourth, in terms of safety promotional policies, the use of posters, banners, and safety-related statistics should be maintained and expanded to cover new safety topics. Regular campaigns, reward systems, and safety week events should be encouraged to reinforce awareness and motivate safe behavior.

Finally, since employee work performance is influenced by how safe and supported employees feel, the company should regularly evaluate safety programs and gather feedback from workers. By aligning safety initiatives with employee needs, Excel Garment can maintain high levels of performance, reduce turnover, and improve overall morale.

5.3 Needs for Further Research

While this study provides meaningful insights into the relationship between the safety management system and employee work performance in Excel Garment, it also opens several avenues for future research. First, this study is limited to a single company in the garment industry; therefore, future studies should explore similar relationships in other sectors such as construction, manufacturing, or healthcare to broaden the generalizability of the findings.

Second, this study focuses mainly on quantitative data through surveys. Further research could benefit from qualitative approaches such as in-depth interviews or focus group discussions to gain deeper insights into employee perceptions and attitudes toward safety culture.

Third, although this study includes management commitment as a moderating variable, future research could explore additional mediating or moderating variables such as organizational culture, leadership style, or job satisfaction to better understand the mechanisms linking safety systems to employee outcomes.

Fourth, future studies may also consider longitudinal designs to assess how changes in safety management practices over time affect employee work performance and accident rates.

Lastly, future research could incorporate the perspectives of managers, safety officers, and external auditors to create a more comprehensive picture of how safety practices are designed, implemented, and experienced at different organizational levels. By addressing these areas, future research can help organizations further refine their safety practices and enhance employee well-being and performance in increasingly competitive and safety-conscious industrial environments.

REFERENCE

- Akinwale, A. A., & Olusanya, O. A. (2016). Implications of occupational health and safety intelligence in Nigeria. *Journal of Global Health Care Systems*, 6(1), 1–13.
- Best, J. W. (1977). *Research in education* (3rd ed.). Prentice-Hall.
- Bust, P., Finneran, A., Hartley, R., & Gibb, A. (2014). Health and safety knowledge in complex networked organisations: Training the chain. *Proceedings of CIB W099 Achieving Sustainable Construction Health and Safety, Lund, Sweden*, 50, 61.
- Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology.
- Dunnette, M. D., & Hough, L. M. (1992). *Handbook of industrial and organizational psychology, Vol. 3*. Consulting Psychologists Press.
- China, C. R. (2025, March 10). What is resource allocation? *IBM*. Retrieved from <https://www.ibm.com/think/topics/resource-allocation>
- Clarke, S. (2013). Safety leadership: A meta-analytic review of transformational and transactional leadership styles as antecedents of safety behaviours. *Journal of Occupational and Organizational Psychology*, 86(1), 22–49.
- Cooper, M. D. (2006). Explaining the performance of safety behavior using a self-determination theory approach. *Journal of Safety Research*, 37(5), 469–475.
- Daft, R. L. (2021). *Organization theory and design* (13th ed.). Cengage Learning.
- Evans, A., & Parker, J. (2008). Safety Management Systems. In *Beyond Safety Management Systems (AeroSafety World)*. Retrieved from Beyond Safety Management Systems
- Federal Emergency Management Agency. (2025). Risk assessment. *Ready.gov*. Retrieved from <https://www.ready.gov/business/planning/risk-assessment>
- Fernández-Muñiz, B., Montes-Peón, J. M., & Vázquez-Ordás, C. J. (2007). Safety culture: Analysis of the causal relationships between its key dimensions. *Journal of Safety Research*, 38(6), 627–641.
- Geller, E. S. (2001). *The psychology of safety handbook*. CRC Press.

- Gliem, J. A., & Gliem, R. R. (2003, October). *Calculating, interpreting, and reporting Cronbach's alpha reliability coefficient for Likert-type scales*. Midwest Research-to-Practice Conference in Adult, Continuing, and Community Education.
- Gupta, J. N., Sharma, S. K., & Rashid, M. A. (2009). *Handbook of research on enterprise systems*. Information Science Reference.
- Hussain, N., Kadir, M. M., Nafees, A. A., Karmaliani, R., & Jamali, T. (2019). Needs assessment regarding occupational health and safety interventions among textile workers: A qualitative case study in Karachi, Pakistan. *JPMA. The Journal of the Pakistan Medical Association*, 69(1), 87.
- International Labour Organization. (2011). *Guidelines on occupational safety and health management systems (ILO-OSH 2001)*. International Labour Office. Retrieved from https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---safework/documents/publication/wcms_107727.pdf
- Jairus. A. (2024). How to Perform a Risk Assessment. Retrieved from [Risk Assessment: Process, Tools, & Techniques | SafetyCulture](#)
- Jena, L. K., & Pradhan, R. K. (2014). Deliverables towards HR sustainability: A conceptual review. *European Journal of Business Management*, 6(23), 95–102.
- Keraka, C. N. (2020). *Safety management system and employee performance in textile manufacturing companies in selected counties in Kenya* (Doctoral dissertation). Jomo Kenyatta University of Agriculture and Technology.
- Makori, E. M. (2013). *Influence of occupational health and safety programmes on performance of manufacturing firms in Kenya* (Doctoral dissertation, University of Nairobi).
- Mearns, K., Whitaker, S. M., & Flin, R. (2003). Safety climate, safety management practice and safety performance in offshore environments. *Safety Science*, 41(8), 641–680.
- Occupational Safety & Health Administration. (2025). Safety management – Hazard identification and assessment. *U.S. Department of Labor*. Retrieved from <https://www.osha.gov/safety-management/hazard-identification>
- Occupational Safety & Health Administration. (2025). *Worker participation*. *U.S. Department of Labor*.

- Safe Work Australia. (2012). *Work health and safety leadership and culture*. Retrieved from https://www.safeworkaustralia.gov.au/system/files/documents/1702/whs_leadership_and_culture.pdf
- Safe Work Australia. (2016). *Model Code of Practice: Work health and safety consultation, cooperation and coordination*. Retrieved from <https://www.safeworkaustralia.gov.au/system/files/documents/1702/model-code-of-practice-workplace-communication-pcbu.pdf>
- Ready.gov. (2025). Risk assessment. *U.S. Department of Homeland Security*. Retrieved from <https://www.ready.gov/risk-assessment>
- SafetyCulture. (2024). *Risk assessment: Definition, examples & steps*. Safety Culture. Retrieved from <https://safetyculture.com/topics/risk-assessment/>
- Siu, O. L., Phillips, D. R., & Leung, T. W. (2004). Safety climate and safety performance among construction workers in Hong Kong: The role of psychological strains as mediators. *Accident Analysis & Prevention*, 36(3), 359–366.
- Sonnentag, S., & Frese, M. (2002). Performance concepts and performance theory. In S. Sonnentag (Ed.), *Psychological management of individual performance* (pp. 3–25). Wiley.
- Song, L., He, X., & Li, C. (2011). Longitudinal relationship between economic development and occupational accidents in China. *Accident Analysis & Prevention*, 43, 82–86.
- Vinodkumar, M. N., & Bhasi, M. (2010). Safety management practices and safety behaviour: Assessing the mediating role of safety knowledge and motivation. *Accident Analysis & Prevention*, 42(6), 2082–2093.
- Vinodkumar, M. N., & Bhasi, M. (2011). A study on the impact of management system certification on safety management. *Safety Science*, 49, 498–507.
- Vitharana, V. H. P., De Silva, G. H. M. J. S., & De Silva, S. (2015). Health hazards, risk and safety practices in construction sites – A review study. *The Institution of Engineers, Sri Lanka*, XLVIII(03), 35–44.
- Wold, T., & Laumann, K. (2005). Safety management systems – Definitions, challenges for use and recommendations for improvements. *Norwegian University of Science and Technology (NTNU)*.

Wu, T. C., Chen, C. H., & Li, C. C. (2008). A correlation among safety leadership, safety climate and safety performance. *Journal of Loss Prevention in the Process Industries*, 21(3), 307–318.

APPENDIX A
QUESTIONNAIRE

**EFFECT OF SAFETY MANAGEMENT SYSTEM ON
EMPLOYEE PERFORMANCE OF EXCEL GARMENT**

Dear Sir/Madam,

We kindly ask for your involvement in an MBA thesis examining “Effect of Safety Management System on Employee Performance of Excel Garment”. The information provided in the questionnaire will remain strictly confidential. The information will be used only for the purposes of the study whose findings will be assisted to meet the requirements of a degree of Master of Business Administration. It will only take a brief moment of your time to complete the questionnaire and your input will significantly enrich our study. Please choose only one answer.

Section I – Demographic Information

For aggregated tabulation of respondent demographics

Instructions: Please check (✓) on your selected answers.

1. Gender

- Male
- Female

2. Age

- 18-20 years
- 21-30 years
- 31 to 40 years
- 41 to 50 years
- 51 to 60 years
- Above 60 years

3. Marital Status

- Single
- Married
- Separated
- Divorced
- Widowed

4. Education Status

- Primary School
- Middle School
- High School
- Undergraduate
- Bachelor
- Master
- Others

5. Position

- Production Manager
- Tailoring Spinners
- Garment Technician
- Supervisor
- General Employee

6. Section

- Sample Section
- Cutting Section
- Sewing Section
- Finishing Section
- Store Section
- Maintenance Section

7. Monthly Basic Salary

- Less than and equal to 300,000 MMK
- 300,001 to 600,000 MMK
- 600,001 to 900,000 MMK
- 900,001 to 1,200,000 MMK
- Above 1,200,000 MMK

8. Total Years of working experience with Excel Garment

- 2 years and below
- 3 years to 4 years
- 5 years to 6 years
- Above 6 years

Section II: Please tick (√) the degree that best describe you are agree or disagree with the statements in the followings.

(5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, 1 = strongly disagree)

(1) Safety Management System Questionnaires

No	Question Items	1	2	3	4	5
Worker Knowledge on Safety Standards						
1	I have the appropriate knowledge of safety standards					
2	I understand the challenges relating to health and safety at work					
3	I abide to health and safety rules in our organization					
4	I am able to easily notice problems relating to employees' safety					
5	I actively and frequently give their views on what ought to be done to enhance their safety at work					

Safety Promotional Policies						
1	There are clear and well stipulated safety policies in our company					
2	The safety policies in our company are effectively implemented					
3	I adequately comply with safety policies in our company					
4	There are effective mechanisms in our company to enforce safety policies					
5	The management has taken key measures to ensure safety culture is maintained in our company					
Worker Participation						
1	Employees involved in designing safety Programs					
2	Employees are involved in the process of creating safe work construction.					
3	I can influence STOP work criteria					
4	I'm involved in devising solutions to incidents that resulted from human error					
5	I'm involved in performing safety observations of other employees					
Safety Communication						
1	Operational instructions are introductions to general safety topics given verbally by supervisors to new employees and temporary workers.					
2	Instructions on machinery are used by supervisors to introduce new employees and temporary workers verbally to the operation of machines and					

	to draw attention to specific safety aspects during operation.					
3	Risk assessments are paper-based descriptions of specific hazards emanating from workplaces and the activities associated with them.					
4	Bulletin boards are permanently installed displays on company premises at which safety-related announcements and statistics are posted in paper form.					
5	Posters take up individual safety-related aspects of the guidelines and are displayed at all workplaces in the workshop.					

(2) Management Commitment Questionnaires

No	Question Item	1	2	3	4	5
Resource Allocation						
1	The staff have requisite skills to carry out activities in this organization					
2	The staff working on activities have the required competency					
3	The funds are available to carry out in this organization					
4	The allocated funds are utilized prudently in performing organization activities					
5	Different information sharing technologies have been allocated for the purpose of carrying out the activities of the organization					

Role Modelling of safe behavior						
1	I receive positive feedback from my manager about safety risks at work.					
2	I receive positive feedback from my manager when I give suggestions on how to improve safety.					
3	I receive positive feedback from my manager when he/she sees me perform a work task in accordance with safety rules and regulations.					
4	Supervisors provide positive feedback to my subordinates when they tell about safety risks at work.					
5	Supervisors provide positive feedback to my subordinates when they give suggestions on how to improve safety.					
Conducting Risk Assessment Plan						
1	The company plans for mandatory use of helmets, PPEs in the plant premises.					
2	The company provides safety data sheet (SDS) and proper labelling of materials					
3	The company provides onsite availability of Fire extinguishers					
4	The company prepares proper maintenance of all distillation equipment and periodic checking					
5	The company provides proper labeling of harmful chemicals					

6	The company makes proper plan to avoid fuming in the storage area					
7	The company provide provision for immediate availability of first aid					

(3) Employee Work Performance Questionnaire

No	Question	1	2	3	4	5
1	Employees in this company are productive					
2	Employees perform above the set target by management					
3	I am consistently meeting productivity goals and deadlines					
4	I collaborate with teammates and contribute to team goals					
5	I can adapt to changes in the work environment or new tasks					

APPENDIX B

SPSS OUTPUT

Effect of Safety Management System on Employee Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.846 ^a	.716	.705	.16334	2.139

a. Predictors: (Constant), Sftycommunication, SafetyPromotioin, Workerknowledge, WorkerParticipation

b. Dependent Variable: Emplpyeperformace

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.991	4	1.748	65.514	.000 ^b
	Residual	2.775	104	.027		
	Total	9.766	108			

a. Dependent Variable: Emplpyeperformace

b. Predictors: (Constant), Sftycommunication, SafetyPromotioin, Workerknowledge, WorkerParticipation

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.124	.333		6.383	.000		
Workerknowledge	-.002	.045	-.003	-.043	.966	.758	1.319
SafetyPromotioin	.037	.054	.037	.693	.490	.952	1.051
WorkerParticipation	.570	.042	.823	13.694	.000	.756	1.322
Sftycommunication	-.075	.047	-.086	-1.602	.112	.943	1.061

a. Dependent Variable: Emplpyeperformace

Moderating Effect of Resource Allocation on the relationship between Safety Management System and Employee Performance

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.849 ^a	.720	.707	.16280	
2	.884 ^b	.781	.761	.14696	2.357

a. Predictors: (Constant), Resourceallocation, Sfetycommunication, SafetyPromotioin, Workerknowledge, WorkerParticipation

b. Predictors: (Constant), Resourceallocation, Sfetycommunication, SafetyPromotioin, Workerknowledge, WorkerParticipation, SCxRA, WKxRA, SPxRA, WPxRA

c. Dependent Variable: Empllyeepfarmace

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.036	5	1.407	53.096	.000 ^b
	Residual	2.730	103	.027		
	Total	9.766	108			
2	Regression	7.628	9	.848	39.239	.000 ^c
	Residual	2.138	99	.022		
	Total	9.766	108			

a. Dependent Variable: Empllyeepfarmace

b. Predictors: (Constant), Resourceallocation, Sfetycommunication, SafetyPromotioin, Workerknowledge, WorkerParticipation

c. Predictors: (Constant), Resourceallocation, Sfetycommunication, SafetyPromotioin, Workerknowledge, WorkerParticipation, SCxRA, WKxRA, SPxRA, WPxRA

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.097	.332		6.308	.000		
Workerknowledge	-.007	.045	-.009	-.147	.884	.754	1.327
SafetyPromotioin	.027	.054	.027	.500	.618	.932	1.073
WorkerParticipation	.508	.063	.734	8.059	.000	.327	3.056
Sfetycommunication	-.073	.047	-.084	-1.564	.121	.942	1.062
Resourceallocation	.079	.061	.116	1.299	.197	.338	2.960
2 (Constant)	12.546	3.017		4.159	.000		
Workerknowledge	-.094	.413	-.126	-.228	.820	.007	138.996
SafetyPromotioin	-.115	.502	-.115	-.229	.819	.009	113.455
WorkerParticipation	-1.538	.470	-2.221	-3.275	.001	.005	207.831
Sfetycommunication	-.532	.465	-.610	-1.144	.255	.008	128.489
Resourceallocation	-2.664	.751	-3.936	-3.547	.001	.002	556.587
WKxRA	.020	.099	.194	.197	.844	.002	438.978
SPxRA	.026	.119	.212	.221	.825	.002	414.284
WPxRA	.548	.123	5.745	4.451	.000	.001	753.218
SCxRA	.116	.113	.823	1.029	.306	.003	289.172

a. Dependent Variable: Employeeperformance

Moderating Effect of Role Modelling of Safe Behavior on the relationship between Safety Management System and Employee Performance

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.889 ^a	.790	.780	.14119	
2	.909 ^b	.826	.810	.13114	1.828

a. Predictors: (Constant), Rolemodelling, SafetyPromotioin, Sfetycommunication, Workerknowledge, WorkerParticipation

b. Predictors: (Constant), Rolemodelling, SafetyPromotioin, Sfetycommunication, Workerknowledge, WorkerParticipation, SCxRM, SPxRM, WKxRM, WPxRM

c. Dependent Variable: Emplyeepformace

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.713	5	1.543	77.382	.000 ^b
	Residual	2.053	103	.020		
	Total	9.766	108			
2	Regression	8.063	9	.896	52.098	.000 ^c
	Residual	1.702	99	.017		
	Total	9.766	108			

a. Dependent Variable: Emplyeepformace

b. Predictors: (Constant), Rolemodelling, SafetyPromotioin, Sfetycommunication, Workerknowledge, WorkerParticipation

c. Predictors: (Constant), Rolemodelling, SafetyPromotioin, Sfetycommunication, Workerknowledge, WorkerParticipation, SCxRM, SPxRM, WKxRM, WPxRM

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.558	.303		5.146	.000		
Workerknowledge	-.053	.040	-.071	-1.337	.184	.724	1.382
SafetyPromotioin	.014	.047	.014	.308	.759	.945	1.058
WorkerParticipation	.181	.074	.262	2.452	.016	.179	5.586
Sfetycommunication	-.044	.041	-.050	-1.076	.284	.927	1.078
Rolemodelling	.603	.100	.666	6.016	.000	.167	6.003
2 (Constant)	15.045	3.995		3.766	.000		
Workerknowledge	-1.145	.479	-1.538	-2.389	.019	.004	235.251
SafetyPromotioin	.118	.510	.118	.231	.818	.007	147.387
WorkerParticipation	-1.534	.557	-2.215	-2.753	.007	.003	367.544
Sfetycommunication	-.757	.473	-.868	-1.601	.113	.006	167.013
Rolemodelling	-3.104	1.094	-3.428	-2.838	.006	.001	828.577
WKxRM	.282	.124	2.372	2.284	.025	.002	612.827
SPxRM	-.028	.133	-.177	-.209	.835	.002	406.311
WPxRM	.500	.163	4.493	3.061	.003	.001	1223.051
SCxRM	.179	.124	1.006	1.439	.153	.004	277.558

a. Dependent Variable: Emplpyeeperformace

Moderating Effect of Conducting Risk Assessment on the relationship between Safety Management System and Employee Performance

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.854 ^a	.729	.716	.16022	
2	.859 ^b	.737	.713	.16098	2.012

a. Predictors: (Constant), Conductingriks, Sfetycommunication, SafetyPromotioin, Workerknowledge, WorkerParticipation

b. Predictors: (Constant), Conductingriks, Sfetycommunication, SafetyPromotioin, Workerknowledge, WorkerParticipation, WPxCR, SPxCR, WKxCR, SCxCR

c. Dependent Variable: Emplyeepformance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.122	5	1.424	55.486	.000 ^b
	Residual	2.644	103	.026		
	Total	9.766	108			
2	Regression	7.200	9	.800	30.873	.000 ^c
	Residual	2.565	99	.026		
	Total	9.766	108			

a. Dependent Variable: Emplyeepformance

b. Predictors: (Constant), Conductingriks, Sfetycommunication, SafetyPromotioin, Workerknowledge, WorkerParticipation

c. Predictors: (Constant), Conductingriks, Sfetycommunication, SafetyPromotioin, Workerknowledge, WorkerParticipation, WPxCR, SPxCR, WKxCR, SCxCR

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.742	.368		4.732	.000		
Workerknowledge	.008	.044	.011	.187	.852	.750	1.333
SafetyPromotioin	.033	.053	.033	.626	.533	.950	1.052
WorkerParticipation	.541	.043	.781	12.617	.000	.687	1.457
Sfetycommunication	-.076	.046	-.088	-1.659	.100	.942	1.061
Conductingriks	.113	.050	.122	2.255	.026	.900	1.111
2 (Constant)	4.135	4.684		.883	.380		
Workerknowledge	-.257	.571	-.344	-.449	.654	.005	221.681
SafetyPromotioin	.680	.645	.679	1.055	.294	.006	156.292
WorkerParticipation	.492	.485	.710	1.015	.313	.005	184.605
Sfetycommunication	-1.013	.719	-1.162	-1.409	.162	.004	256.358
Conductingriks	-.417	1.106	-.452	-.377	.707	.002	540.302
WKxCR	.057	.131	.436	.439	.661	.003	370.994
SPxCR	-.155	.153	-1.001	-1.012	.314	.003	369.026
WPxCR	.015	.116	.121	.126	.900	.003	347.218
SCxCR	.217	.167	1.430	1.298	.197	.002	457.536

a. Dependent Variable: Employeeperformace