

**YANGON UNIVERSITY OF ECONOMICS**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**MBA PROGRAMME**

**THE EFFECT OF OCCUPATIONAL HEALTH AND  
SAFETY PRACTICES ON JOB PERFORMANCE AT MFD  
CONSTRUCTION CO., LTD**

**SHUNE LAI HAN**

**MBA II – 11**

**MBA 23<sup>rd</sup> BATCH**

**DECEMBER, 2019**

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**ACADEMIC YEAR (2017 – 2019)**

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**Submitted by**

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A thesis submitted to the Board of Examiners in partial fulfilment of the requirements for  
the degree of Master of Business Administration (MBA)

**Supervised by**

**Daw Thida Aye**

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**MBA II – 11**

**MBA 23<sup>rd</sup> Batch**

**2017 – 2019**

## ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of OHS Practices on Job Performance on MFD Construction Co., Ltd**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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## **ABSTRACT**

This paper intends to analyze the effect of Occupational Health and Safety (OHS) practices on job satisfaction and to examine the effect of job satisfaction on job performance of employees at Myanmar First Drawn (MFD) Construction Co., Ltd. In this study, the data are collected from the sample of 80 employees in MFD Construction Co., Ltd by using structured questionnaire. It is found that management commitment, safety training and education, and accident prevention measures have positive influence on job satisfaction. The result shows that job satisfaction has impact on contextual performance and task performance of employees at MFD Construction Co., Ltd. Management should provide enough resources for effective implementation and maintenance of safety related activities. Then, management should display warning notices on faulty machines and equipment or other potential hazard places to make workers aware of potential danger.

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## **LIST OF ABBREVIATIONS**

MFD	Myanmar First Drawn
OHSP	Occupational Health and Safety Practices
PPE	Personnel Protective Equipment

# CHAPTER 1

## INTRODUCTION

The organizations and the nature of management are changing rapidly day by day. The success of an organization depends not merely on its technical efficiency, updated machinery and good plant layout, etc. but also depends upon its human resources. Success and survival of organizations increasingly depend on the ability to build advanced skilled work forces and to release the full potential of their human resources. Effective and competitive Human Resources are the key to the strength of organization in facing the challenges of business today. A satisfied, happy and hardworking employee is the biggest asset of any organization. Health and safety is one of the most critical components that affect an employee's satisfaction. As mentioned above, one of the key components of any organization is its employees. The success or failure of the organization largely depends on satisfaction and dissatisfaction.

In the developed as well as developing part of the world, building capacity, improving infrastructure, construction industry is viewed to be one of the most significant industries in terms of its impact on health and safety of the working population. Construction industry is both economically and socially important. However, the construction industry, at the same time, is also recognized to be the most hazardous in Farooqui (2008) (Suazp and Jaselskis, 1993). Although dramatic improvement has taken in recent decades, the safety record in the construction accidents usually entails predicting future accidents and their nature under given occasions. Accidents can also cause work disruption and limit the work rate (Enshassi et al., 2007). The nature of the industry, human behavior, difficult work site conditions, and poor safety management, that bring about unsafe work methods, equipment and procedures are the major cause of accidents. Emphasis in both developing and developed countries needs to be placed on training and the utilization of comprehensive safety programs (Farooqui, 2008). Health and safety systems positively have an effect on employee performances. Retaining productive employee is critical to running a successful business. Employees can only produce while they are on the job. Retaining employees save company's money in training expenses and helps maintain an efficient and knowledge workforce.

In a worldwide surrounding where no uniformly accepted international health and safety standards currently exists, it is extremely tough for construction practitioners to make

certain that they create workplace that are secure for his/her workers. Because different countries take different approaches to ensuring health and safety of workers, area of occupational health and safety need and focus also very between countries and regions. In Myanmar, the most central occupational health and safety legislation is the 1951 Factories Act.

## **1.1 Rationale of the Study**

Every industry offers various kinds of occupational health and safety hazards to its employees. Fires, explosions, chemical hazards or other such dangers are the more immediate cases that present an immediate threat to an employee's life.

There are many advantages for the organization which employers and employees when the effective occupational health and safety practices are in the workplace. Employees are more productive. A clean and healthy working environment reduces absenteeism. The employees are protected by OHS practices. Even though the initial costs for OHS practices and implementation can be significant, the business can save a large amount of money in the long run, with less injury, assets damage claims, as well as fewer instances of employees not being able to report for work.

Many companies are trying to save their costs which are result in failing to understand the importance of working environment safety on employee satisfaction and facing difficulty. If a worker is injured on the job, it costs the employers in lost work hours, increased insurance rates, workers' compensation premiums and possible litigation. In addition, productivity can be lost when other workers have to stop work to deal with the injury. Employees' attrition and absenteeism are major obstacles. A clean and healthy working environment reduces absenteeism.

OHS is legal imperative for organizations to self-regulate or self-police themselves by enforcing the appropriate health and safety standard for their activities. This ensure that the organization regulate its activities and avoids the hammer of an external and often more costly regulator. If there is no enough workplace OHS practices programs available to boost the health and morale of employers, employee may get dissatisfied and feel neglected and as a result, may not perform satisfactorily at work, and hence the need for the study on the effects of OHS practices. Although job satisfaction is relatively high, there is room for organizations to improve employee performance. This study seeks to assess the health and

safety measures of the MFD Construction Co., Ltd and also examine the effect of OHS practices on the employee job satisfaction and performance.

## **1.2 Objectives of the Study**

The objectives of the study are as follows,

- (1) To analyze the effect of Occupational Health and Safety (OHS) practices on job satisfaction at MFD Construction Co., Ltd.
- (2) To examine the influence of job satisfaction on employee performance at MFD Construction Co., Ltd.

## **1.3 Scope and Methods of the Study**

There are 100 employees who are working in MFD Construction Co., Ltd. The simple random sampling method is applied and the Yamane (1967) formula is used to identify the sample size.

The structured questionnaires are distributed to randomly select 80 employees. The primary data are collected from interview of the employee from both the office and site-based employees in the company with structured 5 points Likert scale structured questionnaires. Secondary data is collected from literature study, including text books, publications, research papers, reports, internet website and Myanmar First Dawn (MFD) Construction Co., Ltd OHS related manuals, procedures and guidelines.

## **1.4 Organization of the Study**

This paper is presented with five chapters. The first chapter is introduction which includes introduction of health and safety, rationale of the study, objectives of the study, scope and methodology of the study and organization of the study. Chapter two is theoretical background which presents the concepts, previous research and conceptual framework this study. Chapter three includes health and safety practices of Myanmar First Dawn (MFD) Construction Co., Ltd which includes company's profile and health and safety practices of the company. Chapter four is an analysis chapter which shows the findings from the relationships between OHS practices, employee satisfaction and employee performance at Myanmar First Dawn (MFD) Construction Co., Ltd. Chapter five is conclusion which includes the summary of major findings and discussions, suggestions and recommendations, and need for further studies.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

This chapter starts with the overview of occupational health and safety (OHS), OHS practices, the description and explanation of OHS practices, the explanation of employee job satisfaction measurement and employee performance measurement. Then previous studies relating with OHS practices, employee satisfaction, employee performance and conceptual framework of the study are discussed.

#### **2.1 Definition of Occupational Health and Safety**

Occupational safety and health are controversial issues which are most significant in succeeding in business development. The German philosopher (1788–1860), Schopenhauer, emphasized on the importance of health by stating that “health is not entirety, but without health, entirety is nothing”. So, the specific definition of health, safety and the integration of the two may be seen as occupational health and safety is a holistic method towards total wellbeing of the employee at work. Safety on the other side includes the protection of people from physical injury. Thus, OHS can be seen to concern the promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations.

Estimating the economic cost of occupational injuries and illnesses is another issue of workplace accident and disease. The immeasurable human suffering, these fatalities and ill health cause major economic losses for enterprises and societies as a whole, which includes lost productivity and reduced work capacity. This study has compiled that an estimated that around 4% of the world’s Gross Domestic Product (GDP) is lost because of various direct and indirect costs, consisting of compensation, medical expenses, property damage, lost profits and replacement training (ILO, 2003, 2012 ).

It is much more widely recognized nowadays that occupational accidents and diseases can have a major impact on the productivity, competitiveness, reputation of individual enterprises, livelihoods of individuals and their families.

## **Occupational Health and Safety Practices**

Occupational health and safety practices include all activities, programs and measures undertaken by employers, workers and their organizations as well as designers and architects to protect employee health and promote safety. Most organizations today have adopted a number of measures to improve and maintain employee health and safety at the workplace. The effectiveness of health and safety management at the workplace depends upon the nature of the work performance systems and organizational work practices as well as the leadership and managerial resilience in seeking continuous improvement of employee health and safety (Armstrong, 2006).

Based on Vinodkumar (2010), Occupational Health and Safety (OHS) practices are the strategies, policies, activities and procedures that can be implemented by the organization targeting safety of their employees. OHSP are encompassed many safety related components. Some of the health and safety practices are discussed below:

### **(a) Management Commitment**

In particular, middle and low-level managers influence safety at work as well as health and wellbeing of their subordinates. However, the role of top management and board members is crucial as well. Failure to encompass health and safety as a key business risk in board decisions will have catastrophic results. Many excessive profile safety cases over the years have been rooted from failures of leadership.

The precedence an organization and senior managers are giving to health and safety at work and the extent to which managers use their authority to sell compliance with occupational fitness and safety policies and the coverage inside the employer motivates the individuals to orient their behavior on the standards set by way of management.

Senior level managers are the ones responsible in giving a shape and facilitating the setup of a health and safety culture. Simard (1998) gives examples on what senior managers preferably ought to have in thoughts when putting in place the fundamentals for a safety culture. The priority that is given to health and safety depends however to a major part on the behavior of managers. The widespread framework for safety at work is guided by the management, having a clear definition of the respective roles of all staff and giving instructions what activities are required to comply with the protection responsibility. Supervisors get unambiguous instructions from managers and are properly trained to fulfill their safety and health tasks and to give instructions to employees. Defined objectives are

often measured and controlled and remarks on necessary adjustments is regularly accrued by managers and supervisors.

**(b) Safety Training and Education**

Safety training and education on health and safety is paramount in the acquisition of skills, knowledge and attitudes necessary for the completion for any task. Training for all levels of management personnel and employees is vital for successful safety programs. Mamoria & Gankar (2011) note that safety education aims at building up a favorable attitude towards safety measures and precautions while training is concerned with providing immediate job knowledge, skills and methods of work and creating awareness on the hazards likely to be encountered in the course of work. The process also enables understanding the cause of accidents and how they may be prevented, importance of good house-keeping and handling materials safely.

Furthermore, safety training allows employees to acquire greater competencies to control their work, leading them to perform their jobs more safely. According to Saleemi (2009), safety education and training develops safety-consciousness among employees and results in safe handling of equipment. It ensures safe work performance on the part of the employee by developing his skill in the use and operation of safety equipment. Training should be continuous to ensure effectiveness. Piran & Reynolds (1976) found that the response to safety campaigns and training was very good in the short term but later, the safety behavior of employees normalized. Management should therefore ensure regular and frequent refresher courses to produce long term results.

**(c) Accident Prevention Measures**

Accident prevention and safety has escalated in the recent past because modern industrial workers are subject to, in the wake of rapid industrial advancement, mechanical, chemical, electrical and radiation hazards. According to Gupta (2009), safety engineering has several elements. These include guarding of those machines that pose danger to workers. They should be fenced or covered to prevent access and protect against unforeseen operational contingencies. Secondly, the flow of materials should be properly planned to eliminate hazards and there should be a well-designed system for detection, prevention and control of fires. In addition, inflammable liquids and materials should be stored and handled with care.

**(d) Health Practices**

Another important element is the provision of safety devices such as safety glasses, hard caps or helmets, gloves, gas masks and safety shoes. These equipment should be easy to wear, comfortable, lightweight and durable. Finally, there is need for regular maintenance of all equipment and machines to ensure that they are kept in perfect working condition.

Almost all large organizations provide a medical unit to service the needs of employees. They deal with illnesses or injuries incurred by workers on the job and provide physical examinations for new employees. Organizations must provide adequate emergency care and hospitalization facilities. Also, there should be a professional physician and nurses who should show active cooperation with public health agencies as well as maintenance and supervision of satisfactory sanitation and hygiene in the factory or offices. Upon employment, all employees must undergo proper medical examination and thereafter annual medical checkup of those occupational diseases.

It is also important to ensure that health education and information services are readily provided to all employees at times (Gupta, 2009). Apart from health care, the employers must provide adequate and clean drinking water in the offices and residences of the workers. High levels of cleanliness should be maintained throughout and adequate sanitary materials in the washrooms provided.

**2.2 Job Satisfaction**

There are various theories that explain what makes people satisfied with their job. The Affect Theory developed by Locke (1976) suggests that job satisfaction is determined by a discrepancy among what one wants in a job and what one has in a job. In addition, the idea states that how a lot one value a given side of the job moderates how satisfied or dissatisfied one turns into when expectations are/aren't met.

According Rothmann (2001) and Cranny et al., job satisfaction is an emotional reaction due to an assessment of real outcomes with those that are desired, expected or felt to be deserved, while Hamermesh (2001) describes job satisfaction as the worker's

mental mapping of all the different objectives and subjective characteristics of the job into an index of satisfaction.

McSchane and Von Glinow (2010) define job satisfaction as a person's assessment of his or her job and work context, whereas Rannona (2003) defines it as a worker's effective response to his or her job. Job satisfaction is an employee's attitudinal responses to his or her organization (Scholl, 2003).

Herzberg's Two-factor theory is another famous theory which tries to give an explanationfor job satisfaction and motivation. This theory states that satisfaction and dissatisfaction are driven through different factors – motivators and hygiene factors, respectively. According to Herzberg (1996), hygiene factors are those which are related to job context and are environmental in nature. They include organization policy, supervision, interpersonal relations and working conditions. Motivators on the other hand are allied to the job content and they make people want to perform. They are taken into consideration intrinsic to the job and they encompass achievement, recognition, work itself, responsibility and advancement. Motivators must be present in a job to motivate employees due to the fact hygiene factors on their own do not lead to job satisfaction. This theory has been criticized by other scholars who argue that it does not specify how motivating and hygiene factors are to be measured and that the theory does not consider individual differences, conversely predicting that all employees will react in an identical manner to changes in motivating/factors.

In addition, Hachman & Oldhman (1980) proposed the Job Characteristics Model which is widely used to provide an explanation how certain job characteristics make contributions to certain psychological states which effect on job outcomes including satisfaction. These in turn influence motivation and job satisfaction.

Finally, Judge (1998) constructed the Core Self- Evaluations Model. He argued that the four core self-evaluations (self-esteem, general efficacy, locus of control and neuroticism) influence the levels of job satisfaction. According to this model, higher levels of self-esteem and general self-efficacy lead to higher work satisfaction. Having an internal locus of manage leads to higher job satisfaction and finally, lower levels of neuroticism leads to higher job satisfaction.

### **2.3 Job Performance**

Job performance has been described as the overall expected value from employees' behaviors carried out over the course of a set period of time. Liao et al, (2012), defines job performance as the standard for advancements, redundancy, rewards, punishments, reviews and salary changes. It also satisfies the needs for employee performance symbolize the broad belief of the personnel about their behavior and contributions towards the success of the organization.

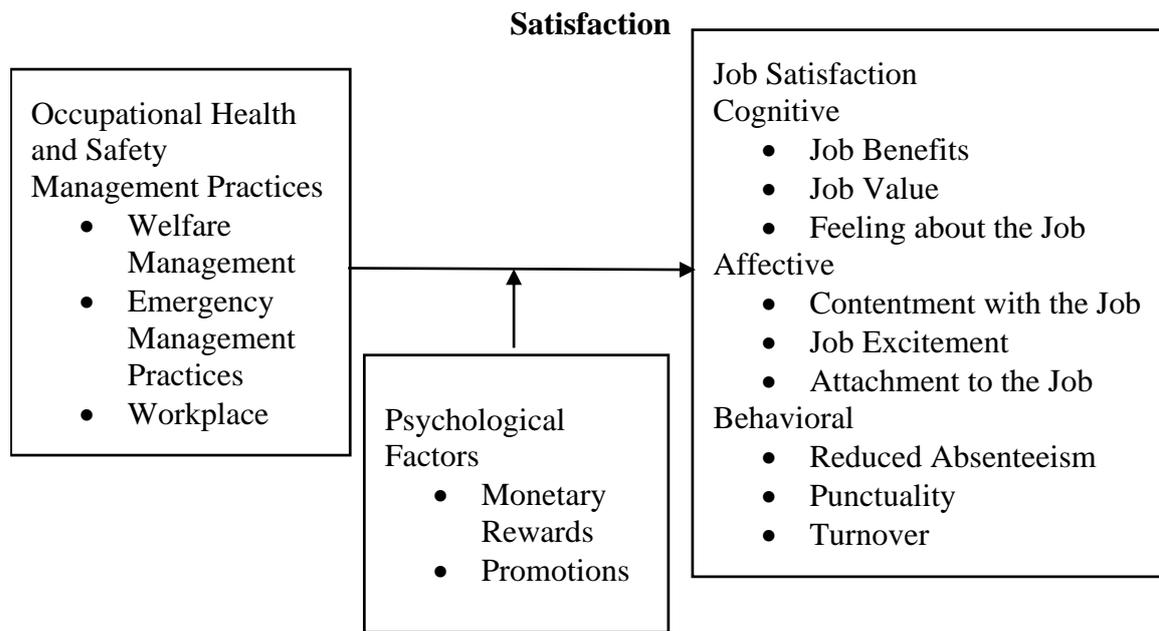
According to (Pritchard, 1990), states that productivity improvement is important for the individual organization and to enhance productivity it is important to measure it. Effective managers and supervisors understand that they must take an active and positive role in employee performance to ensure that goals are met. Managing employee performance is one way of empowering employees. To supply the organization and its employees the opportunity to gain high performance, managers and employees ought to recognize their workplace safety thoroughly, in terms of both what they are doing and how they are supposed to do it. Effective managers create antecedent that acquire two purposes: they facilitate performance and stimulate employees for performance (Zeithmal, 2002). Employee performance reviews make certain that the workers are focused on their jobs and work toward reaching the company's overall goals and satisfying the organization's mission statement (Aldag, 2004).

Job performance can be divided into two performance; task performance and contextual performance. Task performance is described as the effective with that job incumbents carry out activities that make a contribution to the organization's technical core offering it with needed materials or services. Activities that make a contribution to the social and psychological core of the organization, is beginning to be seemed as equally important to task performance are called contextual performance.

### **2.4 Empirical Studies**

This study looks at was mainly focus on two major previous international research papers. The first paper reviewed in this study is "Occupational health and safety management practices on job satisfaction of employees in University Campuses in Nakuru Town, Kenya", written by Florence Sembe, Amos Ayuo, Egerton University, Najuru, Kenya in 2017. The target population comprised of 258 samples of non-teaching staff, in all the University Campuses situated in Nakuru (Sembe, 2017). Census was conducted to select data. Data was collected using questionnaires; Data analysis for all the objectives was done using multiple regression analysis, and descriptive statistics

**Figure (2.1) Occupational Health and Safety Management Practices on Job**

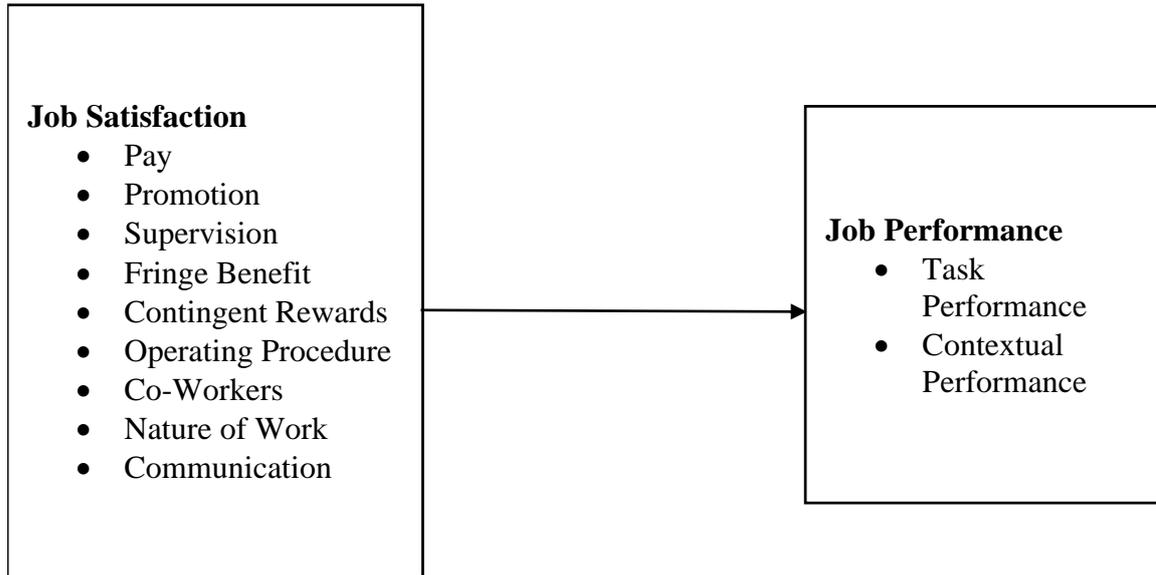


Source: Florence Sembe, Amos Ayuo (2017)

The findings discovered that the practice of occupational health and safety management practices leads to improve job satisfaction among employees. The study recommends that Universities need to invest in occupational health and safety issues that concern employees.

The second paper reviewed in this study is “ (Yvonne, 2014)”. This paper was studied by Wong Yvonne in Malaysia in 2014, and it aims was to investigate the relationship between job satisfaction and job performance among the employees. Convenience sampling method was applied to identify stores within Kepong, Wilayah Persekutuan. Twenty-four stores were identified whereby all of the full-time employees who are currently working at these stores were taken as the sample (n= 77) for this research due to the of small number of employees (Yvonne, 2014)”. Job satisfaction is being discussed in term of its nine facets: pay, promotion, supervision, fringe benefits, contingent rewards, operation procedures, co-workers, nature of works and communication (Yvonne, 2014)”. On the other hand, job performance is being viewed in the aspects of contextual performance and task performance” (Yvonne, 2014). The result of the study found that the two variables (job satisfaction and job performance) are correlated to each other and the relationship is significant (Yvonne, 2014)”.

**Figure (2. 2) Employee Job Satisfaction and Job Performance**



Source: Wong Yvonne (2014)

Based on the results of this study, the job performance level among the employees is great. The performance level among the employees is high. The high level of performance might be because of the employees are satisfied with what they have gained from their jobs and the enterprise that the employees are moderately satisfied with their jobs.

#### **2.4.1 Relationship between Health and Safety Practices and Job Satisfaction**

The link between job satisfaction and organizational safety climate relates to the fact that the degree of an employee's job satisfaction derives from meaningful organizational values, norms, beliefs, practices and procedures operational on the workplace. If employees perceive that their organizations are supportive and that they provide safety structures, they are more likely to be satisfied. Furthermore, when employee's basic needs are met consistently, they express job satisfaction and display greater emotional attachment as well as loyalty to their organization (Rhodes, 2002).

According to Guastello & Guastello (1998), employees who perceive their workplace as safe report lower levels of job-related anxiety and stress as well as lower levels of exposure to fewer environmental hazards. It is also argued that a strong safety climate is associated with performance (Diaz et al 1997, Glendon et al 1995). Workplaces with active, visible safety leadership have fewer injuries and are often rated as better places

to work, and have more satisfied, more productive employees who are less likely to change jobs (OSHA 2002).

A good occupational safety and safety programs fosters a sense of security and comfort and increase job satisfaction (Ria et al 2012). Furthermore, Mamaria & Gankar (2011) argue that a comprehensive health program not only ensures good health of employees but also leads to a lowering rate of absenteeism and health insurance costs resulting in higher productivity and improved morale. For instance, a well-being program boost employee morale and increase job satisfaction because it promotes employee health by providing education on health problems and healthy lifestyles.

Safety training programs are developed with a purpose of enabling workers acquire attitudes, knowledge and skills which enables them reduced the perceived risk of their jobs. Most workplace hazards are resulting from incomplete or absent training and if an employee is not trained to their job properly in order to avoid falling victim to hazards, they are likely to become frustrated. When trained correctly on health and safety measures, an employee is likely to feel much less stress and more satisfied with their job. Sieben-Thomas (2005) found that job satisfaction tended to be higher where there was access to workplace training.

Studies conducted in different sectors on the influence of health and safety practices on job satisfaction reported a positive relationship between the variables. For instance, Gyekye (2005) found a positive relationship between job satisfaction and safety climate. Employees who expressed more satisfaction at their posts had positive perception of safety climate and displayed greater emotional attachment, involvement and expressed stronger feeling of allegiance and loyalty to their organization.

A survey among employees and human resource professionals on factor affecting overall employee job satisfaction by the Society for Human Resource Management (SHRM) in 2009 revealed that 54% of employees and 52% of human resource professionals interviewed indicated that feeling safe in the work environment was very important to employee job satisfaction. Similarly, Otieno (2010) reported that 57% of the respondents in study on the influence of work-life balance on job satisfaction agreed that work-life balance programs improve job satisfaction and employee performance while 69% thought that work environment performed a big role in influencing job satisfaction.

Kumer et al (2013), in a study on professionals in the health sector in Pakistan discovered that 59% of the workers were dissatisfied with their job and only a half of the

respondents were satisfied with the working environment. Finding from these studies suggests that a safe and healthy workplace influences employee job satisfaction positively.

#### **2.4.2 Relationship between Job Satisfaction and Job Performance**

The idea that satisfied employees are more productive held through the 1970s. The general understanding that job satisfaction is an attitude towards job. In other words, job satisfaction is an affective or emotional reactive toward various factors of one's job. An employee who with a high level of job satisfaction holds positive attitude toward his or her job. While a person who is dissatisfied hold negative attitudes towards his or her job. Satisfied employees leads to extend more effort to job performance and then works harder and better. There are many motives that display job satisfaction is the result of job performance and awards have tremendous position in that internal awards are due to job outcomes and outside ones because of gratitude from job.

A simple path by saying that satisfaction lead performance apart from this philosophy however we can be convinced about the fact that high performance leads to high Job satisfaction (Herzberg, 1996). Which may influence future performance through feedback. The results from study showed that for individuals whose job satisfaction attitudes were high (Goel, 2012). A large positive relationship between job satisfaction and performance was observed. The influence of several variables relating to individual employees, such as their particular needs, values and interests, as well as characteristics of their jobs, and characteristics of the work environment or organization as a whole, on their experience of motivation and job satisfaction (Schleicher, Watt & Greguras, 2004). The relationships between employee motivation and job satisfaction are observed is provided by the notion that employee's perceptions and behavior in an organization are driven by a set of personal, innate needs and by their perceptions of numerous job-related and organization-related aspects. From Victor Vroom's expectancy theory perspective, employee's motivational needs may be transformed into expectancies which drive behavior at work, if the behavior is believed to lead to a certain outcome, and that particular outcome is considered desirable. Observation of relationships between employee motivation and job satisfaction in an Organization specifically is important, since several aspects of the work environment serve as powerful motivators to employee performance and performance is inextricably linked to the success or failure of the organization. A number of studies have been conducted to assess job satisfaction levels,

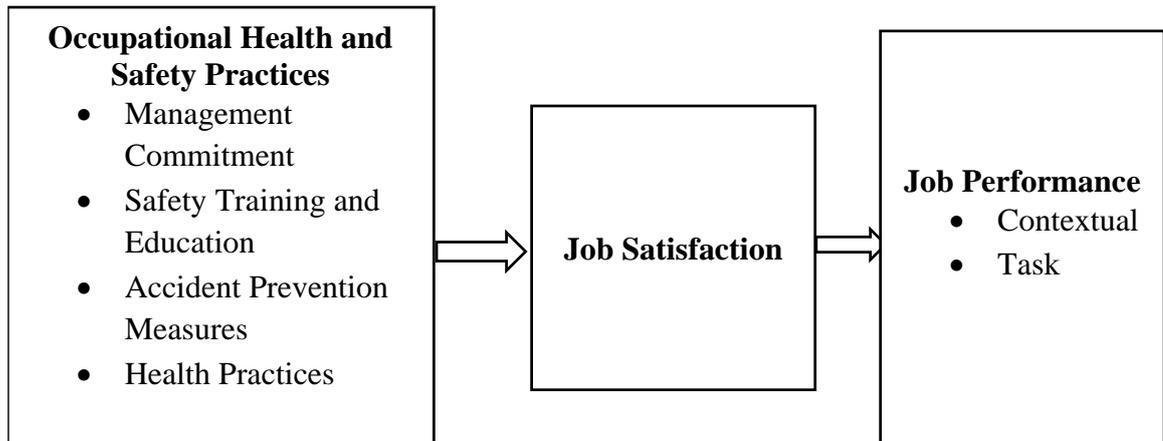
because every organization needs to know about the level of job satisfaction among its employees in order to take sound decision in future.

## **2.5 Conceptual Framework of the Study**

This study focuses on the effect of OHS practices on employee job satisfaction and the influence of job satisfaction on job performance. Study focuses OHS practices respect to job satisfaction arisen by employee job performance at MFD Construction Company demonstrate commitment to OHS practices and ensure that everyone in organization is clear about OHS responsibilities. It makes good business sense to establish an effective safety management that protects people, environment, assets and reputation of organization.

In organizational, job satisfaction is one in all the maximum researched variables inside the region of workplace psychology and has been related with several psychosocial issues. It can be influenced with the aid of a person's capability to completer required tasks, the level of communication in an organization, and the way control treats employees. Employee job satisfaction is of utmost importance for employees to remain happy and also deliver their level best. Employee satisfaction leads to a positive ambience at the workplace. A motivated employee puts in his or her best performance to contribute to increasing business profits. Based on the literature and findings, the above conceptual model is developed for this study. Independent variables consist of OHS practices and dependent variables consist of job satisfaction and job performance.

**Figure (2.3) Conceptual Framework of the Study**



Source: Own Compilation, 2019

According to conceptual framework, variables such as OHS practices, job satisfaction and job performance are included in the study. OHS practices are measured by management commitment, safety training and education, accident prevention measures and health practices. These independent variables effect on dependent variable of employee job satisfaction. Finally, the influence of job satisfaction on job performance is also analyzed in this study. Job performance is measured by contextual and task performance.

## **CHAPTER 3**

### **PROFILE AND OCCUPATIONAL HEALTH AND SAFETY PRACTICES AND JOB SATISFACTION AT MFD CONSTRUCTION COMPANY CO., LTD**

Firstly, the profile of the MFD Construction Co., Ltd is presented in this chapter. Then, the research design, the demographic profile of the respondents, and the reliability test are presented. Finally, in the last section of this chapter, the descriptive explanation of the Occupational Health and Safety Practices of MFD Construction Co., Ltd based on the questionnaire results are discussed.

#### **3.1 Profile of MFD Construction Co., Ltd**

MFD Construction Co., Ltd was established in 2016 by U Win Bo, as a residential construction company. It is located in 7 Block, South Okkalapa Township, Yangon. The company is currently operating in the construction industry and involves in both government, private sectors and industrial projects in Yangon and other cities. MFD Construction takes on the role of important contractor for small to medium size tasks and performs task control offerings to coordinates specialist buyers for industrial projects. The company has also employed sufficient numbers of well experiences skill workers in the fields of the construction. Company operates in both rural and urban areas. MFD Construction Co., Ltd was registered in Ministry of National Planning and Economy Development Area.

The Vision statement is to be a respectable building contractor delivering beyond expectation, always. The Mission announcement is to bought projects at competitive pricing, offer safe working situations and deliver best work within affordable time frame.

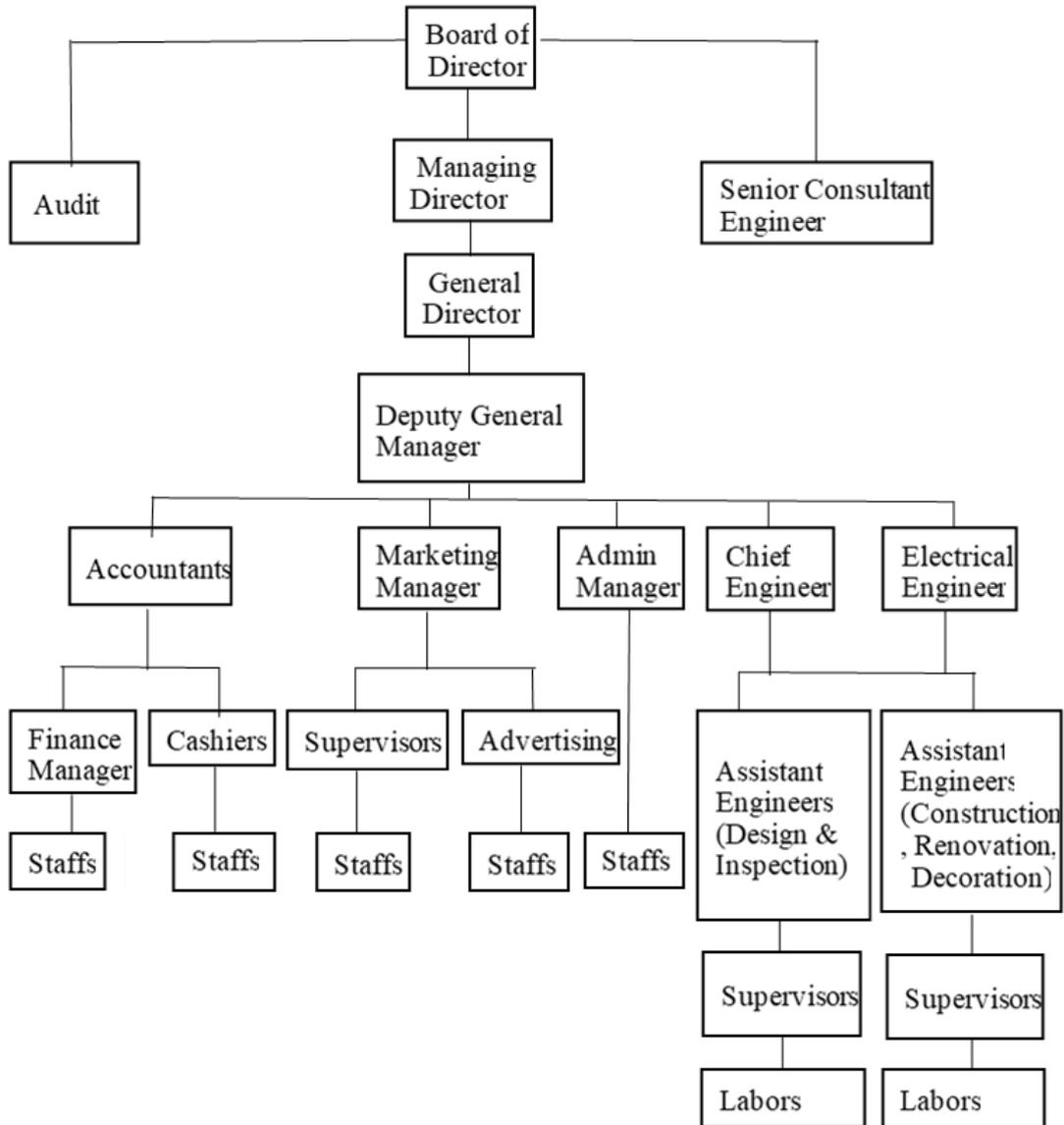
Their objective is to provide our clients with an ‘I am assured’ experienced when we are chosen to execute their projects. Our emphasis on clear communicate and follow-up procedures ensure that client’s targets are top priority within the making plans and execution of all our processes.

#### **3.2 Organizational Structure of MFD Construction Co., Ltd**

MFD Construction Co., Ltd is composed of five departments namely Finance Department, Marketing Department, Administration Department, Chief Engineer

Department and Electrical Engineer Department. The organizational structure is functional structure. The company has separate departments. All functional head have to report to Deputy Manager. And the Deputy Manager has to report to Board of Directors (BOD). Figure (3.1) shows the organizational structure of the MFD Construction Co., Ltd.

**Figure (3.1) Organizational Structure of MFD Construction Co., Ltd**



Source: MFD Construction (2019)

Construction financial manager in creation operations (estimating and challenge management) initially will concentrate on the right recording of activity costs. The advertising manager obligations include enterprise and market development; market

research, aggressive analysis and planning; strategic route for merchandising and advertising; coordination and execution of projects in coordination with business improvement activities; and main the advertising group of workers to ensure alignment with company's strategic goals and mission. In addition, it includes assessing staff performance and provide coaching and guidance to ensure maximum efficiency.

Chief engineer responsibilities include providing technical support to contractors and review procedures submitted by contractors to ensure compliance with schedules, and standards and specifications. Other responsibilities are interpreting and resolving questions regarding designs, codes and specifications, as directed by the Project Manager. An electrical engineer has many responsibilities on a production site. These duties include designing, testing, putting in and keeping large-scale electrical systems that transmit and generate power. When designing projects, electrical engineers typically want the competencies to work with laptop models so that it will have a better idea of what they should design.

### **3.3 OHS Practices of MFD Construction Co., Ltd**

A healthy and safe work environment will make employees happier and the organization more productive. Everyone who work in and organization needs to know how to work safely and without risks to health. There are some workplace safety management factors such as management commitment, safety training and education, accident prevention measures and health practices that MFD Construction Co., Ltd applies.

#### **3.3.1 Management Commitment**

MFD Construction Co., Ltd provides sufficient resources for effective implementation and maintenance of safety-related activities. Financial resources are allocated for training for everyone in the company and also for purchasing and providing appropriate PPE for everyone on jobsites. Investing in systems for collecting and analyzing statistics on incidents and close to miss statistics and reporting adjustments also virtually demonstrates management's dedication to prevention and continuous development of the jobsite safety climate.

Management actively participate in meetings where hazards are reviewed and initiate discussion on safety in other meetings. MFD Construction Co., Ltd presents an

possibility for verbal exchange between personnel and management and help reveal to all personnel that the organization values and understands safety.

### **3.3.2 Safety Training and Education**

The scaffold popular requires general education for all personnel who perform work at the same time as on scaffolds. The employees are trained by a qualified person, and the training include information about the nature of the electrical hazards, fall hazards, and falling object hazards associated with working on scaffolds. Additional training is provided to the employees involved in erecting, disassembling, moving, operating, repairing, maintaining, or inspecting a scaffold. This additional training is provided by a competent person, and cover the safe means for accomplishing the tasks above. The training also focuses on the need for access provisions and fall protection during scaffold set-up, take-down, and maintenance activities. When issued new equipment, employees will be instructed how to use the equipment properly and safely. Additional items may be issued depending on specific job site requirements. Prior to using any new PPE, the employee must demonstrate an understanding of how to use it correctly.

### **3.3.3 Accident Prevention Measures**

MFD Construction Co., Ltd provides their employees training regarding to emergency practices. Safety signs and signals are provided and maintained to enable more consistent use, clear communication and better understanding of the information. According to the results, the respondents satisfied with the safety of the equipment and the quality of personnel protective equipment (PPE) are provided. Then, MFD Construction Co., Ltd regularly inspects both mobile construction equipment (e.g., forklifts, bulldozers, aerial lifts and cranes) and transportation vehicles (e.g., cars, trucks). And then, communicate the results of the investigation to managers, supervisors, and workers to prevent recurrence. All PPE is to be kept in sanitary and reliable condition. Before being used on a job site, the company test all PPE to assure that it will work in a safe manner. When PPE becomes damaged, they dispose of and replace with new suitable PPE. After the cause is determined through a root cause analysis, immediate corrective action will be taken to control or eliminate the hazard before another incident can occur. As quickly as possible after the incident, the area must be secured to save you any adjustments previous to the investigation.

### **3.3.4 Health Practices**

When the employees injured while on duty receive emergency treatment at the clinic. The company give enough time for the employees to be recovered. In the case of injury, the company give adequate damages. The company follow occupational safety regulation. In addition, they give referral services in medical cases which require further attention.

### **3.4 Research Design**

This section covers the methodology and procedures that were used for collecting and analyzing the data in the study. This section deals with the type of research design; the population and sampling design; data collection methods; and data analysis methods.

The research design used for this study was descriptive. It involves the observation and description of variables as distributed in the population with the basis goal being the collection of information about phenomena or variables within a population through the use of structured questionnaires. The objective of this type of design is to discover whether a relationship exist between the variables and to describe the state of the variables. The dependent variable of the study is job satisfaction and job performance and the independent variables of the study are OHS practices.

### **3.5 Reliability Test**

Reliability refers to the extent to which it is a consistent measure of a concept of the study and the Cronbach's alpha ( $\alpha$ ) is one way of measuring the strength of that consistency. Cronbach's alpha ( $\alpha$ ) is used to assess the reliability and it indicates if the designed study is accurately measuring the variable of interest. It is most commonly used when Likert questions in a survey or questionnaire that form a scale are applied to the study.

**Table (3.1) Reliability Test**

Scale	Number of items	Cronbach's Alpha
<u>Occupational Health and Safety Practices</u>		
Management Commitment	5	0.74
Safety Training and Education	5	0.79
Accident Prevention Measures	5	0.85
Health Practices	5	0.71
Job Satisfaction	7	0.85
<u>Job Performance</u>		
Contextual	5	0.85
Task	5	0.77

Source: Survey Data (2019)

The resulting  $\alpha$  coefficient of reliability of reliability ranges from 0 to 1 in providing this overall assessment of a measure's reliability. If all of the scale items are entirely independent from one another (i.e., are not correlated or share no covariance), then  $\alpha=0$  and, if all of the items have high covariance, then  $\alpha$  will approach 1 as the number of items in the scale approaches infinity. Many methodologists propose a minimal  $\alpha$  coefficient between 0.65 and 0.8 (or higher in many cases);  $\alpha$  coefficient which can be less than 0.5 are usually unacceptable. Some indicates that the minimum acceptable value for Cronbach's alpha is 0.70. Table (3.1) suggests that Cronbach's alpha is used to evaluate the reliability of 7 constructs of this study. According to the results, Cronbach's alpha of all constructs are above 0.7 and it indicates that the consistency or reliability of the constructs under this study is undoubtedly accepted.

### 3.6 Profile of Respondents

Before conducting the detail analysis, the demographic factors of the respondents are reviewed. The demographic factors contain the gender, age, monthly income, position of respondents and education background at MFD Construction Co., Ltd. The summarized data of demographic profile of respondents at MFD Construction Co., Ltd are shown in Table (3.2).

**Table (3.2) Profile of Respondents**

<b>Particulars</b>		<b>No. of Respondents</b>	<b>Percent</b>
<b>Total</b>		<b>80</b>	<b>100.0</b>
<b>Gender</b>	Male	47	58.8
	Female	33	41.3
<b>Age</b>	Under 25 years old	12	15.0
	26 to 35 years old	32	40.0
	36 to 45 years old	27	33.8
	46 to 55 years old	9	11.3
<b>Monthly Income (Kyats)</b>	150,000 to 300,000 kyats	55	68.8
	300,001 to 450,000 kyats	23	28.8
	450,001 to 600,000 kyats	1	1.3
	600,001 to 750,000 kyats	1	1.3
<b>Position of Respondents</b>	Engineer	3	3.8
	Supervisor	5	6.3
	Manager	2	2.5
	Site Workers	70	87.5
<b>Education Background</b>	High school	75	93.8
	Under Graduate	1	1.3
	Graduate	4	5.0

Source: Survey Data (2019)

For the gender group, 58.8% of the respondents are male and 41.3% are female. Therefore, the respondents are almost balanced in gender ratio. The ratio of male and female in the construction field is slightly balanced. Hence, it concludes that both male and female are interested in working at construction field.

According to table (3.2), the majority of respondents are under the age of 35 (40% are the age between 26 and 35, 33.8% are at the age between 36 and 45). The respondents

who are under 25 years old are 15%. The minority of respondents are between 46 and 55 years are 11.3%. There are no employees who are above 55 years old. According to survey result, there are 15% of respondents who are under 25 years old. The lowest number of respondents of this study is 11.3% and their age is between 46 and 55. The result indicates that most of the workforce at MFD Construction Co., Ltd are 26 to 35 years old which is the young, active and productive age group.

In this study, total of 80 respondents are studied and 3.8% are currently working as engineers, 6.3% are as supervisors, 2.5% are as managers and 87.5% are as site workers. The largest portion of the respondents are site workers because of the organization nature.

For the monthly income, 68.8% of the respondents get monthly income between 150,000 and 300,000 kyats, 28.8% of the respondents get monthly income between 300,001 and 450,000 kyats, 1.3% of the respondents get monthly income between 450,000 and 600,000 kyats and above 600,000 kyats.

As mentioned in Table (3.2), the respondents are categorized into four groups of education backgrounds. The results show that there are 93.8% high school, 1.3% undergraduate and 5% graduates. It indicates that most respondents are high school. One of the reasons is that the number of site workers are more than others in this construction. They don't need to get high education. Most of the operations at MFD Construction Co., Ltd are not related to the educational level but to the vocational training of construction.

### **3.7 Employee Perception on OHS Practices**

In this study, OHSP of employees at MFD Construction are studied. For OHSP, management commitment, safety training and education, accident prevention measures and health practices are asked with total 20 questions to collect data. The questions are asked by five scale point (Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree).

#### **3.7.1 Management Commitment**

In this study, the relationship of employees with the Management Commitment at MFD Construction are studied. Table (3.3) shows the results of data collected from employees regarding with Management Commitment relationship. The survey questionnaire comprises of five items.

**Table (3.3) Management Commitment**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>	<b>Std. Deviation</b>
1.	Strong, visible leadership and commitment	4.59	0.52
2	Commitment to OHS requirements and given priority	4.80	0.49
3	The creation and sustenance of a culture	4.80	0.49
4	Demonstrating the OHS policy, objectives and requirement	4.25	0.91
5	Caring the health and safety	4.80	0.49
Overall Mean		4.65	

Source: Survey Data (2019)

The mean value of each question on management commitment is presented in Table (3.3). The overall mean is well above neutral. It shows that the relationship of employees with their management commitment is good. The three highest mean score indicate that the management demonstrates their commitment to OHS requirements and given priority, actively contributes to the creation and sustenance of a culture that support the OHS practices and really cares about the health and safety of the employees. The second highest mean score shows that management provides strong, visible leadership and commitment, and maintains the OHS practices. The rest of mean values illustrate that management demonstrates their visibility through OHS policy, objectives and requirement to other employees.

According to the results, it can be interpreted that management demonstrates their commitment to OHS practices requirements and given priority. This means that management provides enough resources for effective implementation and maintenance of safety related activities. Then, financial resources are allocated for training for everyone in the company and also for purchasing and providing appropriate PPE for every employee on job sites. The organization investigates in structure for gathering and analyzing facts on incidents and reporting adjustments also truly demonstrates management's commitment to prevention and continuous improvement of the job site safety climate.

### 3.7.2 Safety Training and Education

To analyze the safety training and education of employees at MFD Construction Co., Ltd. The survey questionnaire comprises of five items to measure the safety training and education of respondents.

**Table (3.4) Safety Training and Education**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>	<b>Std Deviation</b>
1.	New skills and knowledge	4.14	0.65
2.	Using of new equipment or technology	4.35	0.64
3.	Refresher training on safety	4.50	0.50
4.	Safety issues are given high priority	3.99	0.68
5.	Covering all the safety and health risks	4.00	0.78
Overall Mean		4.20	

Source: Survey Data (2019)

Table (3.4) presents the mean values of safety, training and education of employees in MFD Construction. The overall mean value is well above neutral. Overall mean can be interpreted that most of the employees at MFD Construction Co., Ltd feel they get safety, training and education from their organization. The highest mean value shows that the employees at MFD Construction Co., Ltd go for refresher training on safety. The second highest value indicates that training is provided on the use of new equipment or technology in the workplace. The third ranked mean score shows that the employees are able to apply new skills and knowledge acquired during safety training. The two lowest mean score values show that the training cover all the safety and health risks associated with the work for which the employees are responsible and safety issues are given high priority in training programs.

Hence, it can be interpreted that, safety training and education has been adopted at MFD Construction Co., Ltd well. Then, the company conducts safety training and education to understand the use of new equipment or technology. This means that if issued new equipment, the company instructed how to use the equipment safely. And then, additional equipment is issued depending on specific job site requirements. The employee demonstrates an understanding of how to use it correctly to use any new PPE.

### 3.7.3 Accident Prevention Measures

To analyze the accident prevention measures at MFD Construction Co., Ltd. The survey questionnaire comprises of five items to measure the accident prevention measures of respondents.

**Table (3.5) Accident Prevention Measures**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>	<b>Std Deviation</b>
1.	Equipment and tools in the workplace are safe	4.43	0.76
2.	Providing with personal protective equipment	4.48	0.66
3.	Safety audits and inspections	4.29	0.73
4.	Accidents are investigated within specified timelines	4.53	0.60
5.	Effective emergency management system and procedures	4.29	0.89
Overall Mean		4.40	

Source: Survey Data (2019)

Table (3.5) presents the mean values of accident prevention measures of employees at MFD Construction. The overall mean value is well above neutral. Overall mean can be interpreted that most of the employees have a positive perception on accident prevention measures. The highest mean value shows that all accident occurring at the workplace are investigated within specified timelines. The second highest mean values indicate that the company provides employees with personal protective equipment. The third highest mean values show that the employees get working equipment and tools which are safe. The two lowest mean values indicate that safety audits and inspections are carried out to identify risks and hazards in the workplace and the company has effective emergency management system and procedures.

MFD Construction Co., Ltd conduct job hazard analyses using safety audits or inspections. These safety audits provide guidance on where changes to process and materials might be needed to help achieve zero injuries on jobsites. Reward structures are designed to encourage employees to proactively identify hazards and report injuries.

### 3.7.4 Health Practices

To analyze the health practices at MFD Construction Co., Ltd. Regarding to the analysis on the influence of health practices are asked to answer the five questions of the influence factors of OHSP in health practices. The survey results of health practices of OHSP are shown in Table (3.6).

**Table (3.6) Health Practices**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>	<b>Std. Deviation</b>
1.	Emergency treatment at the clinic	3.48	0.86
2.	Sufficient time is granted for a worker	3.61	0.92
3.	Adequate damages are paid	3.21	0.92
4.	Follow the occupational safety regulation	3.50	0.78
5.	Provide referral services	3.19	0.87
Overall Mean		3.40	

Source: Survey Data (2019)

According to survey results as shown in Table (3.6), the overall mean shows that health practices of employees at MFD Construction Co., Ltd is slightly above neutral. The highest mean values show that the respondents get sufficient time that is granted for the employees can be recovered. The second highest mean scores indicate that the organization follow occupational safety regulation. The third highest mean score show that the employees receive emergency treatment at the clinic while they are working on duty. The two lowest mean scores indicate that the employees get adequate damages in the case of injury and referral services provided at the health unit to medical cases that require further attention.

Therefore, it can be interpreted as the health practices of MFD Construction Co., Ltd is great. Construction is a kind of dangerous workplace and there are unexpected accident cases. Without OHS practices, it is difficult for employees to work at this kind of workplace in the long term. Hence, the results can be interpreted that the employees of MFD Construction get health practices.

## **CHAPTER 4**

### **ANALYSIS ON THE EFFECT OF OHS PRACTICES, JOB SATISFACTION AND JOB PERFORMANCE AT MFD CONSTRUCTION CO., LTD**

This chapter focuses on the analysis of job satisfaction on job performance at MFD Construction Co., Ltd. This chapter includes five parts. The first part is the analysis on the effect of OHS practices on job satisfaction. The second part is the job performance of employees at MFD Construction Co., Ltd. The last part is the analysis on the effect of job satisfaction on job performance of employees at MFD Construction Co., Ltd.

#### **4.1 Analysis on the Effect of OHS Practices on Job Satisfaction**

This study finds out the effect of OHS practices on job satisfaction. In this study, linear regression is used to test the relationship between independent variables: management commitment, safety training and education, accident prevention measures and health practices and dependent variable: job satisfaction.

##### **4.1.1 Job Satisfaction**

In this study, job satisfaction of employees at MFD Construction Co., Ltd is studied. Total 7 questions are involved to measure the level of job satisfaction. The mean value results are shown in Table (4.1).

According to Table (4.1), the highest mean values show that the department provides all the equipment, supplies and resources necessary to perform the work duties. The second highest mean values show that the employees feel the organization acts quickly when a safety concern or problem is raised at work. The third highest mean values show that the supervisor takes employees health and safety very seriously. The fourth highest mean values show that the employees feel convenience and secures at the work place. The fifth highest value shows that supervisors encourage employees to adhere with the health and safety. The two lowest mean values show that the employees have freedom of decision how to accomplish their assigned work and supervisor listens to employee's safety concerns in the organization. The overall mean is well above neutral.

**Table (4.1) Job Satisfaction**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>	<b>Std. Deviation</b>
1.	Freedom of decision	4.16	0.61
2.	Taking care employees health and safety	4.29	0.53
3.	Listening to employee's safety	4.16	0.61
4.	Encouraging employees to adhere with the health and safety	4.18	0.61
5.	Acting quickly when a safety concern or problem is raised at work	4.33	0.59
6.	Feeling convenience and secure	4.19	0.64
7.	Providing all the equipment, supplies and resources	4.38	0.56
Overall Mean		4.24	

Source: Survey Data (2019)

Therefore, it can be interpreted as job satisfaction in MFD Construction Co., Ltd is great. This means that supervisors also contribute to the moderate job satisfaction level as the employees are generally satisfied with the supervision they receive in their job. Relationship with the immediate supervisor as well as the perceived competencies and fairness of supervisor at managerial task affect the satisfaction of the employees which then lead to the good or bad feeling they have towards their job. In addition, the employees are provided sufficient resources for effective implementation and maintenance of safety related activities. In addition, the company supports PPE (e.g., gloves, glasses, boots, hearing protection, etc.) for every employee on job sites.

#### **4.1.2 The Effect of OHS Practices on Job Satisfaction**

In this study, the relationship between OHS practices on job satisfaction is analyzed by the use of Linear Regression model. The result of estimated regression model of the effect of OHS practices on job satisfaction has shown in Table (4.2), as follows.

As shown in Table (4.2), Adjusted R Square is 0.675. this model can explain 67.5% about the variance of dependent variable with the independent variable. F-value is 42.06 (the overall significance of the model) that is highly significant at 1% level.

**Table (4.2) The Effect of OHS Practices on Job Satisfaction**

Variables	Unstandardized Coefficient		Beta	t-value	Sig.	VIF
	B	Std. Error				
(constant)	0.745	0.312		2.384	0.020	
Management Commitment	0.146**	0.055	0.028	2.661	0.010	1.488
Safety Training and Education	0.583***	0.067	0.681	8.711	0.000	1.488
Accident Prevention Measures	0.095*	0.057	0.122	1.673	0.099	1.290
Health Practices	0.032	0.051	0.046	0.629	0.531	1.298
R	0.832					
R Square	0.692					
Adjusted R Square	0.675					
F-value	42.067***					

Source: Survey Data (2019)

Note \*\*\* significant at 1% level, \*\*significant at 5% level, \*significant at 10% level

Management commitment is significant at 5% level. safety training and education is significant at 1% level. Accident prevention measure is significant at 10% level. The Standardized Coefficient (Beta) indicates that all three variables have positive relationship with job satisfaction. Increase in management commitment results that increase in job satisfaction. Similarly, increase in safety, training and education lead to increase in job satisfaction of the organization. Increase in accident prevention measures will lead to increase in job satisfaction of the organization. Employees will face higher level of job satisfaction when they have high levels of management commitment, safety training and education and accident prevention measures for employee involvement.

Management commitment is positively correlated with job satisfaction. The company are fully committed to eliminating hazards, protecting workers, and continuously improving workplace safety and health. The company supports sufficient resources to implement and maintain the safety and health program. In addition, the company provides

and directs resources to operate and maintain the program, meet safety and health commitment.

Safety training and education is positively correlated with job satisfaction. Safety training and education develops safety-consciousness among employees and results in safe handling of equipment. Training educates the employees on proper workplace procedures, practices and behavior to prevent possible injuries and illness. The employers maintain a safe and healthy work environment and conduct employee training on safety build a stronger relationship with employees. Employees no longer feel like a means to an end but part of a team, working together.

Accident prevention measures is positively correlated with job satisfaction. The respondents are satisfied with the safety of the equipment as well as the quality of personnel equipment provided. Then, they are satisfied with the safety audits and inspections as well as effective emergency management system and procedures. Maintaining a safe workplace will reduce the risk of work-related illness and injuries, and therefore reduce staff absences. So, the employers also save money on the direct costs of absences, such as paying salaries.

## **4.2 Analysis on the Effect of Job Satisfaction on Job Performance**

This section finds out the effect of job satisfaction on job performance. In this study, linear regression is used to test the relationship between independent variable job satisfaction and dependent variable: contextual performance and task performance.

### **4.2.1 Job Performance**

The job performance of employees at MFD Construction is studied by using linear regression model. Job performance is measured on contextual performance and task performance.

#### **(a) Contextual Performance**

In this study, contextual performance of employees at MFD Construction Co., Ltd is studied. Total 5 questions are involved to measure the level of contextual performance of employees at MFD Construction Co., Ltd. The mean value results are shown in Table (4.3).

According to Table (4.3), the highest mean value shows that the employees of MFD Construction used to extend to their co-workers when asked or needed. The second mean values indicate that they actively look for ways to improve their performance at work. The

third and fourth mean values show that the respondents started new tasks themselves, when the old ones were finished and they extend their sympathy and empathy to their co-workers when they are in trouble. The lowest mean values show that the respondents love to handle extra responsibilities.

**Table (4.3) Contextual Performance**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>	<b>Std. Deviation</b>
1.	Start new task, when the old ones were finished	4.5	0.76
2.	Actively looking for ways to improve my performance at work	4.53	0.66
3.	Love to handle extra responsibilities	4.34	0.73
4.	Extend to the co-workers when asked or needed	4.55	0.60
5.	Extend the sympathy and empathy to co-workers	4.53	0.89
<b>Overall Mean</b>		4.49	

Source: Survey Data (2019)

Hence, it can be interpreted that the employees take the initiative to do all that is necessary to accomplish objectives even if not normally parts of own duties and find additional productive work to perform when own duties are completed. Then, they develop own knowledge and skills by taking advantage of opportunities within and outside the organization use own time and resources.

**(b) Task Performance**

In this study, task performance of employees at MFD Construction Co., Ltd is studied. Total 5 questions are involved to measure the level of task performance of employees at MFD Construction Co., Ltd. The mean values are shown in Table (4.4).

According to Table (4.4), the highest value shows that the respondents plan and recognize to meet deadlines. The second greatest mean value indicates that the respondents capable of handling their assignments without much supervision. The third highest mean value shows that they do not neglect the tasks as required by their job. The two lowest mean

value shows that the employees at MFD Construction Co., Ltd can manage more responsibility than typically assigned and they are very passionate about the job.

**Table (4.4) Task Performance**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>	<b>Std. Deviation</b>
1.	Plan and organize to meet deadlines	4.59	0.59
2.	Manage more responsibility	3.81	0.53
3.	Handle the assignments without much supervision	4.58	0.63
4.	Not neglecting the tasks	4.48	0.53
5.	Very passionate about work	3.49	0.61
Overall Mean		4.19	

Source: Survey Data (2019)

Therefore, the findings can be interpreted in the way that task performance of employees at MFD Construction Co., Ltd is great. It means that the employees at MFD Construction Co., Ltd are good at planning and recognizing to meet deadlines. Employees understand their daily tasks as well as insights into behaviors and results needed to perform their job well.

**(c) Summary**

In this study, the overall mean of job performance of employees at MFD Construction Co., Ltd in all two dimensions is shown in Table (4.5). There are totally 10 questions to test the level of job performance of employees at MFD Construction Co., Ltd.

**Table (4.5) Summary**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>
1	Contextual Performance	4.49
2	Task Performance	4.19
Overall Mean		4.34

Source: Survey Data (2019)

Table (4.5) shows the overall mean value of job performance of employees at MFD Construction Co., Ltd. According to the survey result, the mean value of both dimensions of job performance of employees at MFD Construction Co., Ltd is good. The mean score for contextual performance is slightly better in contextual activities that are not directly related with their main function and not formally written in job satisfaction. The high level of contextual performance mean that the good collegueship formed between the employees in which they used to help each other while performing job.

#### 4.3.1 The Effect of Job Satisfaction on Contextual Performance

In this study, the effect of job satisfaction on contextual performance is explored. The linear regression model is applied. The results of estimated regression model of the effect of job satisfaction on contextual performance has shown in Table (4.6), as follows.

**Table (4.6) The Effect of Job Satisfaction on Contextual Performance**

Variables	Unstandardized Coefficients		Beta	t-value	Sig.	VIF
	B	Std. Error				
constant	1.574	0.401		3.920	0.000	
Job Satisfaction	0.683***	0.094	0.637	7.292	0.000	1.00
R	0.637					
R Square	0.405					
Adjusted R Square	0.398					
F-value	53.169***					

Source: Survey Data (2019)

Note \*\*\* significant at 1% level, \*\* significant at 5% level, \* significant at 10% level

As the result of Table (4.6), Adjusted R Square is 0.405. This model can explain 40.5% about the variance of dependent variable with the independent variable. F-value is 53.169 (the overall significance of the model) that is highly significant at 1% level.

Job satisfaction is positively correlated with contextual performance and significant at 1% level. The effect of job satisfaction is highly significant on contextual performance. The relationship has the expected positive significant and significant coefficient value at 1% level. The positive relationship means that the more job satisfaction employees have, the higher int their contextual performance. The increase in job satisfaction will also raise

increase in contextual performance. The overall evaluation reveals that model explain the variation in job performance of employees very well. The findings show that there is direct impact of job satisfaction on contextual performance of employees at MFD Construction Co., Ltd.

According to the result, the employees help their co-workers when co-workers are ill or in trouble. This is because, an individual perceives that he/she is being treated fairly, they are satisfied with their job, and they feel that their supervisor or leader provides support, their contextual performance is increased. These are important because they are potentially under the control of organizations. By improving upon certain job-related characteristics, organizations may be able to increase the amount of contextual performance done by employees. Then, the company conduct hazard analyses, using safety audits or other tools. Thus, the employees feel convenience and secure at the job.

#### **4.3.2 Task Performance**

In this study, the relationship between job satisfaction on task performance is analyzed by the use of Linear Regression model. The result of estimated regression model of the effect of job satisfaction on task performance has shown in Table (4.7), as follows.

According to the result shown in following Table (4.7), Adjusted R Square is 0.607. This model can explain 60.7% about the variance of dependent variable with the independent variable. F-value is 123.18 (the overall significance of the model) that is highly significant at 1% level.

The independent variable of job satisfaction is positively correlated with task performance and significant at 1% level. The effect of job satisfaction is highly significant on task performance. The relationship has the expected positive significant and significant coefficient value at 1% level. The positive relationship means that the more job satisfaction employees have, the higher int their task performance. The increase in job satisfaction will also raise increase in task performance. The overall evaluation reveals that model explain the variation in job performance of employees very well. Hence, according to the results, there is direct impact of job satisfaction on task performance of employees at MFD Construction Co., Ltd.

**Table (4.7) The Effect of Job Satisfaction on Task Performance**

Variables	Unstandardized Coefficients		Beta	t-value	Sig.	VIF
	B	Std. Error				
constant	0.587	0.335		1.754	0.083	
Job Satisfaction	0.867***	0.078	0.782	11.099	0.000	1.00
R	0.782					
R Square	0.612					
Adjusted R Square	0.607					
F-value	123.182***					

Source: Survey Data (2019)

Note \*\*\* significant at 1% level, \*\* significant at 5% level, \* significant at 10% level

A person tends to work with passion when satisfaction gained from their work and job satisfaction is a key driver of employee morale, discipline, and their work performance in supporting the realization of corporate objectives. High job delight could make personnel more loyal to the agency or to be greater motivated at work, operating with a sense of calm, and greater importantly would growth their likelihood to achieve high productivity.

## **CHAPTER 5**

### **CONCLUSION**

This chapter consists of three main parts. The first part is finding and discussions from previous chapters. The second part is suggestions and recommendations according to the findings of the study. The third part is the limitations and needs for further research.

#### **5.1 Findings and Discussions**

This study attempts to explore the OHS practices and to analyze the effect of job satisfaction on job performance of employees at MFD Construction Co., Ltd. To analyze the study, a sample of 80 from 100 employees of MFD Construction Co., Ltd is randomly selected. Simple random sampling method is applied. Questionnaire method is applied to collect primary data. Secondary data is collected from the records of MFD Construction Co., Ltd, relevant books, research paper and internet websites.

According to the survey data, the majority of the respondents are male. Most of the employees are young and active who are at the most productive working age. Then, most of the employees are at primary educational level because of the constructions' nature which need training than educational level. The majority of the monthly income are between 150,000 and 300,000 kyats. The majority of the respondents are site workers in the study.

The study explores the OHS practices such as management commitment, safety training and education, accident prevention measures and health practices. According to the results, employees in MFD Construction Co., Ltd have positive perception on all four factors. Among four factors, management commitment has the highest effect on employees. The findings of this study also indicate that if the company demonstrates their commitment to OHS requirements and given priority, it would influence employees to be more satisfied.

In order to analyze which OHS practices have significant impact on job satisfaction, a regression model is used. It is found that a model as a whole is statically significant. Job satisfaction has been found as relationship with management commitment, safety training and education and accident prevention measures because of its significant.

From the findings of this research, it is evident that the employees felt that the company management had put in place a number of health and safety practices to ensure they worked in safe and healthy environment. They were satisfied with the management

commitment, accident prevention measures, and safety training and education provided to employees at the health facility. The respondents were dissatisfied with health practices. This study revealed that occupational health and safety practices should be effective and efficient to influence employee satisfaction positively.

Regarding the employee satisfaction on OHS practices, employees are more satisfied on safety training and education and management commitment. It is followed by accident prevention measure and health practices. Overall mean of employees' satisfaction on workplace safety practices of MFD Construction Co., Ltd. Detail analysis states that management commitment and safety training and education factors are major influencing on employee satisfaction.

The effect of job satisfaction on employee is analyzed. It is found that the model as a whole is statistically significant. The job performance is measured on two dimensions: contextual performance and task performance. Both of the dimensions are related with job satisfaction. According to the result, there is a strong and positive relationship between job satisfaction and job performance of employees at MFD Construction Co., Ltd under this study. Thus, it can be concluded that the respondents of this study feel satisfaction about their job and there is direct impact of job satisfaction on job performance for the employees at MFD Construction Co., Ltd.

## **5.2 Suggestions and Recommendations**

Employees doing their job dealing with various levels or kinds of hazards due to the nature of their work and results indicates that the company should support in health practices. The findings of this study revealed that the practices of OHS practices leads to improved job satisfaction levels among employees in an organization. The study therefore recommends the following:

Employees training on the use of equipment in the workplace will positively influence on job satisfaction. Management of the company should improve the frequency of refresher training on safety to equip employees with necessary skills and knowledge in line with the changing technology and the work environment.

Employees should be made to understand that safety and health practices are the responsibility of both management and staffs and this will go a long way to make the work area safe. Management should provide and maintain at the workplace, adequate plant and system of work that are safe and without risk to health. There should be regular servicing of machines, plants an equipment to make them safe for use at the work place. Management

should display warning notices on faulty machines and equipment or other potential hazard places to make workers aware of potential danger.

The provision of protective clothing and putting in place safety and health measures is not enough. Management should put in place a regular monitoring team who will go around to check whether the employees really do put on their protective materials given to them before doing their duties and also observe in strict safety measures put in place in order to avoid any accidents.

In addition, the company should give enough time for the employees can be recovered. In the case of injury, the company should pay adequate damages and give treatment at the clinic while on duty. In addition, the company should follow the occupational safety regulations that will improve on the job satisfaction levels.

### **5.3 Needs for Further Research**

This study has a few limitations. The first limitation is that the survey is done only to the MFD Construction Co., Ltd and it does not represent the result of other construction of Myanmar. Hence, the study can only represent the OHS practices of employees at MFD Construction Co., Ltd. Therefore, the finding of the study may not be used to generalize the perception of employees on occupational health and safety practices and its influence on job performance in MFD Construction Co., Ltd.

Although, it is assumed that the respondents give accurate and reliable information, it is possible that they might provide incorrect or incomplete information. In fact, this is a common problem of every empirical study based on individual perception.

This research studied only MFD Construction Co., Ltd due to resource limitations. The future researches should consider to analyze other constructions enough to reflect the whole construction industry. This study involves with the size of the sample limited to 80 respondents. Further, for further research studied, it is suggested to increase the sample size of the study. Moreover, future researches can conduct for other service industries.

The study brought four dimensions, management commitment, safety training and education, accident prevention measures and health practices. This research studied on a certain selected number of variables that effect on the job satisfaction, there are many other variables that have not been considered in this study.

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## **APPENDIX I**

Occupational Health and Safety Practices, Job Satisfaction and Job Performance at  
Myanmar First Dawn Construction Company Limited

Questionnaires

Dear Sir/Madam,

You are invited to participate in a MBA study analyzing the relationship of Occupational Health and Safety Practices, Job Satisfaction and Job Performance at MFD Construction Co.,Ltd. This questionnaire survey is only for the purpose of MBA thesis fulfillment. This survey is anonymous. No one will be able to identify you as a respondent, nor will anyone be able to determine which department in the organization you work for. Kindly note that all the data collected will strictly be used for academic research only, and will be treated with confidentiality. No one will know whether you participated in this study or not. Nothing you say on the questionnaire will in any way influence your present or future employment with your company.

Please answer all questions honestly and exhaustively. Your participation in this study is highly appreciated.

Yours sincerely,

Shune Lai Han

MBA II – 11

MBA 23<sup>rd</sup> Batch

**Part 1. Demographic Profiles of Respondents**

Please tick ( ) on each of the respective answer of the following question.

1. Gender of Respondents
  - Male
  - Female
2. Age of Respondents
  - Under 25 years old
  - 26 to 35 years old
  - 36 to 45 years old
  - 46 to 55 years old
  - Above 55 years old
3. Monthly Income (Kyat) of Respondents
  - Under 100,000 kyat
  - 100,001 Kyat to 250,000 Kyat
  - 250,001 Kyat to 500,000 Kyat
  - 500,001 Kyat to 750,000 Kyat
  - Above 750,000 Kyat
4. Position of Respondents
  - Engineer
  - Supervisor
  - Manager
  - Site Workers
5. Education Background
  - High school
  - Under graduate
  - Graduate
  - Master

## **Part 2: Occupational Health and Safety Practices**

Please **CIRCLE** the most relevant one number for each question that comes closet to reflecting your opinion.

Key: 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

**Management Commitment**

		1	2	3	4	5
1	Management in company provides strong, visible leadership and commitment, and maintains the OHS practices					
2	Management in company demonstrates their commitment to OHS requirements and given priority					
3	Management actively contributes to the creation and sustenance of a culture that support the OHS practices					
4	Management demonstrates their visibility through OHS policy, objectives and requirement to other employees					
5	The company really cares about the health and safety of the people who work here					

**SAFETY TRAINING AND EDUCATION**

		1	2	3	4	5
6	Employees are able to apply new skills and knowledge acquired during safety training					
7	Training is provided on the use of new equipment or technology in my workplace					
8	Employees go for refresher training on safety					
9	Safety issues are given high priority in training programmes.					
10	The training covered all the safety and health risks associated with the work for which I am responsible.					

**ACCIDENT PREVENTION MEASURES**

		1	2	3	4	5
11	The working equipment and tools in my workplace are safe					
12	Employees are provided with personal protective equipment					
13	All accidents occurring at the workplace are investigated within specified timelines					
14	Safety audits and inspections are carried out to identify risks and hazards at my workplace					
15	Company has effective emergency management system and procedures					

### **HEALTH PRACTICES**

		1	2	3	4	5
16	Workers injured while on duty receive emergency treatment at the clinic					
17	Sufficient time is granted for a worker can be recovered					
18	Adequate damages are paid in case of injury					
19	Occupational safety regulation is followed in my organization					
20	Referral services provided at the health unit to medical cases that require further attention					

## **Part 2. Job Satisfaction**

Please **CIRCLE** the most relevant one number for each question that comes closet to reflecting your opinion.

Key: 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

		1	2	3	4	5
21	I have freedom of decision how to accomplish my assigned work					
22	Supervisor listens to employee's safety concerns in the organization					
23	Supervisor takes employees health and safety very seriously					
24	Supervisors encourage employees to adhere with the health and safety					
25	Organization acts quickly when a safety concern or problem is raised at work					
26	I Feel convenience and secure at my work place					
27	Department provides all the equipment, supplies and resources necessary for me to perform my work duties					

### Part 3. Job Performance

Please tick appropriately

Key: 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

**CONTEXTUAL PERFORMANCE**

		1	2	3	4	5
28	I Started new tasks myself, when my old ones were finished					
29	I used to extend to my co-workers when asked or needed					
30	I love to handle extra responsibilities					
31	I actively look for ways to improve my performance at work					
32	I extend my sympathy and empathy to my co-workers when they are in trouble					

**TASK PERFORMANCE**

		1	2	3	4	5
33	I plan and organize to meet deadlines					
34	I am capable of handling the assignments without much supervision					
35	I am very passionate about my work					
36	I don't neglect the tasks as required by my job					
37	I could manage more responsibility than typically assigned					

**APPENDIX B**  
**STATISTICAL OUTPUTS**

**(1) The Effect of OHSP on Job Satisfaction**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimates	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.832 <sup>a</sup>	.692	.675	.2360	.692	42.067	4	75	.000	1.788

a. Predictors: (constant), HP Mean, STAE Mean, AP Mean, MC Mean

b. Dependent Variable: JS Mean

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.372	4	2.343	42.067	.000 <sup>b</sup>
	Residual	4.177	75	.056		
	Total	13.549	79			

a. Dependent Variable: JS Mean

b. Predictors: (Constant): HP Mean, STAE Mean, AP Mean, MC Mean

**Coefficients<sup>a</sup>**

Model		Unstandardized coefficients		Standardized Coefficient	T	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(constant)	.745	.312		2.384	.020					
	MC Mean	.146	.055	.208	2.661	.010	.602	.294	.171	.672	1.488
	STAE Mean	.583	.067	.681	8.711	.000	.799	.709	.558	.672	1.488
	AP Mean	.095	.057	.122	1.673	.099	.121	.190	.107	.775	1.290
	HP Mean	.032	.051	.046	.629	.531	.167	.072	.040	.770	1.298

a. Dependent Variable: JS Mean

**(2) The Effect of Job Satisfaction on Contextual Performance**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimates	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.637 <sup>a</sup>	.405	.398	.3447	.405	53.169	1	78	.000	2.314

a. Predictors: (Constant), JS Mean

b. Dependent Variable: CP Mean

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.318	1	6.318	53.169	.000 <sup>b</sup>
	Residual	9.269	78	.119		
	Total	15.587	79			

a. Dependent Variable: CP Mean

b. Predictors: (Constant), JS Mean

Model	Unstandardized coefficients	Standardized Coefficient	T	Sig.	Correlations	Collinearity Statistics
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		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.574	.401		3.920	.000					
	JS Mean	.683	.094	.637	4.969	.000	.637	.637	.637	1.000	1.000

**Coefficients<sup>a</sup>**

a. Dependent Variable: CP Mean

**(3) The Effect of Job Satisfaction on Task Performance**

**Model Summary<sup>a</sup>**

Model	R				Change Statistics	

		R Square	Adjusted R Square	Std. Error of the Estimates	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.782 <sup>a</sup>	.612	.607	.28744	.612	123.182	1	78	.000	1.981

a. Predictors: (Constant), JS Mean

b. Dependent Variable: TP Mean

### ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.178	1	10.178	123.182	.000 <sup>b</sup>
	Residual	6.444	78	.083		
	Total	16.622	79			

a. Dependent Variable: TP Mean

b. Predictors: (Constant), JS Mean

### Coefficients<sup>a</sup>

Model	Unstandardized coefficients		Standardized Coefficient	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF

1	(Constant)	.587	.335		1.754	.083					
	JS Mean	.867	.078	.782	11.099	.000	.782	.782	.782	1.000	1.000

a. Dependent Variable: TP Mean