

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

**THE IMPACT OF OCCUPATIONAL HEALTH AND  
SAFETY PROGRAMMES ON EMPLOYEE  
PERFORMANCE AT ZAY MINN CO., LTD.**

**ZAY YAR SOE MIN**

**EMBA - 34**

**EMBA-16<sup>th</sup> BATCH**

**DECEMBER, 2019**

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**ACADEMIC YEAR (2017-2019)**

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2017 - 2019

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

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## **ACCEPTANCE**

This is to certify that the thesis entitled “The Impact of Occupational Health and Safety Programmes on Employee Performance” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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## **ABSTRACT**

This study aims to explore the impact of Occupational Health and Safety programmes on Safe Work Environment and to analyze the effect of Safe Work Environment on Employee Performance. The data is collected from the samples of 80 respondents by using structured questionnaires. The study was established on the five Occupational Health and Safety Programs which are occupational health and safety surveillance, occupational health and safety committee, occupational health and safety policy, occupational health and safety inspection and occupational health and safety training. The findings indicate the impact of occupational health and safety programs on the safe work environment at Zay Minn Co., Ltd. The findings also indicate that there is an effect of safe work environment on employee performance at Zay Minn Co., Ltd. Therefore, the intention of the company to create the Safe Work Environment by using the occupational health and safety programmes is effective. Employee performance of the company can be promoted by creating the safe work environment. It is recommended that companies should align their occupational safety programs to their business strategies.

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## **LIST OF ABBREVIATIONS**

OHS	Occupational Health and Safety
HRM	Human Resource Management
HSE	Health, Safety and Environment

# **CHAPTER 1**

## **INTRODUCTION**

Occupational safety and health is a programme to prevent work related injuries and diseases, and protect and promote the health of workers. It improves the working conditions in work environment. Occupational health entails the promotion and maintenance of the highest degree of physical and mental health and social well-being of workers in all occupations (Taderera, 2012). Occupational health and safety is the concern of human wellbeing that, this day, industrialization and service giving sectors development is accelerating resulting in workplace health problem booming. Occupational health and safety (OHS) is a common area which interacts widely with the business interests and concerns.

The study was supported by Goal-Freedom Alertness Theory founded by Kerr (1950) and Affective Events Theory .Goal – Freedom Alertness Theory states that safe work performance is the result of psychologically rewarding work environment as workers will be safe in a positive work environment if managers and supervisors actively work to alleviate hazards, illnesses and accidents at the workplace. Affective Events Theory states that the link between the work environment and employee performance. (Phua,2012). The study was carried out at Zay Minn Construction Company. Construction industry is developing in Myanmar and it is usually involving with high risk activities. The huge volume of material handling and various construction processes lead to accidents situation in the construction industry. When employees are satisfied with the Occupational Health and Safety provisions in their workplace, the rate of accidents could best be minimized. Hence, if Occupational Health and Safety programmes applied and seriously considered by the company, it is expected that Occupational Health and Safety programmes would prevent and reduce the occurrence of health and safety problems in the workplace. In additional to that, through the prevention of the occurrence of such problems in the workplace, Occupational Health and Safety programmes increase the employee performance through the safe work environment.

Therefore, the aim of this study is to analyze the impact of Occupational Health and Safety practices on safe work environment and to examine the influence of safe work environment on employee performance.

## **1.1 Rationale of the Study**

Every industry presents various kinds of occupational health and safety hazards to its employees. The spectrum of possible occupational safety risks range from severe and immediate physical dangers to milder hazards. The more immediately cases can be fires, explosions, collapse and chemical hazards or other such dangers that present an immediate threat to an employee's life. Accident consequence could be catastrophic, in term of number of casualties, environment pollution, loss of investment, and reputation damage. OHS is an important strategy not only to ensure the health and safety of workers, but also contribute positivity, quality, work motivation, job satisfaction and thereby to the overall quality of life of individual and society.

Effective occupational health and safety practices in the workplace have many benefits for the company, employer, and employees. Employees are more productive. A clean and healthy working environment reduces absenteeism. OHS practices protect the organization's employees.

## **1.2 Objective of the Study**

The objectives of the study are as follow,

1. To analyze the effect of the occupational health and safety programs and safe work environment in Zay Minn Co., Ltd.
2. To examine the effects of safe work environment on employees' performance in Zay Minn Co., Ltd.

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

In this study descriptive method is used. The primary data are collected from interview of the employee from all level in the company with structured five Linkert-scale structured questionnaires. The primary data is from 80 employees who are work in Zay Minn Co., Ltd.

The secondary data is collected from literature study, including text books, publications, research papers, reports,internet websites and Zay Minn OHS related manuals, procedures and guidelines.

This study focuses only OHS practices, safe work environment and employees performance at Zay Minn Company. Data are collected the months of November to December 2019.

### **1.3 Organization of the Study**

The study divided into five chapters. Chapter 1 is an introduction of the study which composed with rationale of the study, objectives of the study, method of the study, scope and limitation of the study and organization of the study. Chapter 2 includes the theoretical background on occupational health and safety, safe work environment and employee performance. In Chapter 3, the profile of Zay Minn Construction Company and the practices of OHS are described. Chapter 4 is the analysis part on OHS practices, Safe work environment and employee performance at Zay Minn Construction Company. Chapter 5 consists of the study that presenting summary of major finding and discussions, suggestions and recommendation and limitations and need for further studies.

## CHAPTER 2

### THEORETICAL BACKGROUND

This chapter starts with the overview of occupational health and safety practices, the description and explanation of OHS factors, the explanation of a safe work environment, and employee performance. In this study, the relationship with OHS practices, safe work environment, employee performance, and conceptual framework of the study is going to discuss.

#### 2.1 Occupational Health and Safety

Occupational Health and Safety is a concern about the workers from hazard situations at work, which disease and illness (health) and death and injury (safety). Occupational Health and Safety is defined as the science of the anticipation, recognition, evaluation, and control of hazards arising in or from the work place that could defect the health and well- being of workers, take into account of the possible impact on the surrounding communities and general environment. According to World Health Organization (WHO), occupational health and Safety is dealing with all aspects of the health and safety practices in the workplace and has a strong focus on primary prevention of hazards. Health is defined as a state of complete physical, mental and social well-being and not merely the absence of disease or illness. Occupational health is a great field of tending involved with enabling a person to undertake their occupation, within the method that causes least dangerous to their health. The creation of the healthy and safe work place and the elimination to the maximum extent possible of hazards to health and safety is the responsibility of everyone employed in an organization and those working there under contract. By reducing the rates and severity of occupation accidents, disease, work-place violence and stress – related illness and by promoting the quality of work life for their employees, organizations will get more organizational effectiveness.

Occupational health and safety has become an important issue over the last 30 years. The establishment of the Occupational Health and Safety Administration (OSHA) in 1970 reflected the recognition that safety in the workplace is a basic expectation of all employees. The field of occupational health and safety in the related industry has expanded to almost every workplace environment to reduce injuries and accidents.

Workplace plays a vital role to ensure the well-being of employees. It is important to know that occupational health and safety programmes are most effective in preventing injury and illness. The collaboration and cooperation of the employers and employees in health and safety programmes is an essential act to become successful occupational health and safety programmes and the consideration of issues relating to occupational medicine, industrial hygiene, toxicology, education, engineering safety, ergonomics, psychology, etc. Occupational health problems are often given less attention than occupational safety problems because the former are generally more difficult than the second one. However, when health is addressed, so is safety, because a safe work environment is defined both of them.

Occupational health and safety programs play an important role in reduction of cost for the organization, the cost through the Work-related accidents or diseases which are very costly and can have many serious direct and indirect effects on the lives of employees and their related families. It includes practical, enterprise level efforts aimed at providing adequate occupational health and safety surveillance, Health and Safety Committee, Occupational Health and Safety Policy, Occupational Health and Safety Inspection, Occupational Health and Safety Training.

### **2.1.1 Occupational Health and Safety Surveillance**

Occupational Health and Safety Surveillance is the programme for identifying occupational hazards substances and health problems related with them and can be broadly listed as environmental assessment, biological monitoring, medical surveillance and epidemiological approaches. To ensure a healthy work environment, there must be monitoring at the workplace. This involves systematic surveillance in the working environment and working practices that affect workers health. Therefore, surveillance programmes should include the monitoring of workers to be safe from hazards and dangerous substances and situation.

### **2.1.2 Occupational Health and Safety Committee**

Occupational Health and Safety Committee is one of the strategy in the management programme of accident prevention by using the safety committee. The cooperation of management and workers or their representatives at the workplace is an essential element in maintaining working environment in the field of occupational health

and safety. Health and safety committee provides a valuable framework for discussion and for concerted action to improve safety and health practices. The human resource department can manage as the coordinator of a committee composed of several employee representatives. Health and safety committee helps in conducting risk assessments and make suggestions on improving health and safety performance.

### **2.1.3 Occupational Health and Safety Policy**

Health and Safety Policy plays an important role for the organization. It guides the organization to follow the rules and regulations of Health and Safety. Prevention and controlling of occupational hazards in the workplace should be based upon a clear, implementable and well-defined policy at the level of the organization. The occupational health and safety policy is the foundation for which occupational safety and health goals and performance measures and components are developed.

### **2.1.4 Occupational Health and Safety Inspection**

Health and Safety Inspections programmes are carrying out to free from hazard and dangerous situation, that might be a danger to health of employees, and it is the source of accidents in the work place. Health and safety inspections programmes should be carried out regularly and systematically by experienced health and safety officers and supervisors with the advice of health safety specialists.

### **2.1.4 Occupational Health and Safety Training**

Health and safety training is an essential part of the preventive programme. Safety and health training is essential to maintain a healthy and safe workplace and has been an integral component of occupational health and safety management. Training provides the successful exercise and integration in the working environment with the basic theoretical and practical knowledge. Occupational safety and health training should fulfill the safety requirement of the workers. The rules and information on potential hazards should be known to every employee and how to avoid them. It is needed to give appropriate training in occupational health and safety to workers and their representatives. All employees need to be trained in working environment for their health and safety.

## **2.2 Safe Work Environment**

Safe work environment is a creation of the cooperation of employers and employees. The organizations with the great reputation for safety have developed well planned, through health and safety programmes. The organization, managers and supervisors should begin to concern for safety. If an organization takes effectively on safety and health measures, its employees will free from short or long term ill-effects . The organizations should treat the their employees as working partners and fellow members of the organization. The creation of the healthy and safe work place and the elimination to the maximum extent possible of hazards to health and safety is the responsibility of everyone employed in an organization and those working there under contract. By reducing the rates and severity of occupation accidents, disease, work-place violence and stress – related illness and by promoting the quality of work life for their employees, organizations will get more organizational effectiveness.

Occupational health and safety is importance in the employees work environment because nowadays human resource is the most valuable asset that an organization does have and the existence of bad occupational health and safety environment greatly affect the employee performance. Occupational safety, health and quality of life of working people are essential for productivity and for overall socio-economic and sustainable development of the world (WHO, 1994). Cole (2004) states that the common law and duty of an employer is to provide a safe place of work for his employees and is at common law for accidents caused by his employees in the course of their employment.

## **2.3 Employee Performance**

Employee Performance is the result which is gained from the function of certain work or certain activities in certain period of time. It is a set of behaviors that are relevant to the goals of the organization or the organizational unit in which a person works (Bernandin & Russell, 2009). Armstrong (2010) stated that employee performance is a process to establish a shared workforce for attaining the acheivement of organizational goals. It is about aligning between the organizational objectives and the employees' agreed measures, skills, competency requirements, development plans . Many business organizations in the world are trying to create a highest performance work culture,

cooperation of both business and corporate strategies in order to develop individual's contribution to the organizational effectiveness.

Armstrong (2012) states that the aim of managers is to establish a highest performance culture in which individuals and team takes responsibility for the continuous improvement of business process and for their own skills and contributions within a framework provided effective leadership. Most of the world's greatest corporations realized that business and work activities must not ignore to safety and health issues. An organization wide approaches to performance improvement with workplace health and safety as critical aspects of employee performance. Productivity is the benefits accrue from keeping the workplace safe. It must not exceed the costs incurred for occupational safety and health programs.

Productivity improvement is essential fact for the individual organization. Effective managers and supervisors realize must take an active and positive role in employee performance to ensure that goals of the organization are met. Improving the employee performance is one way to empower employees, to give the organization and its employees the opportunity and to get high performance. Managers and employees should understand their workplace safety thoroughly, knowing what to do. Effective managers create two purposes which are they promote and stimulate employees performance (Zeithmal, 2002). Employee performance reviews that the workers are focused on their jobs and work toward reaching the company's overall goals, objectives and satisfying the organization's mission statement (Aldag, 2004).

### **2.3.1 Maslow's Hierarchy of Needs Theory**

Hierarchy of needs (Maslow) is a theory of motivation in psychology developed by Abram Maslow. Maslow believed people move through different stages of five needs that motivate our behavior. He called these needs physiological, safety, love and belonging (social), esteem, and self-actualization. Maslow believed each stage of need had to be met before progression to the next stage of need could occur.

For example, before health and financial security becomes a priority, physiological needs food and water must be met first. Safety needs is defined as the need for security and protection in Maslow's hierarchy. When we have our physiological needs for food and water met, our safety needs dominate our behavior. These needs have to do with our natural desire for a predictable, orderly world that is somewhat within our

control. Safety needs in today's world can manifest themselves as job security, saving accounts, insurance policies, financial security, and health and well-being.

Maslow's needs hierarchy demonstrates that human beings carry out different activities to achieve self-fulfillment that is the highest need. When a worker's health is at risk, that is environment or the workplace is not safe, the worker's competent at his or her job slows down thus leading to low productivity and poor performance. Thus, health and safety give the worker an opportunity to meet this need thereby achieving both individual and organizational goals. When we have our physiological needs for the food and water met, our safety needs dominate our behaviours, these need have to do with our natural desire for predictable, orderly world that is somewhat within our control.

Maslow's theory is relevant to the present work because it demonstrates the importance of safety in every organization and safety at large. For an organization to succeed safety must be the priority.

### **2.3.2 Goal-Freedom Alertness Theory**

The Goal-Freedom Alertness Theory was stated by Kerr (1950) and it defines that safe work performance is the result of psychologically rewarding work environment. By this theory, accidents are viewed as low-quality work behaviour occurring in an unrewarding psychological environment. It contributes to a lower level of alertness. A rewarding psychological environment is one where workers are encouraged to participate, set sustainable goals and choose methods or safety programs to attain those safety and health goals of the organization.

Goal-Freedom Alertness Theory also states that management should let workers know to have well defined goals and freedom to pursue those goals. The result is a higher level of alertness and a focus on the tasks at hand. The theory suggests that managers and supervisors should try and make work more rewarding for workers. They may use a variety of managerial techniques including positive reinforcements, goal setting participative management and clear work assignments. Heinrich et.al (1980) supports the theory by stating workers will be safe in a positive work environment. They argue that safe performance is compromised by a climate that diverts the attention of workers. They confirm that hazards divert the workers attention during work hours and thus the diversion increases susceptibility to injury. Heinrich et. al (1980) suggests that managers and supervisors can actively work to alleviate hazards in the work environment. Reaction

of workers to unsafe conditions depends on the fact that whether the worker identifies the unsafe condition.

### **2.3.3 Affective Events Theory**

The theory was advanced by Howard M. Weiss and Russel Cropanzano in 1996 (Phua, 2012). The Affective Events Theory explains the link between employees' internal influences and their reactions to incidents that occur in their work environment that affect their performance, organizational commitment and job satisfaction. It proposes that positive-inducing as well as negative emotional incidents at work have significant psychological impact on employees' job satisfaction. The impact results into lasting reactions exhibited through job satisfaction, organizational commitment and job performance.

According to Ashton-James and Ashkanasy (2005) research to date has supported the central tenets of AET that workplace events trigger affective responses in employees and that these affective responses influence workplace cognition and behavior. They assert that AET is both empirically and theoretically, restricted to events that are internal to the organization. The theory also considers how specific events at work other than job characteristics lead to specific emotional and behavioral responses (Briner, 2000). He posits that these events or things that actually happen at work affect the well-being of employees thus affecting their performance.

## **2.4 Previous Studies**

There are several thesis papers concerning with Occupational Health and Safety (OHS) practices, safe work environment and employee performance. Many of these studies show different segments of the industries or a certain group of employees. These studies different segment are useful for that particular industry or time span but have little impact on assessing the overall value of OSH or understanding how the combination of internal agency. This section is divided into two portions with the first portion discussing on the effect of OSH practices and safe work environment. The next portion reviews on the influence on the safe work environment and employee performance.

#### **2.4.1 Occupational Health and Safety Programs and Safe Work Environment**

Occupational health and safety is importance in the employees work environment because human resource is the most valuable asset nowadays. Bad occupational health and safety environment is greatly effect on employees performance. Occupational health and safety of working people are crucial prerequisites for productivity and are of utmost importance for overall socio-economic and sustainable development (WHO, 1994). Cole (2004) states that the employers have a common law duty to provide a safe place of work for his employees and common law for accidents caused by his employees in the course of their employment. A safe work environment emerges when the manager tried to establish the environment that it is encourage the success and to remove the causes of accidents. Safe work environment provides the organization and its employees with the opportunity to achieve high performance (Baterman, 2002). Beardwell & Holden (1993) argue that the importance of health and safety in recent years has been influenced by the intense competition of organizations. They add that technological developments and organizational changes have gradually led some employers to the realization. The success relies on the conductive work environment to their employees and continuous investment on the health and safety. Increasing productivity is often said to be the most important reason for safe work environment. Health and safety is not only increase productivity but also to motivate and inspire workers by letting them know how important their jobs are and also how working in safe work environment is (McNamara, 1998).

#### **2.4.2 Safe Work Environment and Employee Performance**

Various studies have been carried out on workplace environment as a factor that determines employee performance. Tamessek (2009) analyzed the extent to which employees perceive their workplace environment as fulfilling their intrinsic, extrinsic, and social needs and their need to stay in the organization. He was analyzed the impact of perception of workplace environments on employee commitment and turnover in the organization, he concluded that if the employees are provided with enabling workplace environmental support, they will be highly satisfied and show high level of commitment towards their organization and hence low turnover rate.

A research by Roelofsen (2002) indicates that improving the working environment reduces complains and absenteeism while increasing productivity. Better physical workplace environment will boost the employee and ultimately their performance. A

study done by Chevalier (2004) revealed that when environmental supports are sound, employees are better equipped to do what is expected of them. Chandrasekar (2003) in her study found out that workplace environment plays a big role in increasing employees' performance. Findings by Ajala (2012) indicated that workplace environmental elements such as sufficient light, absence of noise, proper ventilation and layout arrangement substantially increase employees' productivity. Khan et al. (2011) investigated the impact of workplace environment and infrastructure on employees' performance from the education in Pakistan and concluded that incentives at workplace had a positive impact on employees' performance.

Hameed and Amjad (2009) carried out a survey of 31 bank branches showed that comfortable and ergonomic office design motivates the employees and increased their performance substantially. Aisha et al. (2013) in their study "Effects of Working Ability, Working Condition, Motivation and Incentive on Employees Multi-Dimensional Performance" found that the variables incentives, motivation and working conditions have a significant effect on employee performance in an Indonesian university. It is evident from these studies that a good workplace environment plays a very vital towards increasing performance of employees in general.

### **2.4.3 The Effect of Occupational Health and Safety Programs on Safe Work**

#### **Environment and Employee Performance**

The employee performance can be affected by Occupational health and safety which means if there is lack of health and safety practices in job, the organizations performance also gets affected. Karen Danna (1999) states If the workplace is not health hazard proof it will cause a disease among workforce hence negatively affect the employee job performance and organization performance. A concern in principle for the health and safety of employees and encouragement of employee self-interest and safety are crucial prerequisites. A real workplace can be different because of perceptions that health and safety constraints operational freedom and inhibits productivity. Higher performance HR strategies recognize to create an safe work environment where employees feel physically and psychologically safe that seems a fairly fundamental demonstration.

Sikpa (2011) studied an assessment of occupational health and safety practices and job performance at the Tetteh Quarshie Memorial Hospital in Ghana and found out

that the current occupational health and safety practices in the hospital are inadequate, and that the management, staff, patients and other stakeholders are exposed to several risks and hazards. The study states that there will be no effective occupational safety and health practices if both the employers and employees do not perform their responsibilities respectively. Accidents are costly and it affected on both employees and the organization. Therefore, every organization should try in order to stop them from happening at the workplaces.

Badakale (2012) also conducted a study to determine the effects of occupational health and safety policies on employee performance in Larfage (WAPCO) PLC, Ewekoro, Ogun State in Nigeria. His study found that the amount of time and money wasted during accident is higher than the cost spent on planning and providing a safe working environment and a health and safety policy. The study states that occupational health and safety need a serious attention in every sectors that it is a right for the employees and it is required by law and regulation.

Musyoka (2014) studied the relationship between health and safety programs and performance of manufacturing firms in Mombasa County, Kenya. The study found out that many of the firms had been practices some health and safety practices in their organization and that they had shown positive effect on work performance in organization. There are four factors need to investigate, health and safety measures, social welfare programs, accident prevention programs and occupational health programs. The four factors had a positive and significant relation with employee performance. Therefore, the implementation of health and safety programs at the work place has a positive impact on employee performance. The study concluded that health and safety practices at work place have a positive and significant correlation to work performance .Therefore, every company should practice or implement the health and safety programs at their work place if they are to improve employee performance in the organization .

Jelimo (2013) studies a accessment that the effects of occupational health and safety practices on employee productivity. The study found out that there are positive relation between occupational health and safety practices and productivities of employees. The study finds that when an organization fully implements occupational health and safety practices , it promotes employees' productivity. The absence of Occupational Health and Safety practices could effect on the increase of injuries and frequent accidents. The study recommended that continuous occupational health and

safety practices is greatly influences on employee satisfaction, commitment, performance and productivity.

Occupational health and safety is importance in the employees work environment because nowadays human resource is the most valuable asset of the organization and bad occupational health and safety environment greatly affect on the job performance of employees. The achievement of the highest standards of health and safety in the workplaces is important to eliminate and reduce the health and safety hazards and risks .As it is a legal responsibility of the employers. The tangible benefits of great health and safety management are higher productivity, lower absences, avoiding the cost of accidents and litigation, meeting clients demands and improved staff morale and employee relations.

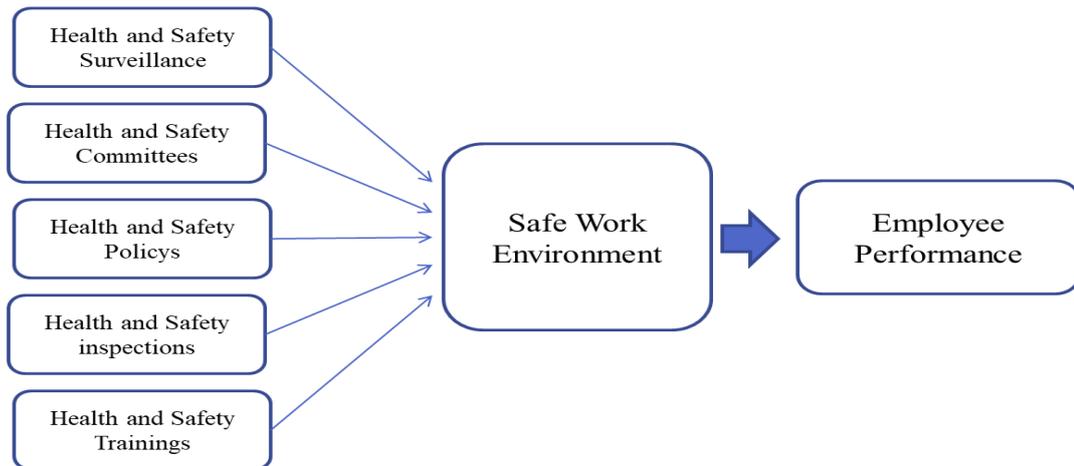
A safe work environment exists when the occupational health and safety practices is successfully acheive in work plances. Safe and healthy work environment provides the chance to the organization and its employees to achieve high performance (Baterman, 2002). Beardwell & Holden (1993) state that the importance of health and safety in work places has been influenced by the intensification of competition of the organizations .

Technological developments and organizational changes have gradually led some employers to realize that the organizational success relies on the work environment to their employees .The considerable and continuous investment on the health and safety can increased productivity and it is also the major reason for safe work environment. Health and safety not only increase productivity but also to motivate and inspire workers by giving awareness how important their jobs are and also how working in safe work environment is (McNamara, 1998).

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

This study focuses on studying the effects of OHS programs on safe work environment and employee performance at Zay Minn Company. The study model is provided in Figure (2.1).According to the above given explanation, the study experts Occupational Health and Safety programs such as Health and Safety Surveillance, Health and Safety Committee, Health and Safety Policy, Health and Safety Inspection and Health and Safety Training effect on safe work environment and employee performance.

**Figure (2.1): Conceptual Framework of the study**



Source; Own Compilation, 2019

According to conceptual framework, variables such as OHS programs effect on dependent variable of safe work environment which are measure with physical environment and psychosocial environment. Finally, the influence of safe work environment on employee performance are also analyze in this study.

## **CHAPTER 3**

### **OCCUPATIONAL HEALTH AND SAFETY PROGRAMS**

This chapter is organized with three main parts which starts with company profile and organization structure of HSE management of the company. It is followed by the Occupational Health and Safety practice of Zay Minn Company.

#### **3.1 Profile of Zay Minn Co., Ltd**

Zay Minn Company provides construction services such as building design, quality control and construction. The company is carrying out both government and private projects. The company prides itself in personalized services to ensure customer satisfaction. This is reflected to growth own business and referral we received from our satisfied customers. It has years of experience in total project management which includes health and safety programs.

The company has developed policies, guidelines and programs on occupational health and safety programs that are applied and implemented across the board to all employees. There are many challenges with implementation of occupational health and safety programs. One of those challenges is cost. The cost for occupational health and safety is huge and it leads to a conflict between the needs of the company to push for increased output and efficiency and the needs of employees to be protected from hazards and accidents in the place of work.

Creating workplace that are safe and healthy for the employees and prevent illness and disease, is one way in which companies can meet these expectations while also improving productivity and competitiveness (Torrington et.al, 2008).

#### **3.2 Occupational Health and Safety Practices of Zay Minn Company**

Occupational health and safety (OHS) practice has been a priority for construction industry. Safety and health of employees always been a key focus on construction industries and more significant after the accident that happened in Mandalay Puma Hotel. Construction industry produces and uses many chemical products on its worksites. Workers exposed to chemicals used in the construction industry may develop

occupational disease of the lungs, skin and other organs, depending on the amount and length of time of exposures. Workers exposed to hazardous noise level may develop noise induced hearing loss. Other dangers include confined spaces, in which untrained workers have been seriously injured or killed.

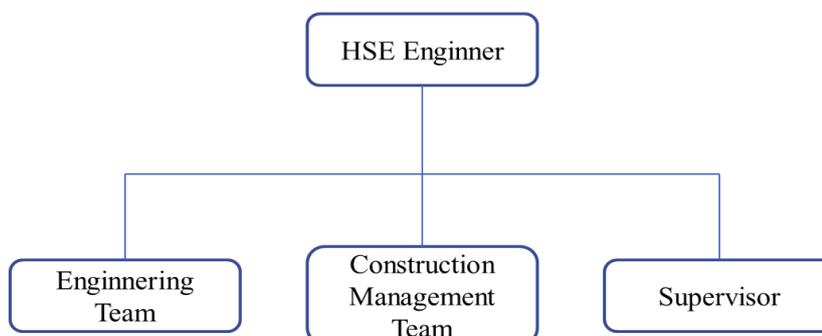
OHS management system are generally planned, implemented and maintained according to reference documents like standards or guides, OHSAS 18001 Occupational health and safety management systems. A management system describes the way an organization is managed with respect to its stated objectives. It does this by concentrating on critical activities, ensuring that they are properly controlled and those measurements are made and reported so as to enable monitoring of overall performance and identification of areas for improvement opportunities and can be used demonstrate that controls supported by procedures and documentation are in place.

The purpose of the OHS management system and practices is to ensure that;

- The health , safety and environment risks inherent in company operations have been systematically identified;
- Arrangement are in place to control these risks and to deal with consequences should the needs arise ; and
- The necessary information , training , auditing and improvement processes are in place to achieve these objectives.

Certification of management systems is not compulsory but it brings the recognition by a third party that the system is implemented and maintained according to the reference document/standard. Health and safety organizational structure is as shown in the following.

**Figure (3.1): Organizational Structure of Health and Safety Department**



Source; Own Compilation, 2019

Each department has its own functions respectively. Among them, the most important department for Occupational Health and Safety of the construction is Health and Safety Department. This department is led by Safety Officer. The department is responsible for occupational health and safety. The safety officer provides the leadership in all aspects of health and safety activities at work or elsewhere and will also take an active role in all aspects of safety within the branches. All the members include in construction processes must follow the instruction of HSE officer for their health and safety.

The company has in place Health and Safety policy and committee. Health and safety policy provides the direction on how the issues relating to health, safety and the environment are to be managed integrated into the overall business process throughout the organization. Health and safety policy is one of the core values of the company. The company aims to protect the health and safety of people and to minimize the environment impact associated with the business. The company believes that outstanding business performance requires outstanding Health and Safety Executive (HSE) performance. Hence the company's goal is to deliver the business with zero injuries and to minimize the environmental impact of organization's activities.

Company OHS standards have been developed based on the accumulated knowledge, experience and best practices of the group supplementing National and International standards where appropriate. The key objectives are to ensure standardized OHS practices across the company – operated facilities.

The objectives are as follow;

- Provide operation unit with complete and comprehensive guidance on all aspects of an OHS management system.
- Guide standardization of OHS management system in company – operated facilities.
- Promote a common framework recognizable by contractors and suppliers worldwide thereby easing prequalification, assessment.

Compliance to OHS standard is compulsory for company-operated facilities and includes all phases of work activities. The OHS standards are being used exclusively for the authorized purpose. The users shall arrange for OHS standards to be kept in safe custody and shall ensure its secrecy is maintained and provide satisfactory information to company that this requirement is met. This has led to vast improvement in their staff's

behavioural safety, as well as an increase in the awareness of Zay Minn company high commitment towards safety amongst the management and staff of contractors working on the projects and facilities.

### **3.3 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 method.

The research design used for this study was descriptive. It involves the observation and descriptive of variables as distributed in the population with the basic 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 describes the state of the variables. The dependent variable of the study is safe work environment and employee performance and the independent variables of the study are occupational health and safety programs.

#### **3.3.1 Population and Sampling**

For the purpose of this study, the target population comprised of managers, supervisors, engineer, technician and staff of Zay Minn Company. Simple sample random sampling method is used in this study .Sample size is based on all employees who work in Zay Minn company. The 80 respondents out of 94 (85% of the employees ) are selected as the sample size for this study.

#### **3.3.2 Demographic Profile of Respondents**

In this section, demographic profile of 80 respondents from Zay Minn Company are shown in following table .In the analysis on the profile of respondents, it focuses such questions as gender, age, and education level, occupation, working place and year of service in the Zay Minn Company. For each question, respondent are given multiple choices, out of which the respondents have to choose the most relevant one. Table (3.1) presents the demographic data of the respondents.

**Table (3.1) Demographic Data of the Respondents**

Particular		No of Respondents	Percent
Total		80	100
Gender	Male	65	81
	Female	15	19
Age	18 to 25 yrs	41	51
	26 to 35 yrs	24	30
	36 to 45 yrs	12	15
	45 to 55 yrs	3	4
Education	Master Degree	4	5
	Bachelor Degree	59	74
	Vocational Training	17	21
Job Position	Engineer / Technician	26	32
	Management	12	15
	Supervisor	32	40
	Worker	10	13
Year of Experience in company	Less than 1 year	8	10
	1 to 5 years	72	90

Source; Survey Data, 2019

It is found that the number of male respondents is more than the number of female respondents. 51% of respondents are between 18 to 25 years old. The age of second working group is between 26 to 35 years old. Engineers and supervisors are greater than 70 % of respondents and 90 % of respondent are about 5 years of experience in the company. It can be concluded that most of the respondents and enough experience and are provided with most reliable information on Occupational Health and Safety programs within the company.

### **3.3.3 Data Analysis Methods**

To facilitate analysis of the data each variable in the questionnaire was assigned a numerical representation and response from each respondent was coded using a defined

coding scheme to facilitate in data analysis. Descriptive analysis in terms of frequency and percentage were used to analyze to collect data. To achieve the objectives of the study, the influence of independent and dependent were also analyzed with multiple regression analysis by using SPSS software.

### 3.4 Perception of Occupational Health and Safety Programs

In this study, the questionnaires that are designed with Likert type of five points scale from 1 (strongly disagree) to 5 (strongly agree) are used to explore the employee’s awareness of Occupational Health and Safety in Zay Minn company. Total 25 statements are collected to do the studies of employee’s awareness on Occupational Health and Safety programs.

#### 3.4.1 Perception on Health and Safety Surveillance

Five statements are used to analyze the employee awareness on Health and Safety surveillance. The results from analysis are shown in Table 3.2.

**Table (3.2) Perception on Health and Safety Surveillance**

<b>Sr.No</b>	<b>Health and Safety Surveillance</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Making the work place safe.	2.41	.501
2	Reducing injuries in workplace.	4.39	.562
3	Carrying out regularly in the workplace.	3.50	.503
4	Having excellent health and safety surveillance in the working place.	4.31	.922
5	Existing suitable Health and Safety surveillance program of the company in the working place.	3.61	.490
<b>Overall Mean</b>		<b>3.64</b>	

Source; Survey Data (2019)

According to Table 3.2, the employees are highly aware that they believe the Health and Safety Surveillance programs reduce injuries in their work place. The second highest mean score stated that Health and Safety Surveillance programs and employees’

work place is match together in work environment. The smallest mean score is Health and Safety Surveillance make the work place safe. It shows that there will be other factors, controlling the work place to safe.

### 3.4.2 Perception on Health and Safety Committee

Five statements are used to analyze the Health and Safety Committee of the company. The results from analysis are shown in Table 3.3.

**Table (3.3) Perception on Health and Safety Committee**

<b>Sr.No</b>	<b>Health and Safety Committee</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Having a health and safety committees in place.	4.62	0.377
2	Allowing participation of employees in its activities.	4.41	0.541
3	Identifying issues to be addressed and make improvements.	3.57	0.671
4	Composition of the safety committee and employees.	2.59	0.495
5	Solving every health and safety problems in work place.	2.42	0.652
<b>Overall Mean</b>		<b>3.52</b>	

Source; Survey Data (2019)

According to Table 3.3, the highest mean value is the organization has a health and safety committees in place. It means that safety committee is important in organization and it is really exist in work place. The lowest mean value is safety committee can solve every health and safety problems in work place.

There are a lot of health and safety issue in work place. Most of them can be stopped by health and safety measures. But unconventional health and safety issue is occurred in sometime, it takes time to solve it. According to the mean values of above questionnaires, health and safety committee is making the progress in health and safety issues and is implementing those progresses with the employee participation.

### 3.4.3 Perception on Health and Safety Policy

Zay Minn Company is making the health and safety policy according to the OSHA Act 2007. There are five questionnaires to analyse how the health and safety policy of the company conducts the safe work environment from the point of view of employees.

**Table (3.4) Perception on Health and Safety Policy**

<b>Sr.No</b>	<b>Health and Safety Policy</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Having a healthy and safety policy in place to solve the health and safety issue.	4.43	0.497
2	Defining responsibilities of the employees and employer in the policy.	3.71	0.532
3	Compliance with OSHA Act 2007.	4.75	0.516
4	Defining the procedures for handling complaints on health and safety.	3.61	0.720
5	Making available to all employees for transparency purpose.	3.12	0.946
<b>Overall Mean</b>		<b>3.92</b>	

Source; Survey Data (2019)

Table (3.4) indicates that the employees highly aware of OSHA Act 2007 and Health and Safety Policy can solve the conflict between the employees. And employees know how to perform their work safely and they know their health and safety responsibilities. But employees think some of the health and safety policy is not transparency.

The company needs to reveal the health and safety policy more efficiently. Employees are well know that some health and safety policy are not appropriate and injustice for them in the organization. It will be the one of the concerns in changing the health and safety policy in work place. It is required some special policy for safe work environment. The mean value of the health and safety policy has been made available to all employees for transparency purpose is 3.12 and it is the lowest agreed extent of the

respondents. Health and Safety Policy of the company should be made available to all employees for the transparency.

### 3.4.4 Perception on Health and Safety Inspection

Health and Safety Inspection is one of the Health and Safety programs of Zay Minn Company. The respondents were asked to what exactly they agreed with the following five questionnaires. Table 3.5 below presents the results.

**Table (3.5) Perception of Health and Safety Inspection**

<b>Sr.No</b>	<b>Health and Safety Inspection</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Identifying dangerous substances in work place.	3.91	0.917
2	Being carry out by experienced people.	4.01	0.584
3	Conducting regular inspection at the workplace.	3.20	0.863
4	Helping in developing health and safety strategies and initiatives that are tailored to the organization specific needs.	3.04	0.920
5	Being involved in the inspection process.	3.41	0.852
<b>Overall Mean</b>		<b>3.51</b>	

Source; Survey Data (2019)

Table 3.5 reveals majority of the respondents agreed to great extent that inspection identified dangerous substances in work place and those inspections are carrying out by experienced people with a mean value of 3.91 and 4.01. The respondents agreed to company conducts regular inspection at work place with the mean value of 3.20. However, the company does not conduct regular inspections at the work place.

According to the results, the inspections have not helped in developing health and safety strategies and initiatives that are tailored to the company safety needs and also the employees are not involved in the process.

### 3.4.4 Perception on Health and Safety Training

Health and Safety Training programs are being carried out in the organization. It is really important in work place. The respondents were asked to what exactly they agreed with the following five questionnaires. Table 3.6 below presents the results.

**Table (3.6) Perception on Health and Safety Training**

<b>Sr.No</b>	<b>Health and Safety Training</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Providing with adequate training to understand proper working methods.	4.41	0.688
2	Educating employees about a healthy work-style and life style.	3.87	0.644
3	Explaining relevant laws and regulations during training.	3.87	0.333
4	Giving information about safety and health provisions or Sharing outcomes openly with employees.	3.14	0.611
5	Existing ongoing education programs on health and safety.	3.29	0.783
<b>Overall Mean</b>		<b>3.71</b>	

Source; Survey Data (2019)

The study also tested various aspects for Health and Safety Training. According to the Table 3.6, majority of the respondents agreed to the employees are provided with adequate training to understand proper working methods with the mean value of 4.41. Company educated employees about a healthy work- style and life style and explain relevant laws and regulations during training with the mean value of 3.87.

However, the respondents agreed to a low extent that information about safety and health provisions or outcomes are shared openly with employees with the mean value of 3.14. Opening education programs on health and safety is also low extent with the mean value of 3.29.

These findings imply that Health and Safety Training has been adopted in Zay Minn Company moderately. The company partially conducts health and safety training to understand proper work methods, employee healthy work life style and explaining

relevant laws and regulations. But, the company does not openly share with the employee information about health and safety provisions or outcomes and there is no significant conduction with ongoing education programs on health and safety.

### **3.4.5 Perception on Occupational Health and Safety Programs of the Zay Minn Company**

To compare among the perception of Health and Safety Programs concerning Health and Safety Surveillance, Health and Safety Committee, Health and Safety Policy, Health and Safety Inspection and Health and Safety Training. Table 3.7 shows the mean comparison of Health and Safety Programs.

**Table (3.7) Perception of Occupational Health and Safety Programs**

<b>Sr. No</b>	<b>Occupational Health and Safety Programs</b>	<b>Mean</b>
1	Health and Safety Surveillance	3.64
2	Health and Safety Committee	3.52
3	Health and Safety Policy	3.92
4	Health and Safety Inspection	3.51
5	Health and Safety Training	3.71

Source; Survey Data (2019)

As shown in Table (3.7) the mean value of Health and Safety Policy is the highest. The results pointed out that Health and Safety Policy of the company is more favorable than other safety programs. However, Health and Safety Committee and Inspection programs have to promote in the organization.

## **CHAPTER 4**

### **ANALYSIS OF HEALTH AND SAFETY PROGRAMMES AND EMPLOYEE PERFORMANCE**

This chapter presents the descriptive and analytical research with two sections. In the first section, the impact of Occupational Health and Safety programmes on safe work environment of the organization. In second section, the relationships between safe work environment and employee performance of the organization are present. The first section is present with frequency percentage and mean scores based on the findings. The second section is presented based on the linear regression results by using SPSS.

#### **4.1 Perception on Safe Work Environment and Employee Performance**

Various studies have been carried out on workplace environment as a factor that determines employee performance. In his study, Tamessek (2009) analyzed the extent to which employees perceive their workplace environment as fulfilling their intrinsic, extrinsic, and social needs and their need to stay in the organization. He was analyzed the impact of perception of workplace environments on employee commitment and turnover in the organization, he concluded that if the employees are provided with enabling workplace environmental support, they will be highly satisfied and show high level of commitment towards their organization and hence low turnover rate.

A research by Roelofsen (2002) indicates that improving the working environment reduces complains and absenteeism while increasing productivity. Better physical workplace environment will boost the employee and ultimately their performance. A study done by Chevalier (2004) revealed that when environmental supports are sound, employees are better equipped to do what is expected of them. Chandrasekar (2003) in her study found out that workplace environment plays a big role in increasing employees' performance.

##### **4.1.1 Safe Work Environment**

The respondents were asked to indicate to which extent they agreed with the listed statements under the aspects. The questionnaires are framed according to OSHA Act 2007 and WHO Healthy Workplace and based on the physical, mental and social work environment. In this study, those questionnaires are not separated by the each category. However, those

questionnaires are vast over on the general ideas of safe work environment. There are six questionnaires that are listed on the Table (4.1). The results are presented in Table (4.1).

**Table (4.1) Safe Work Environment**

<b>Sr.No</b>	<b>Safe Work Environment</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Knowing to perform the job in a safe manner.	4.24	0.661
2	Knowing what the necessary precautions to take while doing the job.	3.14	0.611
3	Effect of the OHS programs on the working environment.	4.26	0.590
4	Having enough knowledge to do the work safely.	4.40	0.542
5	Free to voice concerns or making suggestions about workplace health and safety at the job.	3.61	0.584
6	Feeling safe at the work environment.	3.61	0.584
<b>Overall Mean</b>		<b>3.87</b>	

Source: Survey Data, 2019

According to the Table (4.1), majority of the respondents agreed to the employees have enough knowledge to do their work safety with the mean value of 4.40 and 4.24. The respondents believe that Health and Safety programs of the Company effect on the working environment. Moreover, the respondents agreed that they have their voice concerns suggestions about workplace health and safety at the job. And they also feel safe at their work place. However, there is the weakness at the necessary precaution that needs to do at the work place.

#### **4.1.2 Employee Performance**

The study also sought to identify employee performance using various indicators. The respondents were required to indicate to what extent they agreed with various aspects under employee performance. The five point Likert scale was also used. The table below presents the results.

**Table (4.2) Employee Performance**

<b>Sr.No</b>	<b>Employee Performance</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Evaluating the employee performance relatively to the pre-established goals and objectives.	4.41	0.688
2	Punctuality in the duty.	3.87	0.644
3	Having necessary ability and experience on the job.	3.87	0.333
4	Using the skills and knowledge to accomplish the tasks.	4.75	0.516
5	Making better environment to become better performance at the job.	3.61	0.720
<b>Overall Mean</b>		<b>4.10</b>	

Source: Survey Data, 2019

According to the Table (4.2), majority of the respondents agreed to the employees have enough skill and knowledge to accomplish their tasks with the mean value of 4.75. Employees agreed that their performance is evaluated relatively to pre-established goals and objectives. The respondents believe that their ability and experience is enough to complete their job by the mean value of 3.61 and 3.87. Moreover, the respondents agreed that the better work environment will make the better performance.

#### **4.2 Analysis on Effect of Health and Safety Programmes on Safe Work Environment**

In this section, the impact of Health and Safety Programs of the Zay Minn Company on the organizational working environment is analyzed. Each of the analysis is based on the conduction between one of Health and Safety programs and safe work environment. All of the conductions are analyzed by using SPSS software.

In this study, linear regression is used to find out the relationship between independent variables and dependent variables. In this study, based on the survey data and analyzed data, the relationship between Five Health and Safety Programs and Safe Work Environment is analyzed. According to the results on tables (4.3 ), among these programs, three programs have positively relationship and one program has negatively relationship and another one program has no relationship with Safe Work Environment. According to

the analysis, the results of regression data are based on the relationship of each Health and Safety Programs and Safe Work Environment. Those data will be different if the analysis is done by using all five programs and Safe Work Environment at the same time. Using the two or more safety programs in work place is more realistic in work environment. The model explained the relationship between Health and Safety Programs and Safe work Environment according to the Table (4.3). The R square value is 0.302 and adjusted R square value is 0.255. The model explains about 25.5 percent of variances of independent variables and dependent variables. The results of five health and safety programs and safe work environment are as shown in following Table (4.3).

**Table (4.3) Impact of Health and Safety Programs on Safe Work Environment**

Variables	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.467	.728		3.388	.001
Health and Safety Surveillance	-.389***	.104	-.381	-3.742	.000
Health and Safety Committee	.476***	.119	.406	4.001	.000
Health and Safety Policy	-.061	.082	-.075	-.744	.459
Health and Safety Inspection	.243***	.077	.327	3.172	.002
Health and Safety Training	.125*	.067	.184	1.866	.066
R	0.55				
R Square	.302				
Adjusted R Square	.255				
F Value	6.41***				

Source: Survey Data, 2019

\*Significant at 10% level, \*\*Significant at 5% level, \*\*\*Significant at 1% level

According to Table (4.3), the specified model explains very well about the relationship between the Health and Safety Surveillance and safe work environment. The

significant value of Health and Safety Surveillance is less than 0.01. Therefore, the relationship of these independent variables on safe work environment exists at 99% confident interval. The standard coefficients (Beta) values indicate that independent variables have negative relationships. Therefore, increasing 1 unit standard deviation in Health and Safety Surveillance can decrease 0.381 unit standard deviation.

That is explain that employees of Zay Minn Company think Health and Safety Surveillance programs is acceptable but some surveillance programs is disturb their working environment. Safety surveillance programme is making many kind of monitoring programmes that make to decrease the participation in safety programmes. The employees think there is no need to make some activities and free voice to promote the safety practices because of the safety surveillance programs.

According to Table (4.3), the specified model explains very well about the relationship between the Health and Safety Committee and safe work environment. The significant value of Health and Safety Committee is less than 0.01. Therefore, the relationship of these independent variables on safe work environment exists at 99% confident interval. The standard coefficients (Beta) values indicate that independent variables have positive relationships. Therefore, increasing 1 unit standard deviation in Health and Safety Committee can increase 0.406 unit standard deviation.

The employees of Zay Minn Company believe that Health and Safety Committee programs is required and fit in their working environment. Health and Safety Committee promotes the safety measures in the company.

According to Table (4.3), the specified model explains very well about the relationship between the Health and Safety Policy and safe work environment. The significant value of Health and Safety Policy is greater than 0.05. Therefore, there is no relationship of these independent variables on safe work environment. The employees of Zay Minn company feel that Health and Safety Policy programs does not fit in their working environment. Some health and safety policy have to change.

It shows that Myanmar people are not seriously taking of health and safety policy. This is one of the problems that construction companies are facing in Myanmar.

According to Table (4.3) explains very well about the relationship between the Health and Safety Inspection and safe work environment. The significant value of Health and Safety Inspection is 0.002. Therefore, the relationship of these independent variables on safe work environment exists at 95% confident interval. The standard coefficients

(Beta) values indicate that independent variables have positive relationships. Therefore, increasing 1 unit standard deviation in Health and Safety Inspection can increase 0.327 unit standard deviation.

The Health and Safety Inspection program of the Zay Minn Company is fit in the organizational working environment. The employees feel that Health and Safety Inspection program is required and it can also promote the safety activities of Zay Minn Company. They believe that the inspection program can also protect them from dangerous situation in work place.

According to Table (4.3), the specified model explains very well about the relationship between the Health and Safety Training and safe work environment. The significant value of Health and Safety Training is 0.066. Therefore, the relationship of these independent variables on safe work environment exists at 94% confident interval. The standard coefficients (Beta) values indicate that independent variables have positive relationships. Therefore, increasing 1 unit standard deviation in Health and Safety Training can increase 0.184 unit standard deviation.

The Health and Safety Training program of the Zay Minn Company is fit in the organizational working environment. The employees feel that Health and Safety Training program is required and it can also promote the safety activities of Zay Minn Company. They believe that the training program can also protect them from dangerous situation in work place.

#### **4.3 Analysis on Effect of Safe Work Environment on Employee Performance**

According to Table (4.4), the specified model explains very well about the relationship between the Safe Work Environment and Employee Performance. The value of R square is 0.31 and adjusted R square is .286. The model can explain 28.6 percent about the variances of the independent variables and dependent variables. The significant value of Health and Safety Inspection is .005. Therefore, the relationship of these independent variables on Employee Performance exists at 95% confident interval. The standard coefficients (Beta) values indicate that independent variables have positive relationships. Therefore, increasing 1 unit standard deviation in Health and Safety Inspection can increase 0.311 unit standard deviation.

**Table (4.4) Impact of Safe Work Environment on Employee Performance**

Variables	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.905	.417		6.968	.000
<b>Safe Work Environment</b>	.31***	.107	.311	2.89	.005
R	.56				
R Square	.31				
Adjusted R Square	.286				
F Value	8.354***				

Source: Survey Data, 2019

\*Significant at 10% level, \*\*Significant at 5% level, \*\*\*Significant at 1% level

According to the results, Safe Work Environment is promoting the Employee Performance. The organization follows the Health and Safety measures for the sake of employee welfare and the organization avoided the condition that would threaten health and safety of the workers. Hence, the employees believe that organization is trying to create the safe work environment which increases their performance in work place.

## **CHAPTER 5**

### **CONCLUSION**

The study examined the perceptions of Occupational Health and Safety that affect the Safe Work Environment and Employee Performance at Zay Minn Co.,Ltd. The study specifically set out to; examine how employee views on Occupational Health and Safety Programs at Zay Minn Co.,Ltd; established the relationship between Occupational Health and Safety and Safe Work Environment and to find out how Safe Work Environment influences Employee Performance at Zay Minn Co., Ltd. This chapter outlines the summary, discussion, conclusion and recommendation based on the findings from the research study according to the objects.

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

The objectives of the study are to establish the impact of Occupational Health and Safety Programs on Employee Performance at Zay Minn Co., Ltd. Data was collected by using of structured questionnaires. The findings indicate that 80% of the respondents are male and 25 % of female are included in the respondents through it did not affect the findings of the study. This statement supports that the study was not influenced by gender imbalance. Employees at all level are involved in the study and the majority of employees have worked in the company between 1 to 5 years. Therefore, they had enough experience hence provide most reliable information on occupational health and safety programs in the organization.

The findings show, the majority of the respondents indicate that the company has occupational health and safety programs. Health and safety surveillance programs are carried out to become safe work place and reduce injuries. However, employees think some surveillance programs are not going well in work place and are not fit in the working environment. The study indicates that Zay Minn Co., Ltd has the health and safety committee at work place. Committee allows to participate the employees in the health and safety activities. Committee identifies the health and safety issues and makes some improvement. But, employees have a doubt to participate in safety activities and in solving the safety problems.

Zay Minn Co., Ltd made the Health and Safety Policy in work place in accordance with OSHA Act 2007. The respondents agreed that the safety policy can solve the safety issue in work place and accept their responsibilities in safety activities. However, the employees have the suspect on the handling the complaint of safety matter by policy and the transparency of safety policy for them. Health and safety inspections have been moderately improve in Zay Minn Co., Ltd. The inspection is carried out by experienced people and identified the hazards matters in work place. But, the company does not conduct regular inspections at the work place and explain the safety strategies and organizational goals.

Moreover, employees are like to participate in the safety inspection process. Health and Safety Training had been adopted in Zay Minn Co., Ltd. The respondents agreed that the company provided the proper training for employees to understand the working methods. The company also educated the employee healthy life style and explained the relevant laws and regulations. However, there is some weakness in sharing for health and safety provision and ongoing education programs on health and safety.

The study indicates that Health and Safety Programs effects on the Safe Work Environment. The respondents agreed that they have knowledge of health and safety practices in work place. The employee has the opportunities to concern and make suggestion about work place health and safety. The study indicates that the relationship between the safe work environment and employee performance is about 95 %. The majority of respondents agreed that performance play a vital role in the daily duties and responsibilities. The findings imply that employee performance is a vital at Zay Minn Co., Ltd with the special focus is on working pre-established goals and objectives, participation in evaluation of performance, setting of targets, identifying of work priorities and honesty.

After analyzing the data, there is positive relationship between Occupational Health and Safety Programs and Safe Work Environment. The more participation of employee in OHS programs, the more safety work environment become. The employee performance levels will be enhanced by safe work environment because there is positive relationship between them.

The study results support a positive relationship between Occupational Health and Safety Programs on Employee Performance in Zay Minn Company. Therefore,

Occupational Health and Safety Programs contribute to performance of employees at Zay Minn Co., Ltd.

## **5.2 Suggestions and Recommendations**

The intention for occupational health and safety programs, practicing in the company is to prevent and protect the employees from dangerous situation in work place. Work place and working environment should be planned to be healthy and safe for the employees. The health and safety programs of the company must be ensure to prevent occupational injuries, diseases and deaths during employees doing their job dealing with various levels or kinds of hazards due to nature of their work.

Education and training are major role components of safe work environment. Workers and employers must have awareness of the importance of establishing safe work environment. Trainers must train the employees in areas of special relevance to particular departments at Zay Minn Company, so that they can address hazard situation and locations. Information is vital for the implementation of effective health and safety programs. The collection and dissemination of accurate information on hazards substances and materials, surveillance of work places, monitoring of compliance with policies and good practices and other related activities are central to the establishment and enforcement of effective policies. Information is required for the prevention as well as the treatment of occupational injuries and diseases. It is also required for the effective health and safety policy, committee and inspection. Creating perception of safety workplace by emphasizing organization policies and practices has positive effect on employee performance. Occupational Health and Safety practices that are applied to increase the safety workplace environment can conclude with employee performance.

In case of occupational hazards arise at the work place; it is the responsibility of top management to ensure that the working environment is safe and healthy. This means that they must prevent and protect workers from occupational risks. The top management responsibility goes further to entail the knowledge of occupational hazards and a commitment to ensure that management processes promote safety and health at work.

Zay Minn Co., Ltd should set up a joint safety and health commitment that provide a valuable framework for discussion and for concerted action to improve safety and health. Cooperation in the field of occupational health and safety between

management and workers or their representatives at the workplace is an essential element in maintaining a healthy working environment. It may also contribute to the establishment and maintenance of a good social climate and to the achievement of wider objectives. The establishment of joint safety and health committee and worker's safety delegates is now common essential practice and can help to promote workers' active involvement in safety and health work.

### **5.3 Limitations and Needs for Further Research**

The impact of Occupational Health and Safety Programs on Safe Work Environment and Employee Performance were analyzed through a single model. Its effects on the workers' motivation and job commitment may be involved in further studies. The effects of Occupational Health and Safety on organizational commitment can also be investigated on the basis of sex, culture, both white and blue-collar type of job and payment. In addition, self-reporting techniques can be used to collect data. Since the study focused on one company, to be able to apply the study results to broader general population, the similar research studies can be further extended and carried out across other companies or industries with comparable characteristics, also to find out other associated variables related to Occupational Health and Safety on organizational commitment.

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## APPENDIX – I

### Questionnaires

Dear Sir/ Madam

I am a student from MBA program at Yangon University of Economics. I am doing thesis on "The Impact of Health and Safety Programs on Employee Performance at Zay Minn Co.,Ltd". The purpose of this survey is to collect the data about impact of Health and Safety Programs on Safe Work Environment and Employee Performacne. Please kindly help me out by answering the questions and it will take only 5 to 10 minutes. Your answers will be anonymous and all information will remain confidential.Thank much for your participation.

#### **Part (A): Respondents' Profile**

##### **1. Gender**

Male     Female

##### **2. Age**

18 to 25 years     26 to 35 years

36 to 45 years     46 to 55 years

##### **3. Education**

Master Degree     Bachelor Degree

Vocational Training

##### **4. Job Position**

Enginer/Technician     Management

Supervisor     Worker

##### **5. Year of Experience in Company**

Less than 1 Year     1 to 5 years

5 to 10 years

## Part (B): Occupational Health and Safety Programs

Please indicate the most appropriate response with the scale given below;

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

### 1. Health and Safety Surveillance

1	Health and Safety surveillance make your work place safe.	1	2	3	4	5
2	Health and Safety Surveillance programs reduce injuries in workplace.	1	2	3	4	5
3	Health and safety surveillance program carry out regularly in your workplace.	1	2	3	4	5
4	There is excellent health and safety surveillance in your working place.	1	2	3	4	5
5	Health and Safety surveillance program of the company is really suitable in your working place.	1	2	3	4	5

### 2. Health and Safety Committee

1	The organization has a health and safety committees in place.	1	2	3	4	5
2	Safety committee allows participation of employees in its activities.	1	2	3	4	5
3	Safety committees identify issues to be addressed and make improvements.	1	2	3	4	5
4	Employees are confident with the composition of the safety committee.	1	2	3	4	5
5	Safety committee can solve every health and safety problems in work place.	1	2	3	4	5

### 3. Health and Safety Policy

1	The company has a healthy and safety policy in place to solve the health and safety issue.	1	2	3	4	5
2	Health and safety responsibilities of the employees and employer are defined in the policy.	1	2	3	4	5

3	The health and safety policy complies with OSHA Act 2007.	1	2	3	4	5
4	The health and safety policy defines the procedure for handling complaints on health and safety.	1	2	3	4	5
5	The health and safety policy has been made available to all employees for transparency purpose.	1	2	3	4	5

#### 4. Health and Safety Inspection

1	Health and safety inspections identify dangerous substances in work place.	1	2	3	4	5
2	Health and safety inspection is carry out by experienced people.	1	2	3	4	5
3	The company conducts regular inspection at the workplace.	1	2	3	4	5
4	The inspection help in developing health and safety strategies and initiatives that are tailored to the organization specific needs.	1	2	3	4	5
5	Employees are involved in the inspection process.	1	2	3	4	5

#### 5. Health and Safety Training

1	Employees are provided with adequate training to understand proper working methods.	1	2	3	4	5
2	Company educated employees about a healthy work-style and life style.	1	2	3	4	5
3	Relevant laws and regulations are explained during training.	1	2	3	4	5
4	Information about safety and health provisions or outcomes is shared openly with employees.	1	2	3	4	5
5	There is an ongoing education programs on health and safety.	1	2	3	4	5

### Part (C): Safe Work Environment

Please indicate the most appropriate response with the scale given below;

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

#### 1. Safe Work Environment

1	I know how to perform my job in a safe manner.	1	2	3	4	5
2	I know what the necessary precautions are that I should take while doing my job.	1	2	3	4	5
3	Health and safety programs effect on the working environment.	1	2	3	4	5
4	I have enough knowledge to do my work safely.	1	2	3	4	5
5	I feel free to voice concerns or make suggestions about workplace health and safety at my job.	1	2	3	4	5
6	I feel safe at my work environment.	1	2	3	4	5

### Part (D): Employee Performance

Please indicate the most appropriate response with the scale given below;

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

#### 1. Employee Performance

1	My performance is evaluated relatively to the pre-established goals and objectives.	1	2	3	4	5
2	I am always punctual in my duty.	1	2	3	4	5
3	I have necessary ability and experience on my job.	1	2	3	4	5
4	I use my skills and knowledge to accomplish my tasks.	1	2	3	4	5
5	A better work environment will make me perform better at my job.	1	2	3	4	5

## APPENDIX – II

### Regression Analysis Result

#### Analysis on Health and Safety Programs on Safe Work Environment

##### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the estimate	Change Statistics					Durbin Watson
					R Square Change	F Change	df1	df2	Sig.F Change	
1	.55	.302	.255	.292	.302	6.41	5	74	.000	1.946

a.Predictors: (Constant), Health and Safety Training, Health and Safety Surveillance, Health and Safety Policy, Health and Safety Committee, Health and Safety Inspection

b.Dependent Variable: Safe Work Environment

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

Model	Sum of Square	df	Mean Square	F	Sig.
1 Regression	2.732	5	.546	6.41	.000
Residual	6.309	74	.085		
Total	9.041	79			

a.Predictors: (Constant), Health and Safety Training, Health and Safety Surveillance, Health and Safety Policy, Health and Safety Committee, Health and Safety Inspection

b.Dependent Variable: Safe Work Environment

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig
	B	Std.Error	Beta		
1 (Constant)	2.467	.728		3.388	.000
Health and Safety Surveillance	-.389	.104	-.381	-3.742	.000
Health and Safety Committee	.476	.119	.406	4.001	.000
Health and Safety Policy	-.061	.082	-.075	-.744	.459
Health and Safety Inspection	.243	.077	.325	3.172	.002
Health and Safety Training	.125	.067	.184	1.866	.066

a.Dependent Variable: Safe Work Environment

**Analysis on Safe Work Environment on Employee Performance**

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

Model	R	R Square	Adjusted R Square	Std. Error of the estimate	Change Statistics					Durbin Watson
					R Square Change	F Change	df1	df2	Sig.F Change	
1	.56	.31	.286	.322	.31	11.354	1	78	.005	1.876

a.Predictors: (Constant), Safe Work Environment

b.Dependent Variable: Employee Performance

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

Model	Sum of Square	df	Mean Square	F	Sig.
2 Regression	.867	1	.867	8.354	.005
Residual	8.091	78	.104		
Total	8.958	79			

a.Predictors: (Constant), Safe Work Environment

b.Dependent Variable: Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig
	B	Std.Error	Beta		
1 (Constant)	2.905	.417		6.968	.000
Safe Work Environment	.310	.107	.311	2.89	.005

a.Dependent Variable: Employee Performance