YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

THE EFFECT OF OCCUPATIONAL HEALTH AND SAFETY PRACTICES ON WORK MOTIVATION AND TASK PERFORMANCE OF EMPLOYEES AT DENKO PETROL STATIONS IN NAY PYI TAW

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EMBA II - 26
EMBA 18th BATCH (NAYPYITAW)

DECEMBER, 2022

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ACADEMIC YEAR (2019-2022)

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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 Effect of Occupational Health and Safety Practices on Work Motivation and Task Performance of Employees at Denko Petrol Stations in Nay Pyi Taw"** has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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DECEMBER, 2022

ABSTRACT

The objectives of this study are to analyze the factors influencing occupational health and safety practices on work motivation in Denko petrol stations and to analyze the effect of work motivation on task performance in Denko petrol stations. This study uses two sources of data: primary and secondary data. Primary data are collected from 125 respondents by using a census sampling method. Secondary data are gathered from textbooks, internet websites, and previous research papers. Descriptive statistics and regression analysis are used to analyze the collected data. Occupational health and safety practices includes work safety, management commitment on safety, safety policies and programs, plant and equipment/ personal protective equipment (PPEs), organizational hazards and health and safety training safety policies and programs. Based on the regression analysis, it is found that safety policies and programs, management commitment on safety and health and safety training have positively effect on work motivation. Work motivation has significantly positive effect on task performance. The study suggests that Denko petrol stations should focus on occupational health and safety practices concerning with the aspects of work safety, providing PPEs, and handling of organizational hazards at Denko petrol stations in Nay Pyi Taw for making high task performance. Denko petrol stations should provide new Personal Protective Equipment as the organization and should create a working environment where colleagues of employees take care of each other to work well.

ACKNOWLEDGEMENTS

First and foremost, I would like to express my sincere gratitude to Professor Dr. Tin Tin Htwe, Rector of Yangon University of Economics, for allowing me to complete this study as partial fulfillment of Master of Business Administration. I would like to express my sincere thanks to Professor Dr. U Tin Win, former Rector of the Yangon University of Economics for allowing me to accomplish this study.

And I would like to express my heartfelt thanks to Prof. Dr. Myint Myint Kyi, Program Director and Head of the Department of Management Studies at Yangon University of Economics for her guidance and instruction. Furthermore, I am deeply grateful to Professor Dr. Nu Nu Lwin, Pro-rector of the National State Academy in Nay Pyi Taw, for teaching and sharing her knowledge and experience. I would also like to give appreciation and thanks to Professor Dr. Thin Nwe Oo, Program Director of Nay Pyi Taw Campus and Department of Management Studies at Yangon University of Economics, for her teaching, valuable advice, comments, suggestions, and encouragement during all time in preparing this thesis.

And subsequently, I am especially indebted to my supervisor, Professor Dr. Hla Hla Mon, from the Department of Management Studies, Yangon University of Economics for her useful guidance. Furthermore, I am so grateful to all of the respectful teachers and faculty members of Yangon University of Economics Department of Management Studies for their valuable lectures, mentoring, and unwavering support during my studies.

I would like to convey my special thanks to authorized persons who helped and gave permission to conduct this study occupational health and safety practices of Denko petrol stations in Nay Pyi Taw and to each and every employee who participated in this research from Denko petrol stations in Nay Pyi Taw.

Finally, I would like to thank the respondents for their valuable time in answering this research survey questions. Furthermore, I would like to express my gratitude to all of my MBA 18th Batch (NPT) classmates for their incredible friendship, motivation, sharing of knowledge, and guidance.

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LIST OF ABBREVIATIONS

DNA	Deoxyribonucleic Acid
DPR	Department of Petroleum Resources
DWT	Deadweight Tons
JD-R	Job Demand-Resource
OHS	Occupational Health and Safety
OHSM	Occupational Health and Safety Management
OHSMS	Occupational Health and Safety Management Systems
OSH	Occupational Safety and Health
OSHMS	Occupational Safety and Health Management System
POS	Pump Operating System
POSS	Perceived Organizational Support for Safety
PPE	Personal Protective Equipment
SDT	Self-Determination Theory
SEM	Scanning Electron Microscopy
SEZ	Special Economic Zone
VIF	Variance Inflation Factor

CHAPTER 1
INTRODUCTION

As organizational efficiency directly depends on the well-being of employees, safety should never be an afterthought in the workplace. To achieve higher productivity in the workplace, workplace must be safety as an integral part of any organizational culture. Employees are attracted to a work environment which is free from injuries and accidents and employees are more satisfied and productive in that environment. For both employees and employers it is essential a safe work environment. Regardless of the size of a company workplace safety is essential. All companies, big or small, need to incorporate safety in their workplaces. Employees are safe and also industrial equipments are protected because safety measures are well-implemented. Employers have the responsibility and duty to protect their employees and keep them safe.

Workers expect to work in a safe environment which is their fundamental human right. Individuals, families as well as the communities are affected by occupational health issues at their work. Alli (2008) defined Occupational Safety and Health (OSH) as the science taking into consideration the risk of hazards from the workplace and its anticipation impact on workers' health and general well-being. The standard of occupational health and safety available at any work place is the main determinant of workers' health (Mostafa & Momen, 2014).

Management commitment on safety refers to managers' demonstrated value of and commitment to workers' physical safety and is the most important dimension of safety climate in that there are a known leading indicator of worker safety behaviors, and injuries in a wide variety of jobs, and in hospital workers specifically (Gershon et al., 2000). Occupational Safety and Health Practices are the strategies, policies, activities and procedures that are implemented by the organization targeting safety of their employees (Vinodkumar & Bhasi, 2010). Occupational Safety and Health Practices include many safeties related components which are management commitment, safety training, workers' involvement, safety rules and procedures and safety promotion policies. All levels inside the management should commit inside and demonstrate their support of the safety and health program to make the safety management effective (Al-Rejal, 2016).

Health, safety and environment, a multidisciplinary field that provides standard guidelines for maximizing the production in integration with improving health and safety

standards of employees and keeping in view the environmental safety. In general, management system of health and safety provides the guidelines and the techniques for identifying the different types of hazards, management of the risk control and most importantly provides the tools for reporting any incident or accident. Health and safety guidelines or policies and programs can be implemented in any business in any part of the world. Health and safety management system provides the basis for making any business successful as a whole. There are several requirements that need to be carried out not only to protect the personnel from any harm, but also for the sustainable development and success of any business.

Employees are important resource in a company which contributes to every company's activity. If there is an obstacle when they are working, it can affect their performance. Job performance is a work achieved by a person in carrying out the tasks assigned to this person based on skills, experience, and sincerity and time. Job performance can be affected by several factors. While working, it is important for the employee to feel safe and comfortable with their working environment. The feeling of safety and comfort in a work place can be affected if there are health and safety insurance (Putri et al., 2018).

As the different petroleum products the attendants dispense at filling stations are flammable even at low temperature, there is always a risk of fire outbreak or explosion if a source of ignition is present. In the times of exposure to hazards cannot be engineered completely out of normal operations or maintenance work, and safe work practices and other forms of administrative controls cannot provide sufficient additional protection, the use of protective clothing or equipment called personal protective equipment (PPE) will be a supplementary method of control. To control hazards PPE may also be appropriate. Therefore, the hazard can be reduced or eliminated through the administrative control or by using PPEs, or in other case through the combination of the described controls. An important safety measure which should be common practice among petrol stations attendants to safeguard inhaling the fumes of the volatile liquids is the use of personal protective equipment (PPE) (Johnson & Umoren, 2018).

The potential of causing adverse health effect to a person is in the working situation that can have a hazard which is one of the physical factors that are extremes of temperature depending on the season. Exposure to excessive heat can lead to heat stress which may result in adverse mental and physical effects such as anger, depression, dizziness and reduced performance. Exposure to loud sounds and distracting noise levels

from vehicles which could lead to irritability physical stress and decreased hearing acuity can affect the health of petrol stations attendants. The risk, harm, or danger that an individual is exposed to at the workplace is occupational hazard, whereas occupational diseases result from such exposures to the individual. During work periods, workers are prone to face with a variety of hazards almost as numerous as the different types of work, including chemicals, biological agents, and physical factors. These are responsible for a variety of health consequences (Aliyu & Shehu, 2006).

When forming of a company, it is necessary to make the documents of the goals of safety, safety programs, policies, plans and procedures. Employers must have fully committed into the safety training program to teach their employees to handle risks (Hossain et al., 2012). A company's management is responsible for most of safety issues in the organization because they have control over of the available resources. Company should provide the training to all levels of employees. Through training, employee can improve their knowledge, behavior and skills. Training must be followed by a program based on a goal-setting and performance feedback. The training programs should encompass the topics such as promotion of safety, accident prevention, safety practices and compliance, personal protective equipment, accident and emergency response, workplace hazards and worker involvement (Hamid, 2015). All the worker needs to be given appropriate types and adequate amount of the safety training in order to raise safety awareness to face daily hazards, risk and danger in their workplace.

Employee motivation, a key to an organization's success is the level of commitment, energy and innovation that a company's staff holds during the working day. Companies experience reduced productivity, lower levels of output if there is not employee motivation and it is likely that the company will hesitate to reach its important goals. A problem for many companies is about maintaining and improving motivation in the workplace, as not every task will be interesting. Therefore, businesses must find the ways to maintain their employees' engagement. Employees need to be properly motivated and satisfied in their jobs in order to achieve organizational objectives and to perform well (Bexheti & Bexheti, 2016).An increase in work productivity is caused by the increase in employee motivation. However, low productivity is the result of the fact that employees do not feel motivated and could even lead to a turnover of employees (Rijamampianina, 2015). Incentive is a form of award given to employees related to employee contributions in achieving the company's goals which can be done as an effort to stimulate the morale of employees. The company will provide the greater incentives if

the performance of employees is higher. Providing incentives will cause the employee's level of performance to be maximized. Similarly, with the motivation of employees such as the discipline of entering work, the spirit in work will lead to optimal employee performance (Setiadi, 2021). Employee motivation plays an integral part in job satisfaction and employee work performance. It is crucial for petrol stations to increase their awareness and understanding of current levels of employee motivation petrol attendants are experiencing. It is essential for employers at petrol service stations to understand their employees' current level of motivation employees are experiencing to ensure job satisfaction by giving health and safety in working environment. Petrol stations attendants have regular interaction with customers and must therefore remain friendly and polite to customers, even in the busiest and stressful of times (Du, 2016).

The extent to which employees are motivated in their work depends on how well those employees are able to provide output in their job having a positive effect on quality performance. Employees with a high level of motivation show a higher work and life satisfaction. Having a high level of motivation is valuable for employees and a decrease in motivation might affect employees negatively. The motivation makes high level of initiative and creativity of the employee and where monitoring is difficult. Motivation is therefore extremely important for ensuring high quality performance. Performance which focuses on output quality and quantity and employee productivity (Wanous & Reichers, 2000). Context performance includes volunteering for activities which may not be part of specific job responsibility. For instance, employees may provide extra effort to complete tasks, cooperate with other employees, and obey organizational rules to support organizational objectives. On-the-job work experience or informal learning is essential to provide employees with knowledge and skills of the job (Jusoh & Lim, 2008).

Informal learning in an orientation program is positively correlated with improvement in performance and enhanced organizational goals. Through an effective orientation program combined with informal training, a mutually beneficial relationship can emerge between the new employee and the organization improving levels of performances on both ends.

Denko Petrochemical Management Company Limited is one of the top 3 fuel supply corporations in the Federal Republic of Myanmar with a wide petrol distribution network throughout the country. Denko Corporation is also the main Diesel importer in Myanmar. Denko Group has 85 petrol stations and over 40 petrol stations are in the process of construction stage. There are six Denko petrol stations in Nay Pyi Taw.

1.1 Rationale of the Study

Occupational Health and Safety in an organization is paramount as it helps reduce the cost incurred at the time a worker has been injured, is sick or has died due to occupational diseases or injuries. When an occupational injury or disease occurs, the employer will cost both direct and indirect expenses. For instance, some of direct cost are compensation to the injured worker, repair of the broken machine, payment of unlabored work among others while replacement of the injured worker, training of a worker to replace the injured, reduction in output is some of the indirect cost that an employer has to pay. The employer, workers and the unions should be committed to health and safety to ensure that workplace hazards are reduced, records of injuries, car accidents and deaths because of occupation diseases or injuries are well kept, risk assessments are carried out and finally it ensures that there is an effective occupational health and safety committee that incorporate individuals from all sectors.

Every business has safety risks that could impact employees if it is not managed efficiently. These types of safety risks are under the term of occupational safety. Occupational safety concerns with all aspects of physical, mental and social health and safety in a workplace. It is the protection for company's efforts to prevent injuries and hazards in all work environments. Every industry can cause various kinds of safety hazards to its employees. The spectrum of possible occupational safety risks differs from severe and immediate physical dangers to milder hazards. Occupational safety covers the risk factor in the workplace, and potential safety hazards that could possibly cause injury. Occupational Health, on the other hand, relates to potential health concerns and wellbeing. Safety has to be considered as an employee's physical well-being, and health as everything else, including mental health.

Occupational safety and health system with effective and efficient framework for the workforce can help minimize and prevent workplace accidents, injuries, hazard, medical illnesses and death. Petrol stations attendants face with several hazards and health problems while working. Petrol stations attendants are workers who have to dispense premium motor spirits and other petrochemical products commonly sold at filling stations. These workers are exposed to several hazards in their workplaces, which could be physical or chemical (Johnson, 2018). The petrol attendants are exposed to several occupational hazards which may limit their efficacy, efficiency and productivity. The safety of people and protection of the environment are major factors at

petrol filling stations. The Petrol Service Stations also provide vehicle services like a car wash, and food outlets for its customers, thus attracting massive employment of staff and customers. However, these staff and customers are at risk of hazards such as fire or explosions because petroleum products release toxic volatile and flammable gases that can easily give off even at low temperatures.

In 2010, Denko started renovating and modernizing government-owned petrol stations and Denko quickly became one of the most recognizable brands in the market. It runs 29 operational and 11 planned international-quality petroleum stations strategically located in urban areas and along major highways throughout Myanmar. Denko always imports and distributes in clean, tested and standardized diesel and high-octane fuel products. In addition, every station is equipped with advanced pay-at-pump POS systems and integrated convenience stores. Denko organizes to equip its stations with car-wash and vehicle maintenance services, making Denko stations Myanmar's one-stop-shop for drivers as more cars enter the road. As Denko is a leading petrol company which extends its stations throughout Myanmar, this study is carried out to study the occupational health and safety practices of Denko petrol stations.

1.2 Objectives of the Study

The objectives of the study are:

(1) To analyze the factors influencing occupational health and safety practices on work motivation in Denko petrol stations;

(2) To analyze the effect of work motivation on task performance in Denko petrol stations.

1.3 Scope and Method of the Study

This study mainly focuses on the occupational health and safety practices among petrol service stations pump attendants of Denko petrol stations in Nay Pyi Taw. Both primary and secondary data are utilized to conduct this study. Structured questionnaire with 5-point Likert scale is developed for primary data collection. The sample size is 125 respondents from 6 Denko petrol Stations located in Nay Pyi Taw by using census sampling method. Descriptive method and multiple regression method are used for data analysis. Survey period is started in August 2022 and it takes one month. Secondary Data are collected from previous research papers, textbooks, websites, and other related information resources from the Ministry of Energy.

1.4 Organization of the Study

This paper is organized into five chapters. Chapter one is introduction including rationale of the study, objectives of the study, methodology and sources of data, scope and limitation of the study and organization of the paper. Chapter two is literature review providing theoretical background the study. In chapter three profile and practices of Denko petrol stations in Nay Pyi Taw are presented. Chapter four consists of the analysis on the effect of occupation health and safety practices on work motivation in Denko petrol stations. Chapter five entails conclusion which includes findings and recommendations drawn from the findings.

CHAPTER 2
LITERATURE REVIEW

This chapter presents concepts of occupational health and safety, occupational health and safety practices, work motivation, task performance, previous studies and conceptual framework of the study.

2.1 Concepts of Occupational Health and Safety

The importance of worker health and safety has been acknowledged and documented early in the mid 1500 century (Jensen, 2005). However, the issues of the health and safety of workers became more pronounced during the industrial revolution. The industrial revolution has led to the introduction of many labor-saving devices and different working methods. During this era, workers were negligent and inexperienced in the use of working equipment. However, due to the little or no experience in the use of these tools or devices, the workforce experienced a high rate of occupational accidents, injuries, illnesses and deaths. According to Jensen (2005), many workers worked under pressure to meet demands and satisfy employers. The increase in the rates of occupational incidences and accidents necessitated the attention to health and safety including worker safety behavior (Zohar & Luria, 2003).

Accordingly, occupational health and safety ensures access of all workers to preventive health services. Occupational health and safety further links occupational health to primary healthcare, and improves the knowledge base for action on protecting the health and safety of the workers. Furthermore, it promotes the health of workers and establishes linkage between health and work. Hence, OHS aims at procedures and processes that enhance positive workplace, as well as those that protect, preserve and promote the health, safety and well-being of the workers both at and off work. It becomes central to the total improvement of the working conditions for employees and any individual or group of individuals associated with work and the work environment (Alli, 2008).

OHS represents an important strategy that ensures the prove health, safety and well-being of workers. It further improves the productivity goals of both large and medium scale organizations (Songstad et al., 2012). Besides, it makes healthy workers become better motivated, enjoy better job satisfaction and contribute to yielding higher

return on investment through productivity and service delivery (Gilbreath & Karimi, 2012). Therefore, OHS enhances the overall quality of life of workers, their families, the organization and the society. Employees are morally obliged to protect their own health and safety by complying with workplace safety rules and regulations including other measures (Clarke, 2008).

2.2 Occupational Health and Safety Practices

Safety and health at the workplaces have become a critical and a broad element of business viability for employers. Everyone at the workplace is responsible legally for health and safety according to the OSH legislation. It is necessary to consider safety and well-being of employee in the organization in order to boost productivity; hazards must be reduced or eliminated because it negatively impacts employee productivity and commitment which in return affects organizational profitability. Human resource is very important in the success of organization because most of the problems in organizational structure are human and social instead of physical, technical or economic. Ignorance of this fact can create many losses to the organization. Job performance is the aggregated financial or non-financial value added by the employees to fulfill both directly and indirectly to the organizations' objectives (Motowildo & Borman, 1993). The success of implementation of safety and health management system needs commitment of management in order to reduce the risk of injury and illness (Akpan, 2011).

Improving employee productivity and occupational health and safety (OHS) have been an important part of interest of industry especially in developing countries. Occupational Health and Safety Management Systems (OHSMS) have been a combination of the planning and review, the management organizational arrangements, the consultative arrangements, and the specific program elements that combine in an integrated way to improve health and safety performance. Efficient use of both communication and information networks in enterprises helps with reducing number of accidents and improves the perception of workers as regards management's commitment for OHS (Gyekye & Salminen, 2007).

Health and safety policy and procedures are a portion of efficient health and safety management. General health and safety policies describe the management's willingness to provide the workers with a healthy and safe workplace (Christian et al., 2009). In general, companies should invest in practices which can reduce occupational accidents in order to improve their safety performances. This idea is supported by the fact that such

companies focus on safety in their daily operations and working methods which experience lesser number of accidents and decrease relevant costs.

(a) Work Safety

From the employees' perspective, a favorable safety climate implies that everyone has to take own responsibility of working in a safe manner and also help each other to perform the work tasks in a safe way. In other words, the term safety climate refers to procedures, practices and the perception of policies at the workplace. The perception of safety behavior includes the individual's perception of their participation and compliance in combination with the leadership when improving the workplace. It is important to ensure the employee's participation in the safety work as it affects safety considerably. The perception of safety behavior is largely affected by how the management communicates safety concerns and attitudes, which again stresses the importance of leadership for creating safety. The term safety climate refers to the procedures, practices and the perception of policies at the workplace (Hedlund et al., 2010). Clarke (2006) defines safety climate in correspondence with the frame of references of the behavior and attitudes of individuals and groups of employees, and she further argues that the safety climate will affect the employee's accident involvement.

(b) Management Commitment on Safety

Management commitment on safety, active involvement and participation in safety and consistent enforcement of safety policies are associated with positive safety outcomes such as positive perceptions of safety climate and reduced levels of risk-taking behaviors (Gilbreath, & Karimi, 2012). Moreover, management commitment on safety is associated with reduction in violations of safety regulations, lower levels of self-report incidents and higher levels of learning from safety events (Bergh et al., 2013). Moreover, leader support for safety and openness to safety suggestions is also associated with higher levels of employee willingness to raise safety issues, lower levels of report injury rates, higher levels of satisfaction with the organization and can lead to a long-term improvement in safe working practices (Dollard & Bakker, 2010). Additionally, management commitment affects workers' safety perceptions and behaviors. An important determinant of safety is trust in management as it strengthens perceptions of a positive safety climate and employees' motivation to work safely, and lessens accident involvement and injuries.

Organizational safety communication that is open leads workers to demanding workplace safety policy, safety training, setting safety goals, encourages immediate

accident reports, helps others to conduct safety inspections, and prioritize safety matters at meetings (Shen et al., 2015). Good safety communication focus not only to promote and protect the workers but to also give them capacity and voice to contribute effectively to their safety promotion.

(c) Safety Policies and Programs

Every employer is legally and morally required to institute measures (safety measures) that provide conducive, safe and healthy working environments for their employees (Lerssi-Uskelin et al., 2014). An organization with high attention worker health and safety reduces or eliminates compensation claims among others, while promoting economic growth to the workers, and the organization (Clarke, 2008).

There are lots of practical safety measure activities employers can integrate into their workplaces for the health and safety of their employees. These measures range from instituting OHS policies, establishing workplace safety committees to supervise and enforce compliance of the policies to providing safety training and education, safety facilities, PPE, and pre-and-on-the-job medical screening and services. The effects of these safety measures are interdependent. For instance, instituting worksite safety policy (Dwomoh et al., 2013) or providing PPE without enforcing the policy to increase compliance or supervising workers to wear the protective things, will have no or very little effect (Clarke, 2008).

(d) Plant and Equipment/Personal Protection Equipment (PPEs)

Workplace safety facilities and devices include movable and stationary or permanent facilities whose presence or otherwise affects the health, safety and well-being of the workers (Clarke, 2008). Health and safety facilities and devices at a typical workplace be more prone to making may include bathing and hand washing facilities with a regular running water, cloth storage facility, eating facility and firefighting devices (Rickie & Sieber, 2010). They believe that provision of needed safety devices and positive interaction with and among health workers caused the reduction in the number of self-reported needle stick injuries.

(e) Organizational Hazards

Petrol stations are the places which are busy with lots of vehicle and pedestrian traffic. The petrol stations also store and dispense large amounts of hazardous substances,

especially flammable substances such as petrol, diesel and liquefied petroleum. It is very important to have good systems and processes in place for making sure people stay healthy and safe**.** Although most workers may never face any serious adverse health effects from workspace exposures, all types of work have hazards. These hazards can have short – and long – term health consequences, and every effort must be made to prevent and control work- related illness and injury (Lundy & Janes, 2016**).** The gas stations attendants expose to numerous risks and health hazards from the environment of gas stations. Those hazards should be considered harmful to the health status of these workers. The risks are contacting with fuels and other chemical products, remaining close to fuel pumps, noise, heat, cold, risk of being run over, robbery, repetitive movements, standing for long hours, and working overload due to the different functions they perform **(**Cezar-Vaz et al., 2012). Petrol stations workers are at high risk of toxic gases because they have to inhale the gas of petroleum products. Depending on the age, physical activity, smoking, pre-existing medical condition of the exposed person, amount of adipose tissue are varied individually, genetic variation in benzene-activating and detoxifying enzymes, DNA healing capacity, and several growth-regulatory soluble mediators (Fayed et al., 2017). Occupational and environmental health practices are the specialty practices focusing on the promotion, prevention, and restoration of health in a safe and healthy environment. The practices include the prevention of adverse health effects from occupational and environmental hazards. It provides for and delivers occupational and environmental health and safety services to workers, workers populations, and community groups (Lundy & Janes, 2016).

(f) Health and Safety Training

Safety training or educating workers on the safe work procedures is one of the critical means of protecting and promoting their health and safety (Ansah & Mintah, 2012). Strong health and safety training programmers reduce worker turnovers and increase compliance with health and safety requirements (Wilkins, 2011). Workplace safety training is sparsely available to many workers, and it disadvantages younger workers, women and less experienced workers (Smith & Mustard, 2007).

The increased injury rate among young workers may be the lack access to safety training which they further believe affects the workers' safety behaviors (Okoye & Aderibigbe, 2014). Workers report a lack of safety training about hazards than employees who receive safety training (Waehrer & Miller, 2009). Thus, safety training becomes a

significant factor in determining work related injuries. For example, training workers in the appropriate use of PPE in advance of their need is strongly advised (Tsung-Chih et al., 2007). Training given on time is also likely to provide adequate preparation for workers requiring the use of such PPE (Tompkins & Kerchberger, 2010).

2.3 Work Motivation

Work Motivation is defined as the human drive to work in order to gain rewards from that work, whether those rewards be physical, emotional, social or monetary. Work motivation differs according to age, individual psychology and is often related to ability and environmental factors. For instance, some people work specifically for money while others work because they love the work, the mission of the company or other intrinsic reasons.

Motivational factors deal with job satisfaction and self-growth. These factors include; an achievement which refers to the feeling of attaining success in a difficult task; recognition which is about when employees receive compliments or rewards for a job well done or achieving goals that may have been set by the employer; the work itself and this factor considers whether the work has a positive or negative impact on the employees and this impacts satisfaction and dissatisfaction of employees; responsibility which means being given authority and freedom to make decisions and taking on more tasks; advancement is referred to as moving upward in the workplace and promotions and an increase in opportunities in the workplace (Alshmemri et al., 2017). These motivational factors aid in gaining an understanding of how employees would like to be satisfied in their job and allow them to increase their work performance.

Understanding of the motivational factors' petrol attendants relate to how to increase their job satisfaction. Employee motivation is believed to be important in attaining high levels of success on a task (Van et al., 2020). Effectiveness amongst employees can be created in the work environment if employee motivation is guided in the right direction in a timely manner. Employee motivation not only helps employees better themselves but also can increase productivity in the workplace. It is also believed that if staff is motivated in the right way and if they are experiencing the right levels of motivation this can help the company in reaching organizational objectives (Bexheti & Bexheti, 2016). Motivation is an important factor for employees and if there is an increase in motivation, productivity will increase as well as efficiency. The performance of an

employee is said to correlate with motivation and therefore if an employee is performing well that means they are satisfied with their job (Darma & Supriyanto, 2017).

Motivation can be attained through the recognition of work that is done well as well as rewards and opportunities for promotions (Jaiswal et al., 2017). Incentives tend to motivate employees more and that employees are more concerned with the motivational factors. It is believed that employees that are well motivated and satisfied in their jobs tend to work better thereby allowing customers to have a better experience and thus gain customer loyalty (Bexheti & Bexheti, 2016). Therefore, it is important to understand the different ways employees can be motivated and how they feel about motivation. This will assist in increase employee's performance and productivity in the workplace.

To motivate people in the workforce, a positive reinforcement is often used to create a positive consequence and thus increase the frequency of the desired behavior (Dipboye et al., 1994). Positive reinforcement will have the best effects when disposed at an irregular basis so the workforce will not be able to know when to expect the incentive, therefore they will be more alert the whole time. Negative reinforcement involves the removal of a negative consequence, such as critique, also in order to increase the frequency of the desired behavior

Other ways to motivate employees to do what is desired is to use punishment when they are not behaving in a satisfying way. To encourage people in the work force, external motivational factors are often used. That is necessary for some employees to strain themselves to work hard and do a satisfying job, while for other employees it is crucial for them to overcome their aversion to do a difficult or tedious work task (Merchant & Van, 2017).

2.4 Task Performance

Task Performance refers to how a person does a given task. Task performance is evaluated as response time, or it could be measured as accuracy. Task performance also refers to quantify someone's performance on a task. The speciation of task actions is the crucial element which is used to measure the task performance of the employee. The employees must attain all the specifications of the task to accomplish it successfully. Task performance is the behavior that is directly linked to completion of the job. Task related behaviors mainly concern with the technical core of the organization. Behavior in the domain of task performance is usually accepted as a formal requirement of an individuals' job. Job description often explicitly specifies the job holders must perform

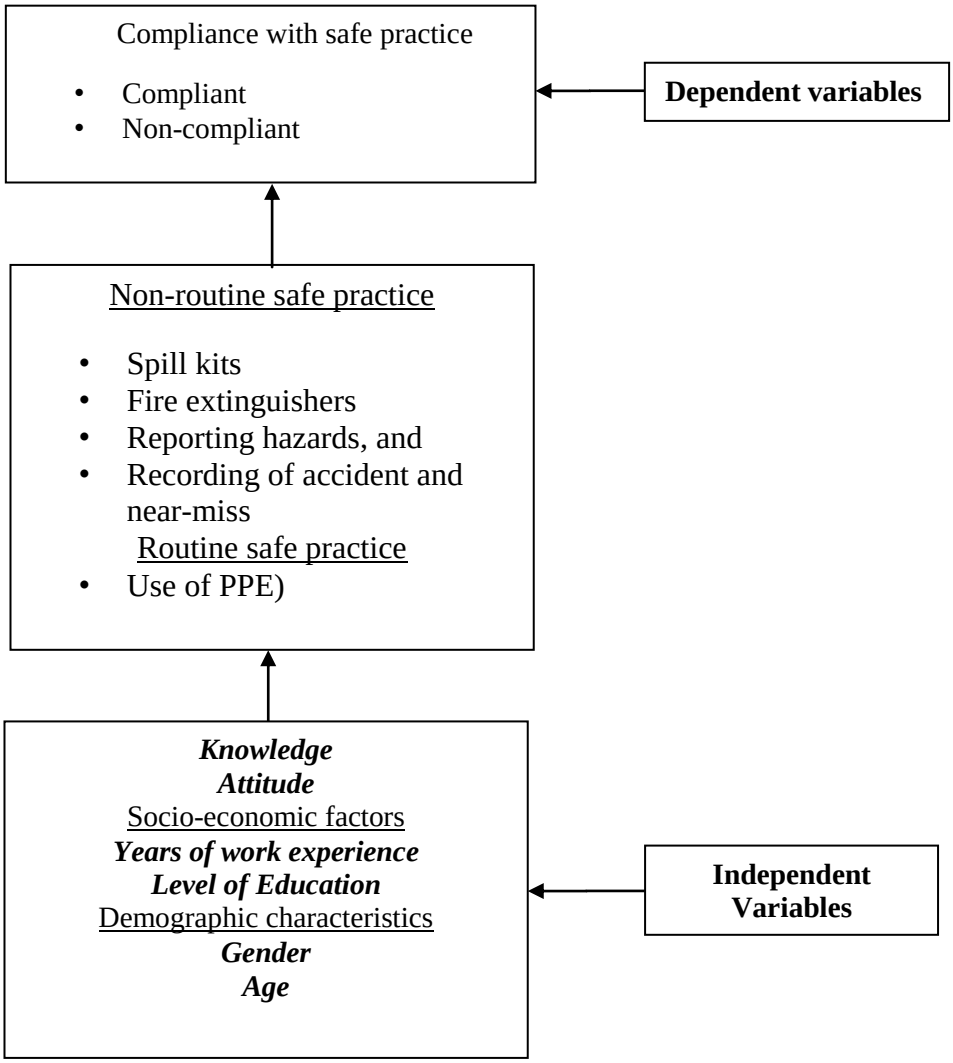
these activities. Performance is critical for organizations as employees' performance leads to business success and it is important for individuals as achieving tasks can be a source of satisfaction (Muchhal, 2014).

To better understand effectiveness on jobs, it is paramount to learn about links between job performance, people, and situation factors. Job performance is a very significant factor influencing profitability of any organization (Bevan, 2012). Job performance can be defined as behaviors or activities that are performed towards accomplishing the organization's objectives (Motowidlo et al., 1998). Performance is the outcome of work of a person or group in an organization at a particular time which reflects how well the person or group meet the qualification of a job in a mission of organization's goal achievement. Many factors could influence the employee's job performance including equipment, physical work environment, meaningful work, standard operating procedures, rewards for good or bad systems, performance expectancy, feedbacks on performance, in addition to knowledge, skills and attitudes (Stup, 2003). The physical work environment can impact task performance.

2.5 Previous Studies

Kakwi (2020) conducted research "Compliance with Occupational Safety Practice among Petrol Stations Pump Attendants in Kaduna State, Nigeria". The objectives were to assess the compliance levels with safe practice, to establish pump attendant's knowledge and attitude on safe practice and to determine the factors associated with the compliance rate. The study used a cross-sectional survey design. Two-stage cluster sampling technique was adopted to select 27 filling stations, of which, 212 petrol pump attendants were interviewed as respondents. Data were collected using an interviewer-administered questionnaire. Descriptive statistics including percentages and frequencies were utilized in summarizing the data. Findings of the study showed that the level of compliance with safe practices in terms of fire extinguisher usage (76.9%) and use of PPE (77.8%) was good. However, other safe practices had been neglected. Knowledge about using PPE (92%), fire extinguisher (99.1%), and the use of spill kits (64.6%) was good. Pump attendants also had a positive attitude towards compliance. Inferential analysis revealed that level of education, work experience and attitude are the best predictors for compliance with safe practice.

Figure (2.1) Conceptual Framework of Kakwi



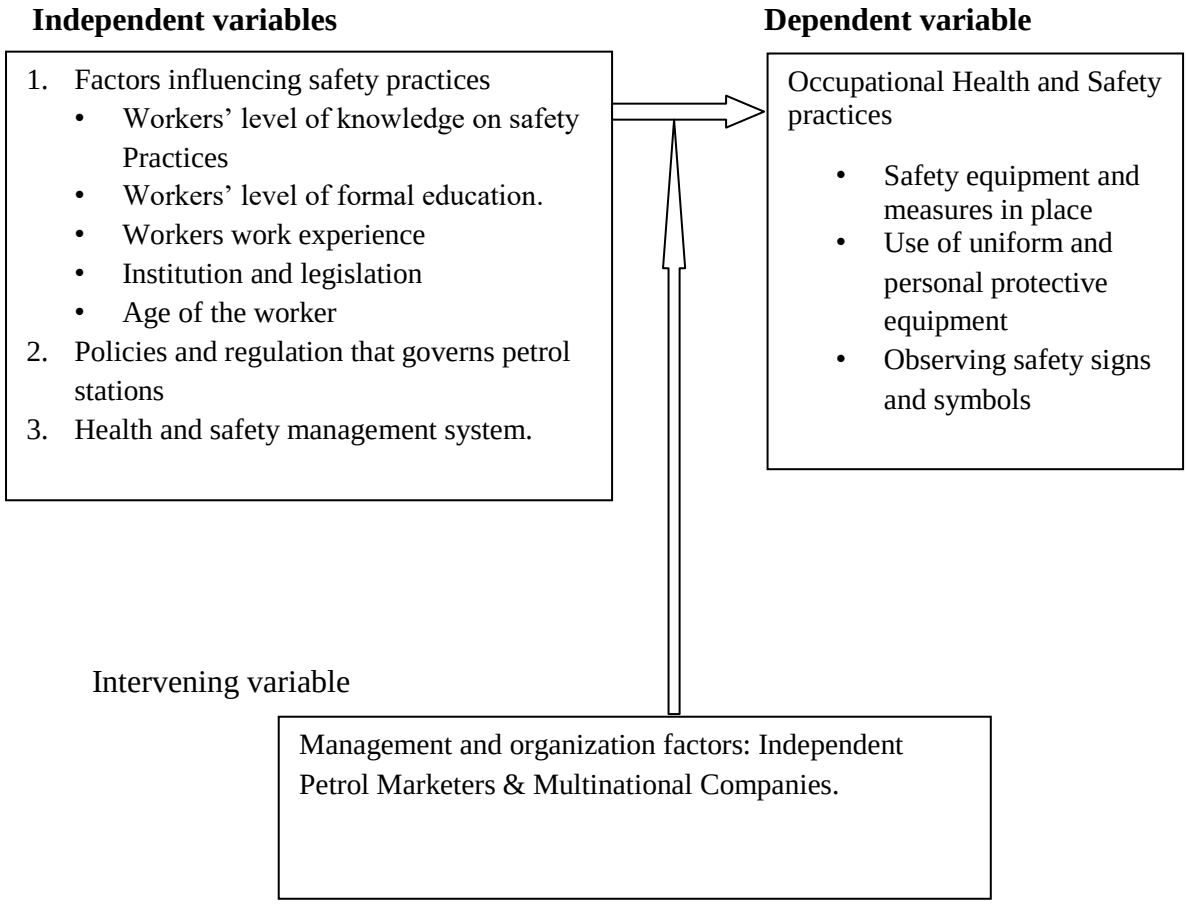
Source: Kakwi (2020)

Therefore, the study concluded that pump attendants had a good knowledge and a positive attitude regarding safe practices, but recommended that education and training of pump attendants should be prioritized in order to improve compliance rate which was found to be poor. Department of Petroleum Resources (DPR) should enforce the adoption of safety regulations in order to improve compliance by both managers and pump attendants.

Another study "Occupational Hazards Awareness and Safety Practices among Petrol Service Stations Workers in Nakuru County, Kenya" was made by Kyalo (2020). This research highlighted gaps in safety practices as well as factors that influence these practices in order to come up with appropriate information for health hazard control interventions. The research focused on one hundred and ninety-two (192) petrol stations

workers picked randomly from purposively selected 32 petrol stations in Njoro, Molo and Nakuru Municipality to give a desired sample size. The respondents were proportionately drawn from dispensing pump section, car servicing bay and front office section.

Figure (2.2) Conceptual Framework of Kyalo



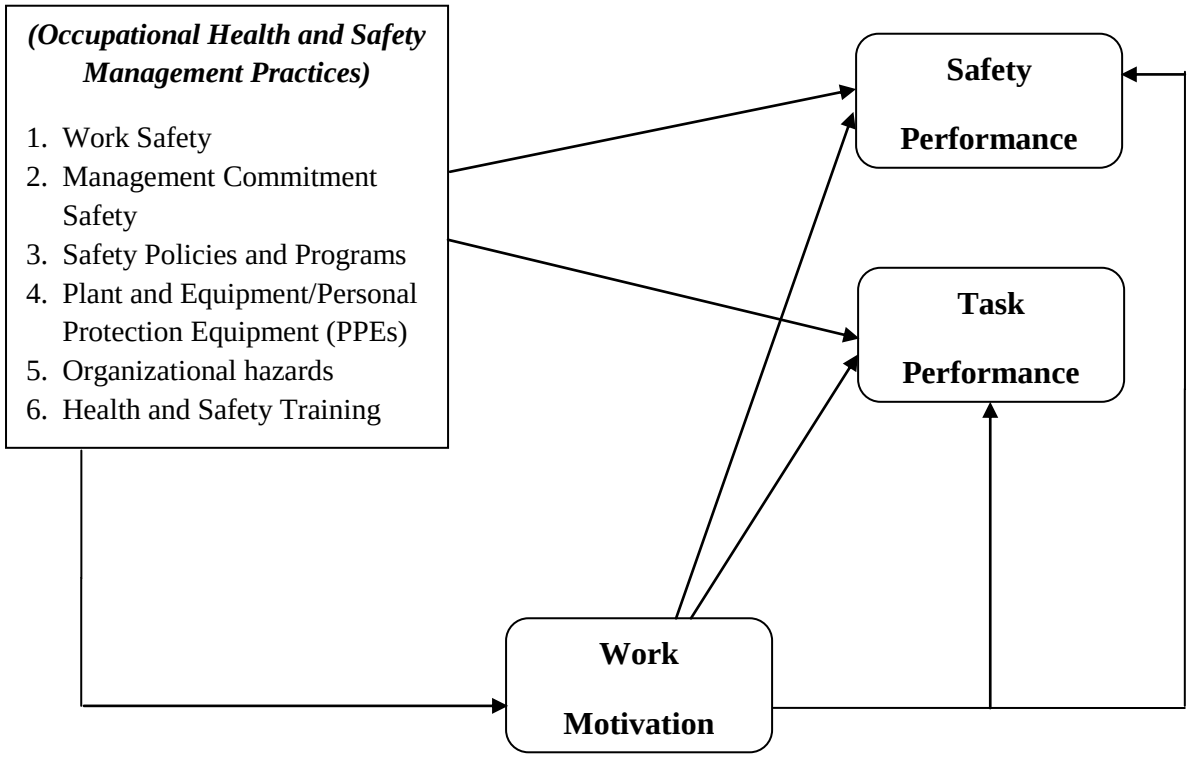
Source: Kyalo (2020)

Findings of the study described that 60% of the respondents stated that employer provided PPE, out of which the commonest being Aprons/overall (99.1%) while the least being face mask (16.7%). However, from observations, only 12, (6.7%) of the respondents wore PPE at the time of the study commonest being Aprons/overall (99.1). Safety sign "No smoking" was observed in all petrol stations as opposed to other safety signs, "turn off engine," "switch off phone" and "use of recommended container". About 48.3% had undertaken safety training, 70% of the stations had emergency response plan while 90% of the accidents were caused by fuel splash to skin. From the findings of the study, the conclusion was that there was low use of PPE among petrol station workers as operations were done without appropriate attire even by those who said had. Whereas the safety training among the staff and management is necessary, supervisors should also

carry our use of safety equipment and instigate disciplinary actions against non-compliance where necessary. The study recommended petrol stations to embrace Occupational Safety and Health Management System (OSHMS) which aimed at reducing the operations mistakes, cost of correcting problems and level of risks while ensuring compliance with laws.

Nkrumah et al. (2021) investigated research "Improving the Safety–Performance Nexus: A Study on the Moderating and Mediating Influence of Work Motivation in the Causal Link between Occupational Health and Safety Management (OHSM) Practices and Work Performance in the Oil and Gas Sector". In this study, the concepts of the job demand-resource model (JD-R), self-determination theory (SDT), and perceived organizational support for safety (POSS) theory were adopted to develop a holistic conceptual model that seeks to unravel moderating and mediating effects of work motivation on the causal link between OHSM practices and work performance in the oil and gas sector.

Figure (2.3) Conceptual Framework of Nkrumah et al.



Source: Nkrumah et al. (2021)

The study measured OHSM practices from six distinct safety dimensional perspectives and work performance using a two-dimensional distinct construct that

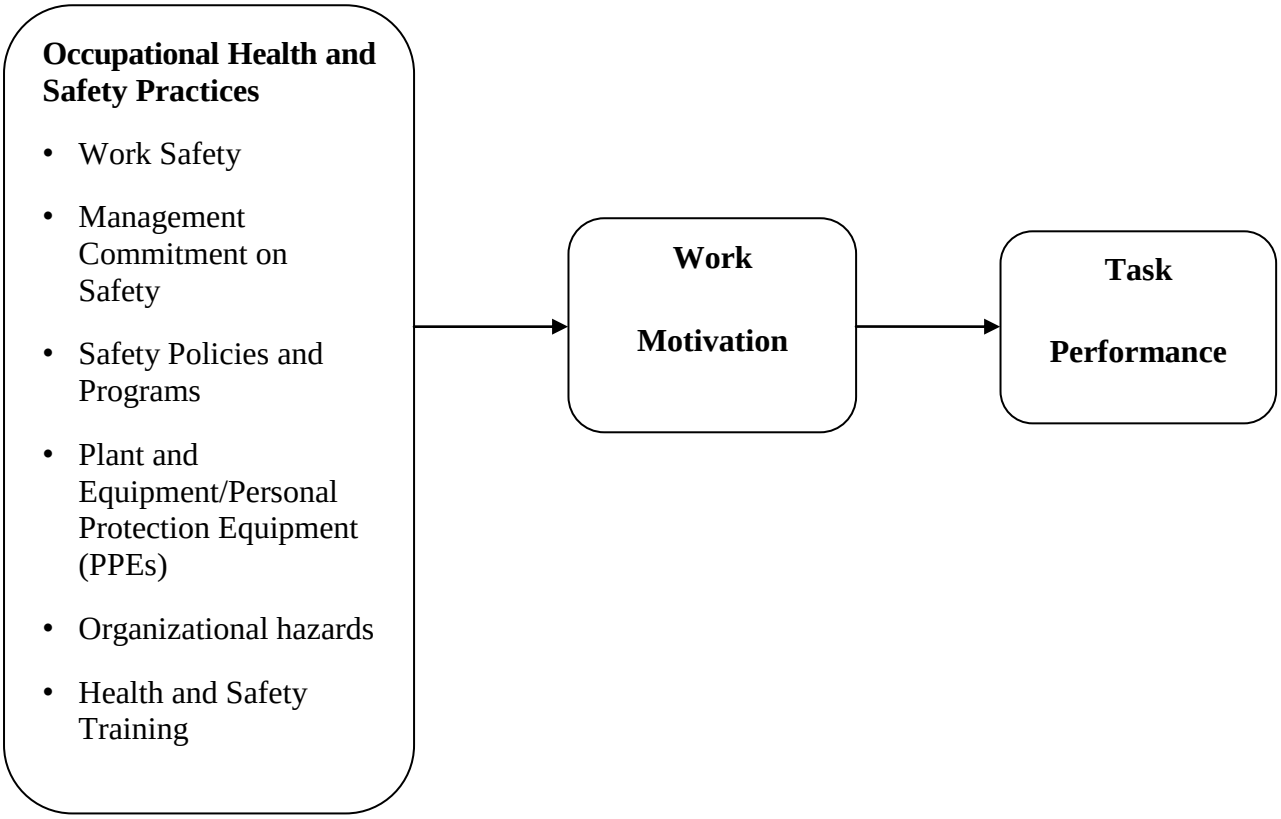
assesses different aspects of positive work behaviors. A quantitative research approach through the structural equation modeling analysis technique was applied. A total of 1,310 participants were selected across three major organizations that represent downstream, upstream, and middle stream of the Ghanaian oil and gas sector. Respondents were recruited through stratified, purposive, and convenient sampling techniques. The findings from the path estimate through the SEM analysis suggested that OHSM practices positively and significantly influenced both safety performance and task performance of employees. However, OHSM practices indicated a higher positive significant influence on task performance than safety performance. The significant influence of OHSM practices on both task and safety performance was significantly moderated and partially mediated by work motivation, while both task performance and safety performance were significantly determined by work motivation. The findings from this study addressed the need for organizations to appreciate the importance of managing workers' perception of OHSM practices as a motivational drive that induces work performance.

2.6 Conceptual Framework of the Study

This conceptual framework of the study is developed based on the Self-Determination Theory (SDT). According to the Self-Determination Theory (SDT), individuals are naturally proactive in their eagerness towards personal growth and improvements hence exhibit psychological needs that are innate, universal, and significant for the maintenance of health. It is designed to analyze the occupational health and safety practices influencing on work motivation of petrol attendants towards work performance at Denko petrol stations in Nay Pyi Taw. A safe work environment positively predicts the psychological well-being of employees. The application of safety procedures, application of safety rules, and management safety support significantly influences productivity levels among employees. The adoption of safety management is a predictor of higher job performance among employees.

People's actions are determined by the interest they derive from it; hence, motivated employees mostly perform their job responsibilities if they intend to derive satisfaction or any form of benefits from what they do. As the oil and gas industry undisputedly remains an accident and injury-prone industry, it is expected that occupational health and safety needs, thus if satisfied or not satisfied by the company, are likely to induce or reduce work motivation.

Figure (2.4) Conceptual Framework of the Study



Source: Own Compilation based on the Previous Studies (2022)

The concept of motivation is considered as a major predictor of work performance. It is also assumed that individuals are likely to complete their tasks and exhibit positive work behavior when they are intrinsically motivated. According to the above Figure 2.4, the framework is developed to analyze the relationship between dependent variable and independent variable. The independent variables are occupational health and safety practices and work motivation whereas the dependent variable is work performance of petrol attendants of Denko petrol stations. This present research is to demonstrate how employees needs for and occupational health and safety practices can trigger work performance through work motivation of petrol attendants of Denko petrol stations in Nay Pyi Taw.

CHAPTER 3
PROFILE AND OCCUPATIONAL HEALTH AND SAFETY PRACTICES OF DENKO PETROL STATIONS IN NAY PYI TAW

In this chapter, the profile of Denko petrol stations in Nay Pyi Taw, occupational health and safety practices and demographic profiles of respondents and reliability test are presented.

3.1 Profile of Denko Petrol Stations in Nay Pyi Taw

The Eden Group of Companies, one of the Myanmar's largest conglomerates, with extend its business in multiple industries including construction, hospitality, food and beverages, finance, oil and gas, and agricultural commodities.

Eden Group launched DENKO Trading in 2010, at the beginning of the liberalization of the auto and fuel industries. The number of registered cars in Myanmar had nearly tripled to 643,719 by 2014 and DENKO had established itself as Myanmar's main diesel, HSD and octane fuel dealer. Under Eden Group's guiding philosophy of Thingaha, DENKO maintains itself to the highest international standards of quality, consistency and environmental protection. DENKO has not used additives or colorants for its products, instead ensuring quality on the front end through close relationships with each supplier. The Operations of Denko include trading and importing high-quality fuel products from Singapore, Thailand and reginal refineries, transportation, logistics, marketing and sale to commercial and industrial customers and wholesaling and retailing fuel to merchants and end-users.

`In 2010, DENKO started renovating and modernizing government-owned petrol stations, DENKO quickly became one of the most recognizable brands in the market. It has run 29 operational and 11 planned international-quality petroleum stations strategically located in urban areas and along major highways throughout Myanmar. There are 12 petrol stations in Nay Pyi Taw. DENKO has imported and distributed clean, tested and standardized diesel and high-octane fuel products. In addition, each station is provided with advanced pay-at-pump POS systems and integrated convenience stores. DENKO plans to develop its stations with car-wash and vehicle maintenance services, creating DENKO stations Myanmar's one-stop-shop for drivers as more cars enter the road. DENKO is one of Myanmar's leading fuel wholesalers and distributors to clients in

mining, construction, telecom, and other industrial sectors. DENKO'S main depot in the Shwe Lin Ban Industrial Zone hosts a fleet of 50 tanker trucks and seven oil barges of 300,000 gallons capacity. DENKO has advanced two new depots, one along the DokeHta Wadi river and another in the Thilawa Special Economic Zone south of Yangon. (The Thilawa SEZ is still developing). The former depot will have a storage capacity of 3.8 million gallons and provides as a primary fuel centre in Myanmar's Dry Zone. The Thilawa Depot, near the Andaman coast, will store a total capacity of 3.3 million gallons and a jetty large enough to service 10,000 DWT tankers and vessels.

3.2 Occupational Health and Safety Practices

In this section, the influencing occupational health and safety factors which includes work safely, management commitment on safety, safety policies and programs, personal protective equipment, organizational hazards, and health and safety training which are currently adopted by Denko petrol stations in order to create work motivation to perform their task effectively are described as follows.

(a) Work Safety

In the aspect of work safety, all passageways, storerooms and maintenance shops at Denko are maintained clean, dry and orderly and in a sanitary condition. Spills are promptly cleaned up. Areas which are constantly wet, should have non-slip surfaces where personnel normally walk or work. Every floor, working place and passageway are maintained free from protruding nails, splinters, holes, loose boards, and so far, as possible, in a dry condition.

(b) Management Commitment on Safety

Management teams of Denko provide safety practices by making signs before entering the retail stations. The customers must extinguish their cigarettes, turn off their headlights (and extinguish all naked flames) and reduce speed when entering and existing the retail stations. While on the forecourt, the customers must turn off their engine, turn off their mobile phones, open the fuel cap carefully, dismount from their motorbike when fueling, use only approved containers when filling with fuel and they must not fill containers in the vehicle's boot, in the trailer, or in the passenger compartment.

(c) Safety Policies and Programs

Denko practices safety policies and programs in every aspect to get safety effectively to follow customers and its employees. Mobile phones are very dangerous when used at retail stations. Pump attendants are aware of this fact and they carefully look at their customers to put their phones at least five meters away from fuel pumps and tanks. Dropping a mobile phone, or turning it on or off, can cause sparks, which, in turn, are a potential ignition source for any petrol vapors from refueling. Filling vehicles by using a cell phone is not allowed when the customer is at the retail stations. The customer may end up falling or getting hit by a passing vehicle. For the safety of customer, the customers must not leave their engine running before or during refueling.

The employees manage to dismount customer's motorbike before refueling to avoid inhaling petrol vapors or coming into contact with the fuel in the case of spillage. Fuel spilled onto the hot engine immediately vaporizes and if spilled onto the hot exhaust could cause a fire, injuring the customer and others around him. They request to remove customer's helmet before entering the shop so that the retail stations staff feel more comfortable when serving the customer. For the safety of customers, the customers must switch off hotplates and other electrical appliances in caravans, food trucks and refrigerator vehicles when entering the retail stations. After leaving the retail stations, properly ventilate customers' vehicles so that any remaining petrol vapors can dissipate before turning on electrical appliances again.

The customers can observe the basic safety rules when driving on the retail stations forecourt. This is a busy area with considerable traffic from passing vehicles. The customers must reduce speed when entering the retail stations. As a part of safety, the customers are clearly shown to use the entries and exits properly to avoid hassle and exposure to risk. The customers can drive away from the retail stations slowly and pay particular attention to passing vehicles and pedestrians. For the safety of customers, driver and passengers must extinguish any cigarettes before entering the retail stations.

(d) Personal Protective Equipment

Denko provides its employees PPEs to make sure their employees' health and safety. As petrol is also harmful to health, the precautions should be taken if the employees come in contact with petrol. The employees must wash any affected skin immediately with soap and water. If eyes are affected, they must immediately irrigate

with water and seek medical assistance. They must wear safety glass during fuel top up to vehicles and fuel unloading activities. They must wear masks to prevent direct inhalation of petrol vapor into the respiratory system. If swallowed, they should not induce vomiting and must seek medical assistance at once. They should avoid inhalation of petrol vapor as this can cause dizziness and headaches and may lead to respiratory problems. Contaminated clothing should be removed immediately and disposed of safely. If the condition is not recovered, immediately contact / go to emergency department at nearest hospital.

(e) Organizational Hazards

Denko petrol stations make ensure their safety when the customers approach the area and that there is no source of ignition present. Denko petrol stations control the spill or leak by identifying the source and treating appropriately, e.g., secure the lid on an overturned container or drum. The spread of the spill can be prevented by using a suitable absorbent material, e.g., sand/earth or commercial spill kits and apply directly to the petrol and / or use as a barrier. Small spills (less than 100ml) may be left to evaporate naturally if safe to do so, i.e, the petrol/petrol vapor is not likely to enter drains or manholes, is away from sources of ignition and is away from other people who may be affected by it. They dispose of used absorbent material safely. Contaminated material may be placed into a suitable container for safe disposal e.g., plastic container or heavy plastic bag securely sealed. Denko takes the same precautions with contaminated material as for petrol itself. The hazard remains while petrol vapor is present. If an oil interceptor is available (facility normally found on petrol service stations), wash any remaining petrol with water into the interceptor.

(f) Health and Safety Training

In order to maintain production, prevent loss of work time, receive efficient employee performance, and achieve good morale, Denko is implementing to adopt ways of preserving his employees' health. A good practice is to require pre-placement medical examinations to insure those prospective employees are physically able to do the specific work. On matters of health, medical personnel can be arranged readily available by phone or on-site for advice and consultation. Emergency phone numbers are posted on the notice boards.

All employees working at Denko petrol stations have attended firefighting training arranged by Regional Firefighting Department and fire drills are performed yearly as per station schedule. All employees are well trained how to use fire extinguishers and foam extinguishers. All employees were well trained for all station operation activities and training duration was scheduled from 30 days to 45 days depend on the level of trainees.

3.3 Demographic Profile of Respondents

The demographic characteristics of employees include gender, age, educational background, working experience and attending training courses provided by Denko to fulfil the requirements of occupational health and safety practices. The background information of the survey participants is presented in Table (3.1).

Table (3.1) Demographic Profile of the Respondents

Sr. No.	Particular	Number	Percentage
1	**Gender**		
	Male	78	62.4
	Female	47	37.6
2	**Age**		
	21 – 30 years	84	67.2
	31 – 40 years	25	20.0
	41 – 50 years	16	12.8
3	**Highest level of education**		
	Middle school	17	13.6
	High school	56	44.8
	Diploma	1	0.8
	Bachelor's Degree	51	40.8
4	**The number of years worked for Denko petrol stations**		
	< 1 year	18	14.4
	1 - 5 years	104	83.2
	6 - 10 years	3	2.4

5	**Attending the training courses provided by the organization** Yes	125	100.00
	Total	**125**	**100.00**

Source: Survey Data, 2022

According to Table (3.1), 78 respondents are male and 47 respondents are female. Regarding to the age group, most of the respondents are between 21 and 30 years and the second in most respondents are between 31 and 40 years. This data shows most of the petrol pump attendants are between 21 to 30 years. The level of education of the respondents is that 56 respondents are high school level and 51 respondents have got Bachelor's Degree. The respondents who work for Denko petrol stations in Nay Pyi Taw between 1 to 5 years are 104 respondents and there are 18 respondents who work less than 1 year. All employees who work for Denko petrol stations in Nay Pyi Taw have to attend the training courses provided by the organization according to their level.

3.4 Reliability Test

A reliability test was conducted for the influencing factors of occupational health and safety practices on work motivation and the effects of work motivation on task performance of pump attendants. In this study, Cronbach's alpha reliability test method was used to measure the internal consistency of variables and obtain an accurate representation of the data. Generally, an alpha value close to 1.0 indicates high internal consistency reliability, an alpha value less than 0.60 is considered poor, and those in the range of 0.60 to 0.80 are considered acceptable and reasonable. In this study, the questionnaire consists of three parts. The first part is occupational health and safety practices: work safety, management commitment on safety, safety policies and programs, plant and equipment/ personal protection equipment (PPEs), organizational hazards and health and safety training. The second part is work motivation, and the last part is task performance. First, five questions for each factor were used to measure the influence factors on work motivation. Second, five questions were used to measure the employees' work motivation, and five questions were used to identify task performance of the respondents to study. Table (3.2) describes the variables' reliabilities (alpha value).

Table (3.2) Reliability Test

Sr. No.	Items	N	Cronbach's Alpha
1	Work Safety	5	0.727
2	Management Commitment on Safety	5	0.702
3	Safety Policies and Programs	5	0.792
4	Plant and Equipment/ Personal Protection Equipment (PPEs)	5	0.764
5	Organizational Hazards	5	0.766
6	Health and Safety Training	5	0.803
7	Work Motivation	5	0.807
8	Task Performance	5	0.781

Source: survey data (2022)

As presented in Table, the reliability test results cover questionnaire items of occupational health and safety practices – work safety, management commitment on safety, safety policies and programs, plant and equipment/ personal protection equipment (PPEs), organizational hazards and health and safety training, work motivation and task performance. The results show that Cronbach's Alpha coefficient of these sub-dimensions ranged from 0.702 to 0.807. This result indicates that the questionnaire has a good and acceptable level of internal consistency for the scale and can be considered acceptable. Furthermore, the reliability coefficients of questionnaire items are more significant than the recommended value of 0.7. Therefore, it can be interpreted that the internal consistency of the measure used in this study can explain that the results of the respective factors are expected to be the same in different situations, and the data is considered to be sufficiently reliable and valid for the analysis.

CHAPTER 4
ANALYSIS ON EFFECT OF OCCUPATIONAL HEALTH AND SAFETY PRACTICES ON WORK MOTIVATION AND TASK PERFORMANCE

This chapter presents the descriptive analysis results, and the outcomes with comprehensive interpretations of multiple regression analysis for occupational health and safety practices, work motivation and task performance based on the conceptual framework of the study. On presenting the descriptive results, means and standard deviations scores are provided and explained with reference to the findings. To identify the occupational health and safety practices on work motivation and task performance the study conducted the questionnaire survey to the respondents for which the questionnaire is designed with 5-point Likert scales. The 5-point Likert scale has a value range 1 to 5 with "1 = strongly disagree" and "5= strongly agree" for each question.

4.1 Analysis on Effect of Occupational Health and Safety Practices on Work Motivation

In this section, the effect of occupational health and safety practices in terms of work safety, management commitment on safety, safety policies and programs, plant and equipment/personal protection equipment (PPEs), organizational hazards, health and safety training on work motivation and task performance is analyzed by using multiple regression analysis. The surveyed employees answered questionnaires using a five-point Likert scale. The 125 employees have been recently surveyed. The mean values of the items on the five-point Likert scale are interpreted as follows, according to Best (1977):

(a) A score of 1.00 to 1.80 indicates a strong disagreement.
(b) A score of 1.81 to 2.60 indicates disagreement.
(c) A score of 2.61 to 3.40 indicates a neutral position.
(d) A score of 3.41 to 4.20 indicates agreement.
(e) A score of 4.21 to 5.00 indicates a strong agreement.

The mean scores and standard deviations of the statements of each variable in occupational health and safety practices such as work safety, management commitment on safety, safety policies and programs, plant and equipment/personal protection

equipment (PPEs), organizational hazards, health and safety training are presented in detail in the following Tables.

(a) Work Safety

Work safety is one of the determinants that affect the safety condition of working in petrol stations and it influences task performance of pump attendants. The work safety in petrol stations influences work performance of employees at petrol stations.

Table (4.1) Work Safety

No	Description	Mean	Standard Deviation
1	Having first aid boxes readily	3.94	.826
2	Providing enough fire extinguishers	4.04	.447
3	Using suitable absorbent materials to prevent the spread of the spill	3.92	.829
4	Preparing water and sand readily	4.02	.596
5	Providing washrooms hygienically	3.97	.851
	Overall Mean	**3.98**	

Source: Survey Data, 2022

Based on Table (4.1), the overall mean value of work safety shows agreement level of respondents. It shows that work safety influences work performance of pump attendants at petrol stations in Nay Pyi Taw. The mean values of providing enough fire extinguishers and preparing water and sand readily are slightly greater than overall mean showing true to some extent. It can be concluded that respondents concern those factors as work safety at their petrol stations.

(b) Management Commitment on Safety

Table (4.2) shows the mean value of management commitment on safety of Denko petrol stations. There are five statements constructed, and data are collected from 125 respondents to analyze management commitment on safety of Denko petrol stations. The mean values and standard deviations of each are shown as follows. These questions are asked by using a five-point Likert scale. The overall mean is also calculated as follows.

Table (4.2) Management Commitment on Safety

No	Description	Mean	Standard Deviation
1	Having documents and records of incidents carefully by management team	3.88	.858
2	Checking buildings, structures condition and general aesthetics regularly	3.97	.538
3	Displaying signs and notices obviously	3.95	.841
4	Inspecting equipment condition, maintenance and operation regularly	4.06	.497
5	Preparing to get emergency and first aid availability by management team	4.03	.888
	Overall Mean	**3.98**	

Source: Survey Data, 2022

As presented in Table (4.2), among these five variables of management commitment on safety, inspecting equipment condition, maintenance and operation regularly is the strongly related factor. It means that top management are engaged in occupational health and safety practices by inspecting the condition of equipment and maintenance and operation of equipment regularly to perform the work highly. Preparing to get emergency and first aid availability by management team is another important factor of management commitment on safety showing that the performance of management team in case of emergency response. The overall mean of management commitment on safety is 3.98. The overall average value is between 3.88 and 4.06, which is an agreed level. According to the overall mean value, most of the respondents have an agreed level of occupational health and safety practices in aspect of management commitment on safety which causes high task performance of pump attendants at Denko petrol stations.

(c) Safety Policies and Programs

The safety policies and programs of occupational health and safety determine whether the respondents follow the respective policies and the organization provide enough policies in concerning with safety. The respondents will be more likely to perform well in the case of oil spill.

From the following Table (4.3), the highest mean score is the organization's approach to safety by dealing with leaks and spills. This fact shows the organization can manage oil leakage and spills easily because spill kid boxes are placed near the pumps to remove those spills well as the pump attendants in case of safety.

Table (4.3) Safety Policies and Programs

No.	Description	Mean	Standard Deviation
1	Complying the basic requirement for health and safety standard guidelines by the organization.	3.88	.848
2	The organization's approach to safety by dealing with leaks and spills (spill kid box is located near the pumps)	4.00	.402
3	Providing a safe and healthful workplace by describing safe practices as the organization.	3.91	.833
4	Displaying safety checklists (safety warning stickers can be seen near the pumps) clearly	3.92	.451
5	Displaying safety precautions at forecourt area (warning signs & stickers near pumps) for the customers	3.86	.840
	Overall Mean	**3.91**	

Source: Survey Data, 2022

Displaying safety checklists (safety warning stickers can be seen near the pumps) clearly at petrol stations is another important factor of safety policies and programs showing that the petrol stations follow safety practices well. The overall mean of management commitment on safety is 3.91. The overall average value is between 3.88 and 4.00, which is an agreed level. According to the overall mean value, most of the respondents have an agreed level of occupational health and safety practices in aspect of safety policies and programs which make the safety working environment for pump attendants at Denko petrol stations.

(d) Plant and Equipment/Personal Protection Equipment (PPEs)

The following Table (4.4) shows the mean value of plant and equipment/personal protection equipment (PPEs) of occupational health and safety practices to perform work

safely. There are five statements constructed, and data are collected from 125 respondents to analyze plant and equipment/personal protection equipment (PPEs) provided to pump attendants by Denko petrol stations. The mean values and standard deviations of each are shown as follows. These questions are asked by using a five-point Likert scale. The overall mean is also calculated as follows.

Table (4.4) Plant and Equipment/Personal Protective Equipment (PPEs)

No.	Description	Mean	Standard Deviation
1	Providing enough safety gloves	3.89	.844
2	Giving safety boots sufficiently to the pump holders.	3.88	.502
3	Providing masks abundantly	3.89	.863
4	Issuing the necessary aprons	3.82	.525
5	Arranging reflector jackets	4.00	.852
	Overall Mean	**3.90**	

Source: Survey Data, 2022

As presented in the above Table (4.4), among these five variables of plant and equipment/personal protection equipment (PPEs), the fact that the organization arranges reflector jackets for employees when they work at night is the strongly related factor. It means that Denko petrol stations provide necessary things to their employees depending on the working condition to work effectively. The facts of providing safety gloves and masks abundantly are another important factor of providing PPEs which represents Denko petrol stations practice safety procedures. The overall mean of plant and equipment/personal protection equipment (PPEs) is 3.90. The overall average value is between 3.82 and 4.00, which is an agreed level. According to the overall mean value, most of the respondents have an agreed level of occupational health and safety practices in aspect of providing PPEs which makes pump attendants safe at Denko petrol stations.

(e) Organizational Hazards

The organizational hazards of occupational health and safety practices determine how Denko petrol stations can manage not to cause accidents and incidents if it is possible. The respondents will be more likely to perform well in the case of hazards happen.

From the following Table (4.5), the highest mean score is the organization's prevention of run over by vehicles by showing signs at the entrance of the stations. This fact shows the organization can prevent accidents displaying run over signs at the entrance.

Table (4.5) Organizational Hazards

No.	Description	Mean	Standard Deviation
1	Managing not to cause oil leakage as the organization	3.87	.852
2	Performing not to be able to contact with fuel as the employees	3.88	.468
3	Displaying of notices for mobile phone using not to break out fire	3.85	.871
4	Prevention of run over by vehicles by showing signs at the entrance of the stations.	4.06	.496
5	Showing notices and signs for warning explosions obviously at the stations	3.94	.845
	Overall Mean	**3.92**	

Source: Survey Data, 2022

Showing notices and signs for warning explosions obviously at the stations is another important factor of organizational hazards expressing that Denko petrol stations can manage not to cause hazards at the workplace. The overall mean of organizational hazards is 3.92. The overall average value is between 3.85 and 4.06, which is an agreed level. According to the overall mean value, most of the respondents have an agreed level of occupational health and safety practices in aspect of organizational hazards which shows Denko petrol stations' management not making hazards at workplace.

(f) Health and Safety Training

The following Table (4.6) shows the mean value of health and safety training of occupational health and safety practices to perform work safely. There are five statements constructed, and data are collected from 125 respondents to analyze health and safety training provided to all employees by Denko petrol stations. The mean values and standard deviations of each are shown as follows. These questions are asked by using a five-point Likert scale. The overall mean is also calculated as follows.

Table (4.6) Health and Safety Training

No.	Description	Mean	Standard Deviation
1	Conducting fire prevention and rescue rehearsal to ensure the employees help in handling any situation of fire and explosion when it arises within the organization	4.01	.884
2	Attending basic first aid courses delivered by Myanmar Red Cross Society as the employees	3.99	.431
3	Providing the training for all stations operation activities and schedules training duration depending on the level of trainees as the organization.	3.98	.861
4	Attending the basic firefighting course arranged by Fire Services Department under the Ministry of Home Affairs as the employees	3.98	.448
5	Attending the basic training of how to handle the petroleum products and the fuel bowser handling process training for bowser-drivers provided by Petroleum Products Regulatory Department under the Ministry of Energy as the employees	3.97	.851
	Overall Mean	**3.99**	

Source: Survey Data, 2022

As presented in the above Table (4.6), among these five variables of health and safety training, the fact of conducting fire prevention and rescue rehearsal to ensure the employees help in handling any situation of fire and explosion when it arises within the organization is the strongly related factor. It means that Denko petrol stations regularly make drills of fire prevention and rescue for employees in handling any situation of fire and explosion when it arises. Another factor of attending basic first aid courses delivered by Myanmar Red Cross Society as the employees is also important. The fact shows that Denko petrol stations provide employees to attend necessary courses in aspect of safety

practices. The overall mean of health and safety training is 3.99. The overall average value is between 3.97 and 4.01, which is an agreed level. According to the overall mean value, most of the respondents have an agreed level of occupational health and safety practices in aspect of providing training to all employees by Denko petrol stations.

In this study, the occupational health and safety practices encompasses six aspects: work safety, management commitment on safety, safety policies and programs, plant and equipment/personal protection equipment (PPEs), organizational hazards, health and safety training which are used to examine task performance of pump attendants of Denko petrol stations in Nay Pyi Taw. The overall mean scores of the motivation factors are presented in Table (4.7).

Table (4.7) Occupational Health and Safety Practices

No	Items	Overall Mean
1	Work Safety	3.98
2	Management Commitment on Safety	3.98
3	Safety Policies and Programs	3.91
4	Plant and Equipment/Personal Protection Equipment (PPEs)	3.90
5	Organizational Hazards	3.92
6	Health and Safety Training	3.99

Source: Survey Data ,2022

The following Table (4.8) shows the mean value of work motivation of employees at Denko petrol stations in Nay Pyi Taw which increase task performance. There are five statements constructed, and data are collected from 125 respondents to analyze work motivation of employees which raise their performance when they work. The mean values and standard deviations of each are shown as follows. These questions are asked by using a five-point Likert scale. The overall mean is also calculated as follows.

Table (4.8) Work Motivation

No.	Description	Mean	Standard Deviation
1	Providing new Personal Protective Equipment by the organization	3.94	.864
2	Providing weekly rest and annual leave for the employees by the organization	4.04	.465
3	Giving rewards and bonus for not occurring of incidents and accidents at the end of the year by the organization	3.96	.865
4	Making satisfaction with the level of hygiene at the workplace of the organization	4.02	.475
5	the employees' work satisfaction because of friendliness of employers	3.95	.869
	Overall Mean	**3.98**	

Source: Survey Data, 2022

As presented in the above Table (4.8), among these five variables of work motivation, providing weekly rest and annual leave for the employees by the organization is the strongly related factor. It means that Denko petrol stations give their employees leaves as necessary which makes the motivation of employees to work satisfactorily at petrol stations. The fact that the organization makes satisfaction with the level of hygiene at the workplace of the organization also important factor which shows Denko petrol stations are careful about their employees' health. The overall mean of work motivation is 3.98. The overall average value is between 3.94 and 4.04, which is an agreed level. According to the overall mean value, most of the respondents have an agreed level of work motivation which makes employees' high task performance.

In this section, the factors of occupational health and safety practices on work motivation are identified using multiple linear regression analysis. This study has two main variables: occupational health and safety practices and work motivation. In each regression model, work safety, management commitment on safety, safety policies and programs, plant and equipment/ personal protection equipment (PPEs), organizational hazards and health and safety training are used as independent variables, and work motivation is used as the dependent variable. All the data types are consistent with the

assumption of multiple linear regression statistics. The results of the regression analysis are presented in Table (4.9).

Table (4.9) Effect of Occupational Health and Safety Practices on Work Motivation of Respondents

Dependent Variable: Work Motivation	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	-0.049	0.160		-0.306	0.760	
Work Safety	0.047	0.116	0.043	0.403	0.688	8.890
Management Commitment on Safety	0.220*	0.115	0.200	1.908	0.059	8.698
Safety Policies and Programs	0.404***	0.108	0.382	3.737	0.000	8.245
Plant and Equipment/ Personal Protection Equipment (PPEs)	0.068	0.099	0.065	0.688	0.493	7.050
Organizational Hazards	0.119	0.100	0.113	1.186	0.238	7.180
Health and Safety Training	0.166*	0.095	0.163	1.755	0.082	6.860
R Square	0.851					
Adjusted R Square	0.843					
F value	112.082***					

Source: Survey Data (2022)

Note. *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As described in Table (4.9), R^2 is 0.851, and adjusted R^2 is 0.843. This model demonstrates that the variation of work motivation is predicted by occupational health and safety practices of work safety, management commitment on safety, safety policies and programs, plant and equipment/ personal protection equipment (PPEs), organizational hazards and health and safety training, as the value of R^2 is 85.1%. According to the variance inflation factors (VIF), it is found that there is no multicollinearity. The value of

the F test, the overall significance of the model, is highly significant at the 1 percent level. Therefore, this specific model can be said to be valid.

It is also found that safety policies and programs have significantly positive effect on work motivation. Management commitment on safety and health and safety training have positive effect on work motivation with a 10% significant level respectively. Therefore, the results demonstrated that safety policies and programs have a more influence than other occupational health and safety practices on work motivation of pump attendants at Denko petrol stations.

Relating to safety policies and programs, the reason is that most respondents can manage oil leaks and spills using spill kid boxes placed near the pumps. Moreover, Denko petrol stations display safety checklists (safety warning stickers can be seen near the pumps) clearly at petrol stations showing that the petrol stations follow safety practices well. This factor is the most effective Beta value and most influential factor among the six variables. Concerning management commitment on safety, inspecting equipment condition, maintenance and operation regularly is the influence factor which motivates employees to work and handle things systematically inspired by management team. Management team can prepare to get emergency and first aid availability showing their performance in case of emergency response. In the aspect of health and safety training, conducting fire prevention and rescue rehearsal to ensure the employees help in handling any situation of fire and explosion when it arises within the organization is the influence factor. Denko provides its employees necessary safety training which are delivered by respective departments.

The standardized coefficient (β) of safety policies and programs (0.382) is greater than that of the management commitment on safety (0.200) and health and safety training (0.163). This points out that the safety policies and programs more strongly contribute towards the increase in motivation of employees when the variance explained by management commitment on safety is controlled for.

Overall, the multiple regression model is purpose-fit, and the analysis shows that 85.1 percent of the variance in work motivation is well predicted by the model having produced the expected signs and significant coefficients for the variables. Since the safety policies and programs are the stronger contributor to the variance, its positive change by 1 percent will cause a positive change by 0.404 percent of the work motivation.

The survey result shows that safety policies and programs and management commitment on safety and health and safety training have a significant on work

motivation of employees to perform well at their work in Denko petrol stations in Nay Pyi Taw.

4.2 Analysis on Effect of Work Motivation on Task Performance of Respondents at Denko Petrol Stations in Nay Pyi Taw

The mean value of task performance and the regression analysis of the effect of work motivation on task performance of respondents are shown the following Tables (4.10) and (4.11).

The following Table (4.10) shows the mean value of work performance of the employees at Denko petrol stations in Nay Pyi Taw. There are five statements constructed, and data are collected from 125 respondents to analyze work performance of Denko petrol stations. The mean values and standard deviations of each are shown as follows. These questions are asked by using a five-point Likert scale. The overall mean is also calculated as follows.

Table (4.10) Task Performance

No.	Description	Mean	Standard Deviation
1	Always following safety procedures at work as the employees	3.88	.903
2	Providing necessary training to the employees to fulfil necessary skills to be able to perform their work safely as employer	3.83	.681
3	Employees' realization of the fact that every employee is responsible for their own safety at workplace.	3.90	.902
4	Ensuring the safety of other workers by the colleagues in the workplace	3.79	.613
5	Planning to pay health insurance for employees as the organization	3.90	.875
	Overall Mean	**3.86**	

Source: Survey Data, 2022

As presented in the above Table (4.10), among these five variables of task performance, the facts of employees' realization of the fact that every employee is responsible for their own safety at workplace and planning to pay health insurance for employees as the organization are strongly related factors. It means that employees from Denko petrol stations realize their responsibility for their own safety and Denko petrol stations plans to pay health insurance for their employees in the aspect of healthcare. The fact that employees always follow safety procedures at work is another factor which is important describing high task performance of Denko petrol attendants. The overall mean of work performance is 3.86. The overall average value is between 3.79 and 3.90, which is an agreed level. According to the overall mean value, most of the respondents have an agreed level of task performance of employees because they know their responsibility of safety at Denko petrol stations.

The effects of work motivation of employees on task performance of employees are identified by using simple linear regression analysis. In this study, there are two variables: work motivation and task performance. The independent variable is work motivation and the dependent variable is task performance. All the data types are consistent with the assumption of multiple linear regression statistics. The results of regression analysis are presented in Table (4.11).

Table (4.11) The Effect of Work Motivation on Task Performance of Respondents

Dependent Variable: Task Performance	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**VIF**
	B	**Std. Error**	**Beta**			
(Constant)	0.635	0.251		2.534	0.013	
Work Motivation	0.810***	0.062	0.761	13.002	0.000	1.000
R Square	0.579					
Adjusted R Square	0.575					
F value	169.057***					

Source: Survey Data (2022)

Note. *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As presented in Table (4.11), R^2 is 0.579 and adjusted R^2 is 0.575. This model demonstrates that the variation of task performance is predicted by work motivation as

the value of R^2 is 57.9%. According to the variance inflation factors (VIF), it is found that there is no multicollinearity. The value of the F test, the overall significance of the model is highly significant at 1 percent level. This specific model can be said valid.

It is also found that work motivation has significantly positive effect on task performance. The study finds that most of the respondents are satisfied with the fact that their employers give them weekly rest and annual leaves at Denko petrol stations. Then they satisfy with the level of hygiene at the workplace that represents the organization is careful about their employees' health. The respondents would prefer having weekly rest and annual leaves from the aspects of motivation that make higher task performance. These differences in work motivation would affect task performance of pump attendants. These all results are derived from work motivation of employees. Therefore, it can be concluded that increasing work motivation of employees positively affects work motivation of employees at Denko petrol stations in Nay Pyi Taw.

CHAPTER 5
CONCLUSION

In this chapter, the findings from both descriptive analysis and statistical analysis are discussed. Then, suggestions and recommendations and need for further research are pointed out.

5.1 Findings and Discussions

This study analyzes the factors influencing occupation health and safety practices on work motivation in Denko petrol stations and analyzes the effect of work motivation on task performance in Denko petrol stations in Nay Pyi Taw using the descriptive analysis and multiple regression analysis. The important findings based on the data analysis are discussed in the following paragraphs.

The descriptive analysis of work safety of occupational health and safety practices reveals that the facts of providing enough fire extinguishers and preparing water and sand readily are highest where using suitable absorbent materials to prevent the spread of the spill is low. In management commitment on safety, it highlights inspecting equipment condition, maintenance and operation regularly and preparing to get emergency and first aid availability by management team are highest while having documents and records of incidents carefully by management team is low. For safety policies and programs, the results represent that the organization's approach to safety by dealing with leaks and spills and displaying safety checklists (safety warning stickers can be seen near the pumps) clearly at petrol stations are highest and displaying safety precautions at forecourt area (warning signs & stickers near pumps) for the customers is low. In the analysis of plant and equipment/personal protection equipment (PPEs), the facts of arranging reflector jackets and providing safety gloves and masks abundantly are highest while issuing the necessary aprons was low. When the organizational hazards are analyzed, the facts that the organizations prevent run over by vehicles by showing signs at the entrance of the stations and notices and signs for warning explosions at the stations are showed obviously at the stations are highest while displaying of notices for mobile phone using not to break out fire is low. In the analysis of health and safety training, the results show that conducting fire prevention and rescue rehearsal to ensure the employees help in handling any situation of fire and explosion when it arises within the organization and

attending basic first aid courses delivered by Myanmar Red Cross Society as the employees are highest where attending the basic training of how to handle the petroleum products and the fuel bowser handling process training for bowser-drivers provided by Petroleum Products Regulatory Department under the Ministry of Energy as the employees is low.

In the analysis of work motivation, the respondents show little interest in providing new Personal Protective Equipment by the organization but they strongly agree with the fact of providing weekly rest and annual leave for the employees by the organization. Then the respondents also agree with the fact of having satisfaction with the level of hygiene at the workplace of the organization.

When the effect of occupational health and safety practices on work motivation is analyzed, there is a significant on safety policies and programs, management commitment on safety and health and safety training. The respondents consider that they can manage oil leaks and spills using spill kid boxes placed near the pumps. Moreover, Denko petrol stations display safety checklists (safety warning stickers can be seen near the pumps) clearly at petrol stations not to cause accidents and incidents. Management team inspects the condition of equipment and maintenance and operation of equipment regularly to perform the work highly. Denko provides trainings for the employees to handle any situation of fire and explosion when it arises within the organization.

It is found that there is a significant on work motivation when the effect of work motivation on task performance is analyzed. It reveals that having weekly rest and annual leaves makes the respondents' motivation to work to be able to perform well at their work at Denko petrol stations in Nay Pyi Taw.

5.2 Suggestions and Recommendations

In the analysis of work safety of occupational health and safety practices, the study finds that using suitable absorbent materials to prevent the spread of the spill is the least significant. In this case, there may be more risks for employees if there is oil spill and then the environment is inevitably polluted. It suggests to be able to put enough suitable absorbent materials near pumps.

In management commitment on safety analysis, the fact of having documents and records of incidents carefully by management team is least significant. It recommends that Denko petrol stations should have maintained the records of incidents systematically

so that the employees can carefully manage the events that are similar to events occurred before by referring to the records and documents.

In the aspect of safety policies and programs, the results describe that displaying safety precautions at forecourt area (warning signs & stickers near pumps) for the customers is the least significant. This fact suggests that Denko petrol stations to have more displaying signs so that customers will have more awareness of petrol because some customers sometimes forget to stop engine.

When the organizational hazards are analyzed, the significant of displaying of notices for mobile phone using not to break out fire is least. This fact is one of the causes of fire break-out so that Denko should have hanged more notices of mobile phone using at noticeable places than displaying at present.

In health and safety training analysis, attending the basic training of how to handle the petroleum products and the fuel bowser handling process training for bowser-drivers provided by Petroleum Products Regulatory Department under the Ministry of Energy as the employees is least significant. This fact indicates that employees who were employed during COVID-19 pandemic need to attend training courses provided by respective departments of Ministry of Energy. Denko needs to provide necessary training skills to its employees who are still gap in their work when the training courses are opened.

In the analysis of work motivation, the significant of providing new Personal Protective Equipment is the least. This point highlights that more PPEs should be provided to employees who have to go oily places and their field as Denko.

In the task performance analysis, the results state that ensuring the safety of other workers by the colleagues at the workplace is the least influent. It suggests that there should be more vocational training courses for employees to have more knowledge in unity working together with their colleagues and in problem-solving by creating games for team work. The events such as Denko family dinners for all employees and short trip picnic for holidays should be created to have friendliness among their employees than at present.

Based on the findings of the analysis of the effect of occupational health and safety practices on work motivation, the study finds safety policies and programs and management commitment on safety work motivation are significant to task performance. The study suggests that Denko petrol stations should focus on occupational health and safety practices concerning with the aspects of work safety, providing PPEs and handling

of organizational hazards at Denko petrol stations in Nay Pyi Taw for making high task performance.

When the effect of work motivation on task performance is analyzed, it is found that there is a significant on work motivation. This recommends that Denko petrol stations should provide new Personal Protective Equipment as the organization. And it should create a working environment where colleagues of employees take care of each other to work well.

5.3 Need for Further Research

This study focuses only occupational health and safety practices (work safety, management commitment on safety, safety policies and programs, plant and equipment/personal protection equipment (PPEs), organizational hazards and health and safety training) and their influence on work motivation and the effect of work motivation on task performance of pump attendants at Denko petrol stations in Nay Pyi Taw. This research was only conducted from six petrol stations in Nay Pyi Taw. The next researchers should make a study on the rest Denko petrol stations in Upper Myanmar. There are many factors that cause impact the task performance of employees in petrol industry. Thus, the next study should include other factors of occupational health and safety practices that may cause different reflections of work motivation and task performance. Effect of employees' realization concerning with their own safety helps in their work performance well. In addition, if characteristics of respondents should include in future research it may point out some motivators of task performance.

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APPENDIX A
QUESTIONNAIRES

Dear Respondents,

This questionnaire is an academic survey to examine the effect of occupational health and safety practices on work motivation and task performance of employees at Denko petrol stations in Nay Pyi Taw. This research paper is to understand the occupational health and safety practices and suggestions on work motivation and task performance of employees at Denko petrol stations in Nay Pyi Taw. All responses will be kept highly confidential and used for academic purposes only. Thank you for your participation and giving precious time.

Yours Faithfully,

…….

Mr. Bo BoOo
Roll No-26
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Section (A)

Demographic Profile

Please put a tick mark on the racket of the correct answer to the following questions.

1. What is your gender?

Male ☐ Female ☐

2. What is your age range?

< 20 years ☐ 21 - 30 years ☐ 31-40years ☐

41-50years ☐

3. What is the highest level of education you have completed?

Middle School ☐ Diploma ☐

High School ☐ Bachelor's degree ☐ others, please specify -------

5. Which range indicates the number of years you have worked for Denko petrol stations?

< 1 year ☐ 1 - 5 years ☐

6 - 10 years ☐ > 10 years ☐

6. All the employees have to attend the training courses provided by the organization according to their level.

Yes ☐ No ☐

Section B

Occupational Health and Safety Practices

Please tick (√) in the box to indicate how agreeable you are with the following.

1 = Strongly Disagree 2 = Disagree 3 = Neutral

4 = Agree 5 = Strongly Agree

Work Safety

No	Work Safety	Please tick (✔)				
		1	2	3	4	5
1	First aid boxes are placed readily.					
2	Fire extinguishers are provided enough.					
3	Suitable absorbent materials are used to prevent the spread of the spill.					
4	Water and sand are readily prepared.					
5	Washrooms are provided hygienically.					

Management Commitment on Safety

No	Management Commitment on Safety	Please tick (✔)				
		1	2	3	4	5
1	Management team makes documents and records of incidents carefully.					
2	Buildings, structures condition and general aesthetics are often checked.					
3	Signs and notices are obviously displayed.					
4	Equipment condition, maintenance and operation are regularly inspected.					
5	Management team prepares to get emergency and first aid availability.					

Safety Policies and Programs

No	Safety Policies and Programs	Please tick (✔)				
		1	2	3	4	5
1	The organization is complying the basic requirement for health and safety standard guidelines.					
2	The organization approaches to safety by dealing with leaks and spills (spill kid box is located near the pumps)					
3	The organization provides a safe and healthful workplace by describing safe practices.					
4	Safety checklists (safety warning stickers can be seen near the pumps) are clearly displayed.					
5	Safety precautions at forecourt area (warning signs & stickers near pumps) for the customers are also displayed.					

Personal Protective Equipment

No	Personal Protective Equipment that could minimize the workplace risks	Please tick (✔)				
		1	2	3	4	5
1	Safety gloves are provided enough.					
2	Safety boots are given sufficiently to the pump holders.					
3	Masks are provided abundantly.					
4	The necessary aprons are issued.					
5	Reflecting clothes for working at night/ Reflector jackets are also are arranged.					

Organizational Hazards

No	Organizational Hazards	Please tick (✔)				
		1	2	3	4	5
1	The organization manages not to cause oil leakage.					
2	The employees are used to perform not to be able to contact with fuel.					
3	Notices for mobile phone using are displayed not to break out fire.					
4	Run over by vehicles is prevented by showing signs at the entrance of the stations.					
5	Notices and signs for warning explosions are obviously shown at the stations.					

Health and Safety Training

No	Health and Safety Training	Please tick (✔)				
		1	2	3	4	5
1	The organization conducts fire prevention and rescue rehearsal to ensure the employees help in handling any situation of fire and explosion when it arises.					
2	All employees attend basic first aid courses delivered by Myanmar Red Cross Society.					
3	The organization provides the training for all station operation activities and schedules training duration depending on the level of trainees.					
4	The employees have to attend the basic firefighting course arranged by Fire Services Department under the Ministry of Home Affairs.					
5	The employees also have to attend the basic training of how to handle the petroleum products and the fuel bowser handling process training for bowser drivers provided by Petroleum Products Regulatory Department under the Ministry of Energy.					

Section C: Work Motivation

No	Work Motivation	Please tick (✔)				
		1	2	3	4	5
1	The organization provides new Personal Protective Equipment.					
2	The organization provides weekly rest and annual leave for the employees.					
3	The organization gives rewards and bonus for not occurring of incidents and accidents at the end of the year.					
4	The organization makes satisfaction with the level of hygiene at the workplace.					
5	Friendliness of employers makes the employee to work satisfactorily.					

Section D: Task Performance

No	Task Performance	Please tick (✔)				
		1	2	3	4	5
1	Employees always follow safety procedures at work.					
2	Employer gives their employees necessary skills to perform their work safely by providing necessary training.					
3	Employees know that every employee is responsible for their own safety at workplace.					
4	Colleagues in the workplace ensure the safety of other workers.					
5	The organization is planning to pay health insurance for employees.					

Thank you so much for your participation!

APPENDIX B

STASTICAL OUTPUT

Regression Analysis Result for Occupational Health and Safety Practices on Work Motivation towards Denko Petrol Stations

Model Summary[b]

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	.922[a]	.851	.843	.21833	.851	112.082	6	118	.000	1.907

a. Predictors: (Constant), Health and Safety TrainingMean, Safety Policies and ProgramsMean, Management Commitment on SafetyMean, Personal Protective EquipmentMean, Organizational HazardsMean, Work SafetyMean

b. Dependent Variable: Work MotivationMean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.056	6	5.343	112.082	.000[b]
	Residual	5.625	118	.048		
	Total	37.681	124			

a. Dependent Variable: Work MotivationMean

b. Predictors: (Constant), Health and Safety TrainingMean, Safety Policies and ProgramsMean, Management Commitment on SafetyMean, Personal Protective EquipmentMean, Organizational HazardsMean, Work SafetyMean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-.049	.160		-.306	.760	-.366	.268					
	Work SafetyMean	.047	.116	.043	.403	.688	-.183	.277	.865	.037	.014	.112	8.890
	Management Commitment on SafetyMean	.220	.115	.200	1.908	.059	-.008	.448	.873	.173	.068	.115	8.698
	Safety Policies and ProgramsMean	.404	.108	.382	3.737	.000	.190	.618	.898	.325	.133	.121	8.245
	Personal Protective EquipmentMean	.068	.099	.065	.688	.493	-.127	.263	.862	.063	.024	.142	7.050
	Organizational HazardsMean	.119	.100	.113	1.186	.238	-.079	.317	.869	.109	.042	.139	7.180
	Health and Safety TrainingMean	.166	.095	.163	1.755	.082	-.021	.353	.869	.159	.062	.146	6.860

a. Dependent Variable: Work MotivationMean

Regression Analysis Result for the effect of Work Motivation on Task Performance towards Denko Petrol Stations

Model Summary[b]

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	.761[a]	.579	.575	.38261	.579	169.057	1	123	.000	1.649

a. Predictors: (Constant), Work MotivationMean

b. Dependent Variable: Task PerformanceMean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.748	1	24.748	169.057	.000[b]
	Residual	18.006	123	.146		
	Total	42.753	124			

a. Dependent Variable: Task PerformanceMean

b. Predictors: (Constant), Work MotivationMean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.635	.251		2.534	.013	.139	1.131					
	Work MotivationMean	.810	.062	.761	13.002	.000	.687	.934	.761	.761	.761	1.000	1.000

a. Dependent Variable: Task PerformanceMean