

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**EFFECT OF HEALTH & SAFETY AND WORKPLACE
RELATIONSHIP ON JOB SATISFACTION AND
PERFORMANCE OF EMPLOYEES IN NEW MENG SHENG
SHOES FACTORY**

SHWE SHWE

EMBA II – 64

EMBA 19TH BATCH (ONLINE)

MARCH, 2024

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**EFFECT OF HEALTH & SAFETY AND WORKPLACE
RELATIONSHIP ON JOB SATISFACTION AND
PERFORMANCE OF EMPLOYEES IN NEW MENG SHENG
SHOES FACTORY**

ACADEMIC YEAR (2022-2024)

Supervised by:

Submitted by:

Dr. Than Thu Zar

Shwe Shwe

Professor

EMBA II- 24

Department of Management Studies

EMBA 19th Batch (Online)

Yangon University of Economics

2022-2024

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**EFFECT OF HEALTH & SAFETY AND WORKPLACE
RELATIONSHIP ON JOB SATISFACTION AND
PERFORMANCE OF EMPLOYEES IN NEW MENG SHENG
SHOES FACTORY**

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

Supervised by:

Dr. Than Thu Zar

Professor

Department of Management Studies

Yangon University of Economics

Submitted by:

Shwe Shwe

EMBA II- 24

EMBA 19th Batch (Online)

2022-2024

ACCEPTANCE

This is to certify that the thesis entitled “Effect of Health & Safety and Workplace Relationship on Job Satisfaction and Performance of Employees in New Meng Sheng Shoes Factory” has been accepted by the examination Board for awarding the Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Tin Htwe

Rector

Yangon University of Economics

(Supervisor)

(Examiner)

(Examiner)

(Examiner)

(Examiner)

(Examiner)

(Examiner)

MARCH, 2024

ABSTRACT

The specific objectives of this study are to analyze the effect of health & safety and workplace relationships on job satisfaction, and to analyze the effect of job satisfaction on employee performance of New Meng Sheng (NMS) Shoes Factory. The study utilizes a sample of 126 from 350 employees selected by using simple random sampling method. The primary data collection is made with a structured questionnaire by using the questionnaire survey method. Secondary data are gathered from previous papers, documents of NMS Shoes Factory, and information available on their website. Descriptive statistics and regression analysis are employed for data analysis. Results from multiple regression analysis reveal that the training program, medical allowance, employer-employee relationship, and employee-employee relationships have positive and significant effects on job satisfaction. Job satisfaction has also positive and significant effect on employee performance. The study found that NMS Shoes Factory prioritizes its employee's well-being by implementing the health & safety procedures, resulting in high awareness and satisfaction among the employees. Additionally, the factory provides fair and competitive compensation than other rival factories. Employees are happier and more satisfied in workplace because healthy relationship between employer and employees as well as among the co-worker. This study suggests that NMS Shoes Factory should improve workplace safety by providing regular training and comprehensive medical allowances, focusing on employee health and well-being.

ACKNOWLEDGEMENTS

Firstly, I would like to extend my heartfelt gratitude and appreciation to Prof. Dr. Tin Tin Htwe, the esteemed Rector of Yangon University of Economics, for affording me the opportunity to embark on this study as part of my journey towards attaining the Master of Business Administration (MBA) Degree.

Secondly, I extend my deepest gratitude to Professor Dr. Myint Myint Kyi, the Programme Director and Head of the Department of Management Studies, for her unwavering support, insightful feedback, and encouragement throughout the completion of this research project.

Moreover, special thankful to my supervisor, Professor Dr. Than Thu Zar, from the Department of Management Studies at Yangon University of Economics for her invaluable guidance, insightful perspectives, and unwavering support throughout the entirety of the study. Her expertise, patience, and constructive feedback have been instrumental in shaping the quality and depth of this thesis.

Furthermore, I would like to express my sincere gratitude to Professor Dr. Thin Nwe Oo, Professor Dr. Hla Hla Mon, Professor Dr. Myint Myint May, Associate Professor Dr. Kay Thi Soe, and Associate Professor Dr. May Win Kyaw of Department of Management Studies at Yangon University of Economics for their invaluable and helpful suggestions.

Lastly, I am thankful to the top management of New Meng Sheng Shoes Factory for providing cooperation access to their resources and facilities and participation of the staffs which have been essential for completing this study successfully. Also I would like to express my heartfelt gratitude to my classmates from the EMBA 19th Batch, especially Group 6 member, for their unwavering support and camaraderie throughout this academic journey.

Shwe Shwe

EMBA II -64

EMBA 19th Batch (Online)

Yangon University of Economics

TABLES OF CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	iv
LIST OF FIGURES	v
LIST OF ABBREVIATION	vi
CHAPTER 1 INTRODUCTION	1
1.1 Rationale of the Study	5
1.2 Objectives of the Study	8
1.3 Scope and Method of the Study	8
1.4 Organization of the Study	9
CHAPTER 2 THEORETICAL BACKGROUND	10
2.1 Concept of Health & Safety	10
2.2 Concept of Workplace Relationship	15
2.3 Job Satisfaction	17
2.4 Employee Performance	18
2.5 Empirical Studies	19
2.6 Conceptual Framework of the Study	21
CHAPTER 3 PROFILE AND HEALTH & SAFETY PRACTICES AND WORKPLACE RELATIONSHIP OF NMS SHOES FACTORY	23
3.1 Profile of New Meng Sheng Shoes Co., Ltd	23
3.2 Organization Structure of New Meng Sheng Shoes Factory	24

3.3	Health & Safety Practices of NMS Shoes Factory	30
3.4	Demographic Profile of Respondents	36
3.5	Reliability Analysis	38
CHAPTER 4	ANALYSIS ON THE EFFECT OF HEALTH & SAFETY AND WORKPLACE RELATIONSHIP ON JOB SATISFACTION AND PERFORMANCE OF EMPLOYEES IN NMS SHOES FACTORY	40
4.1	Employee Perception on Health & Safety, Workplace Relationship, Job Satisfaction and Employee Performance	40
4.2	Analysis on the Effect of Health & Safety and Workplace Relationship on Job Satisfaction and Employee Performance in NMS Shoes Factory	51
4.3	Analysis on Effect of Job Satisfaction on Employee Performance	56
CHAPTER 5	CONCLUSION	58
5.1	Findings and Discussions	58
5.2	Suggestions and Recommendations	61
5.3	Needs for Further Research	64
REFERENCES		
APPENDIX A		
APPENDIX B		

LIST OF TABLES

Table No.	Title	Page
Table (3.1)	Number of Employees in NMS Shoes Factory	24
Table (3.2)	Training Programme provided by NMS Shoes Factory	32
Table (3.3)	Rates of Benefits (In Kyats)	33
Table (3.4)	Demographic Data of Respondents	37
Table (3.5)	Reliability Analysis of Variables	39
Table (4.1)	Working Environment	41
Table (4.2)	Training Programme	42
Table (4.3)	Medical Allowance	44
Table (4.4)	Policies, Procedures and Laws	45
Table (4.5)	Personal Equipment	46
Table (4.6)	Employer-Employee Relationship	47
Table (4.7)	Employee-Employee Relationship	48
Table (4.8)	Job Satisfaction	49
Table (4.9)	Employee Performance	50
Table (4.10)	Effect of Health & Safety on Job Satisfaction	52
Table (4.11)	Effect of Workplace Relationship on Job Satisfaction	54
Table (4.12)	Effect of Job Satisfaction on Employee Performance	56

LIST OF FIGURES

Figure No.	Title	Page
Figure (2.1)	Conceptual Framework of Kularathna & Perera	19
Figure (2.2)	Conceptual Framework of Abun & Basilio	20
Figure (2.3)	Conceptual Framework of Sarmuji & Aryani	21
Figure (2.4)	Conceptual Framework of the Study	22
Figure (3.1)	Organization Structure of NMS Shoes Factory	25

LIST OF ABBREVIATIONS

CMP	-	Cut-Make-Package
EU	-	European Union
HRM	-	Human Resource Management
ILO	-	International Labor Organization
MMK	-	Myanmar Kyat (Myanmar Currency)
NMS	-	New Meng Shang
PIC	-	Person in Charge
PPE	-	Personal Protective Equipment
QC	-	Quality Control
SSB	-	Social Security Board

CHAPTER 1

INTRODUCTION

The footwear manufacturing sector in Myanmar and Human Resource Management (HRM) are closely intertwined and heavily relies on its workforce and keeping employee's health & safety makes sure its employee has a secure and safety environment by providing strong health & safety rules and regulations. It helps to prevent an accident and keep everyone feeling good. It's also making the workplace more productive and keeps morale high. The footwear sector operates many rules to follow which includes labor laws, safety standards, and compliance requirements. Building positive employee relations is essential for fostering a productive work environment in the manufacturing sector such as conflict resolution, grievance handling, and employee engagement initiatives contribute to creating a harmonious workplace where employees feel valued and motivated to perform their best. To increase the productivity and skill development, HRM need to arrange training, designing relevant programs, and facilitating at the workplace. Also implementing safety protocols, conducting regular inspections, and providing adequate training on occupational hazards are essential for minimizing workplace accidents and promoting employee well-being.

HRM is organizing, coordinating, and managing an organization's current employees to carry out an organization's mission, vision, and goals. This includes functions such as job analysis, human resource planning, recruitment, selection, hiring, introduction, training & development, compensating, welfare management, performance evaluation, pay management, health & safety as well as workplace relationship management. Among these, Health & Safety and Workplace Relationship management function plays a crucial role in organizational success and it has direct and indirect effects on job satisfaction and increase work performance of employees.

HRM staff must develop and enforces policies and procedures that help ensure employee safety. The HRM team needs to manage adherence to federal and state laws that may work to protect employees' private information and ensure their physical safety and mental and emotional well-being.

Health and safety are very important in a garment factory. This is because the work in a garment factory involves activities that can be risky, like using machines and chemicals.

Without good health and safety measures, workers might get hurt or face health problems. Having proper safety rules and equipment is crucial to reduce these risks. It helps in preventing accidents and keeping the workers healthy. When a factory focuses on health and safety, it creates a good and secure work environment. Workers feel safer, which makes them happier and more likely to do a good job. This can boost productivity and make the factory work better. Factories that don't follow safety regulations might get into legal trouble, face fines, and harm their reputation. In a garment factory, paying attention to health and safety is really important to protect the workers, make a positive workplace, follow the law, and make the factory successful.

According to the International Labor Organization (ILO) convention on health and safety (1981), health in relation to work is not merely the absence of disease or infirmity, it also includes the physical and mental elements affecting health that are directly related to safety and hygiene at work. Health and safety is the discipline dealing with the prevention of work-related injuries and diseases, as well as the protection and promotion of the health of workers. In the context of HRM, health & safety refers to the practices and policies implemented to ensure the well-being of employees, promoting a health and safety in work environment. This includes measures to prevent accidents, injuries, and promote overall employee well-being. Occupational safety and health (OSH) is generally defined as the science of the anticipation, recognition, evaluation and control of hazards arising in or from the workplace that could impair the health and well-being of workers, taking into account the possible impact on the surrounding communities and the general environment by (Benjamin, 2008).

Health & safety includes various components such as working environment, training programme, medical allowance, policies, procedures and laws and personal equipment defined by Occupational Safety and Health Administration (OSHA). Robbins et al. (2019) stated that the working environment refers to the conditions at the workplace, including physical, social, and organizational aspects that influence employees' behavior, performance, and well-being.

Raymond (2016) defined that a training program is a planned effort by an organization to facilitate employees learning of job-related competencies. This definition emphasizes the structured and intentional nature of training initiatives within organizations, aimed at improving employees' skills, knowledge, abilities, and behaviors to perform their jobs effectively in the book of employee training and development.

Medical allowance, in the context of health and safety, typically refers to a financial provision made by employers to cover medical expenses incurred by employees due to work-related injuries, illnesses, or occupational hazards. This allowance may include reimbursement for medical consultations, treatments, medications, and hospitalization costs resulting from workplace incidents. Employers may provide medical allowances as a separate benefit or as part of a comprehensive healthcare plan. The terms and conditions of medical allowances can vary widely depending on the employer's policies, industry standards, and legal regulations governing employee benefits.

Goetsch and Davis (2001) stated that health and safety policies are organizational guidelines and principles aimed at promoting and maintaining the health, safety, and well-being of employees, customers, and other stakeholders. Health and safety policies outline the organization's commitment to providing a safe work environment, identifying hazards, implementing preventive measures, and complying with relevant regulations in the book of occupational safety and health for technologists, engineers, and managers.

Health and safety procedures are detailed steps and protocols that individuals or teams must follow to ensure compliance with health and safety policies and effectively manage risks in the workplace. Procedures provide specific instructions for handling emergencies, using safety equipment, conducting inspections, reporting incidents, and implementing corrective actions (Turnock, 1998). Stranks (2002) stated that health and safety laws are legal statutes and regulations established by governmental authorities at the local, national, or international levels to protect individuals from workplace hazards, occupational illnesses, and injuries. Health and safety laws set forth minimum standards for workplace safety, environmental protection, hazardous materials handling, and employee rights. Compliance with health and safety laws is mandatory and enforced through inspections, penalties, and legal proceedings.

Personal equipment refers to the protective gear, devices, or tools that individuals use to minimize the risk of injury, illness, or exposure to hazards in the workplace or other environments. Personal equipment is designed to provide physical protection and may include items such as helmets, safety goggles, gloves, respirators, earplugs, safety shoes, and harnesses.

Tran et al. (2018), described the workplace relationship is characterized as the exchange of information between individuals and groups aiming to achieve their respective

goals. This definition underscores the importance of communication and collaboration among employees and teams within the workplace setting to accomplish shared objectives effectively. Workplace relationships are unique interpersonal relationships with important implications for the individuals in those relationships, and the organizations in which the relationships exist and develop. Workplace relationships directly affect a worker's ability and drive to succeed. Workplace relationship management focuses on fostering positive interactions and communication between employer–employee and employee – employee and management.

Hall and Torrington (1998) referred to the relation between an employer and its employees to achieve harmonious employee relations and minimize conflict practices in employment. This relationship encompasses various aspects of the employment experience, including rights, responsibilities, expectations, and interactions within the workplace. According to Wood et al. (2004) asserted that employers must balance interests such as decreasing wage constraints with a maximization of labor productivity to achieve a profitable and productive employment relationship.

According to Lee (2005), employee-employee relationship at the workplace typically referred to the interactions, dynamics, and connections among individuals who are employed by the same organization. It encompasses building a healthy work culture, resolving conflicts, and promoting teamwork to enhance overall workplace satisfaction and productivity. Healthy relations among employees go a long way in motivating them and increasing their confidence and morale.

According to Locke (1969), job satisfaction is to be pleasurable emotional state resulting from the perception that one's job fulfills or allows for the fulfillment of one's important job values and the level of contentment employees feel with their job. This goes beyond their daily duties to cover satisfaction with team members/managers, satisfaction with organizational policies, and the impact of their job on employees' personal lives.

According to Campbell et al. (1998), employee performance is the extent to which an individual successfully fulfills the functions of the job. Employee performance is how well an employee does their job, including tasks and goals, and how they meet or go beyond what is expected of them in the workplace. Campbell (1998) emphasized work performance as a combination of declarative knowledge, procedural knowledge, and motivation. It remains influential in the field of organizational psychology and performance management.

The NMS Shoes Factory was fully owned by a Chinese entity and registered under the Myanmar Companies Act, serves as the focal point of this study. NMS Shoes Factory was established in 2017. The factory is located in Bago Industrial Zone. This is 100% foreign investment company and owned by a Chinese who is Mr. Zhou Boping and registered under the Myanmar companies acts. This factory is mainly producing shoes and slipper and all the raw material imported from China and finished goods export to Japan, Korea and EU Countries by manufacturing CMP method. The main customers are Muji (Japan), Ito-Yokado (Japan), Aeon (Japan) and Cainz (Germany). At present, in the NMS factory, to reduce the employees' turnover rate and to improve the employee job satisfaction and then, to sustain the employee performance, the management supports the efficient health & safety practices to all employees and take care of good workplace relationship with employer – employee and employee - employee who related working in the organization. This study presents health & safety and workplace relationship on employee performance of NMS Shoes Factory.

1.1 Rationale of the Study

The footwear industry is changing quickly and very competitive globally. Shoes and Slippers are represented a complex interplay of global trends, technology, and consumer choice. People want new styles all the time because of social media and online shopping, making things of trend are moving really quickly. People enjoy staying fashionable and like to express themselves through what they wear. Additionally, changing trends and the desire for variety contribute to the constant demand for new styles. The pressure on companies making shoes and slipper not only comes from meeting demand but also raises concerns about their impact on the environment and how workers are treated. Making shoes and slipper can use a lot of resources and create a lot of waste, which is not good for the planet. People now care more about where their shoes and slipper come from, how they're made, and if they are good for the environment. Thus, industry is trying to find the ways to make clothes and shoes that are both stylish and eco-friendly. It's important for everyone, including those who make clothes and shoes, policymakers, and researchers, to understand what's happening in the garment industry.

Myanmar footwear manufacturing sector has emerged rapid expansion in recent years as a competitive destination for global garment manufacturers and investors

worldwide who seeking cost-effective manufacturing solutions. Footwear Industry is crucial player in Myanmar Export sector which attracting Foreign Investment by getting export earnings and creating numerous employment opportunities. Currently of the footwear industry, especially in shoe and slipper production, is undergoing significant changes. Making and selling shoes has been a part of our lives for a long time, nowadays things are different. The footwear industry is facing new challenges and exciting possibilities.

The Myanmar footwear sector is emerged as a key player in the country's economy by contributing substantially to employment, creates a lot of jobs, getting export revenue, and growing economy. It offers employment to many people with different skills, including manufacturing, design, logistics, and distribution. This directly helps people's lives and improves the overall economic situation. The footwear sector is a key factor in providing jobs and generating income to the civilians. Myanmar has emerged as a major exporter of footwear, boosting the national economy by increasing export earnings. This not only strengthens the economic foundation but also establishes Myanmar as a competitive player in the global market. The country's good location and the availability of affordable labor have attracted international investments and partnerships.

Employee performance is very important and to maintain the product quality, meet production targets, and ensure operational efficiency. The performance of employees holds immense significance, impacting various facets of production, quality, and overall success. Employee performance directly influences the quality of production material. It directly impacts the reputation of the factory, customer satisfaction, and profitability. Efficient employee performance can reduce costs, enhance safety, and foster a culture of excellence and continuous improvement of NMS Shoes Factory. Each employee's attention to detail, precision in sewing, and adherence to quality standards significantly contribute to the final product's integrity. Timely completion of tasks, optimized production processes, and effective utilization of resources are crucial for meeting production targets and fulfilling orders promptly. Moreover, employee performance directly impact on cost management within the garment factory. Efficient utilization of materials, minimized rework, and streamlined workflows contribute to lower production costs and improved profitability.

Job satisfaction is very important and directly impacts on employee morale, productivity and overall performance. Satisfied employees are more likely to be engaged, motivated, committed to their roles, invested in their tasks and leading to higher levels of

efficiency and resulting good quality in production. Job satisfaction can reduce the turnover rates, enhance employee retention and promote a culture of continuous improvement. When employees enjoy their work and feel valued within the organization, they are more likely to be motivated to perform their tasks to the best of their abilities and resulting in improved work performance. Satisfied employees are more likely to stay with the organization for the long term and to engage in innovative thinking and creative problem-solving and contribute their ideas and suggestions for process improvements within the organization. Satisfied employees are more focused, dedicated, and enthusiastic to their tasks. Moreover, employees enjoy the job satisfaction, resulting as creation of positive work environment characterized by mutual respect, open communication and collaboration enhances teamwork, cooperation and leading to increased effectiveness and performance.

Supporting good facilities for health and safety at work is really important providing the facilities such as working environment, training, medical allowance, policies, procedures and laws and personal equipment to employees. The working environment must be free from hazards to prevent accidents and injuries. Adequate training programs equip employees with the knowledge and skills to identify and mitigate risks, promoting a culture of safety. Medical allowances provide access to healthcare service (SSB), addressing employee health needs promptly and preventing illnesses from escalating.

Policies and procedures establish clear guidelines for maintaining safety standards and handling emergencies effectively. Compliance with laws and regulations ensures that the factory operates ethically and legally, safeguarding both employees and the organization. Personal protective equipment (PPE) such as goggles, gloves, and head protection, ear protection are essential for minimizing workplace hazards and protecting workers from harm. Health and safety measures in NMS factory fosters a secure and supportive environment, enhances employee well-being, and promotes sustainable business practices. When workplaces have good facilities, employees are being happier, work better, and are less likely to miss work. It also makes the company follow rules and regulations, attracting and keeping good employees.

The role of workplace relationship are very important in the organization and supported employees who are motivated and taking responsibility to improve the working performance. It can create a positive work environment, facilitate conflict resolution, enable knowledge sharing and promote employee retentions. The strong relationships between employer-employee and employee-employee within the organization can be

enhanced productivity, morale and overall organizational effectiveness in competitive industry. This study is essential for NMS Shoes factory to fully understand how health & safety and workplace relationship impact on employee job satisfaction and employee performance in this organization.

1.2 Objectives of the Study

The main objectives of this study are;

- (1) To analyze the effect of health & safety and workplace relationship on job satisfaction of employees in NMS Shoes Factory.
- (2) To analyze the effect of job satisfaction on employee performance in NMS Shoes Factory.

1.3 Scope and Method of the Study

This study focuses to the workforce of NMS Shoes Factory situated in the Bago Industrial Zone. The factory employs a total of 350 employees and the sample size is 126 by using Raosoft sample size calculator with 95% of confidence level. 126 employees are selected for participation in the study by using simple random sampling method. The primary data collection is made with a structured questionnaire by using the questionnaire survey method. Secondary data are gathered from the analysis of previous papers, documents of the NMS factory, and information available on their website.

The data analysis method for this study involves both descriptive and linear regression analysis. Descriptive statistics is employed to summarize and interpret the main features of the dataset, offering insights into the demographic and work-related characteristics of the employees. Linear regression method is used to examine the effect of health & safety and workplace relationship on job satisfaction and employee performance within NMS Shoes Factory.

1.4 Organization of the Study

This thesis is organized into five chapters. Chapter (1) is introduction including rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter (2) is theoretical background of the study including

health & safety, job satisfaction, employee performance, empirical studies and conceptual framework of the study. Chapter (3) includes the profile and health & safety practices of NMS Shoes Factory. Chapter (4) analyzes the effect of health & safety and workplace relationship on job satisfaction and employee performance in NMS Shoes Factory. Chapter (5) is entails conclusion which includes findings and discussions, suggestion and recommendations drawn from the findings and the needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

The aim of theoretical background is to provide this study a theoretical base for further analysis. This chapter starts with a definition of health & safety and workplace relationship management. Secondly, it provides the theory of job satisfaction and employee performance. Then, it continues with previous study relating with health & safety and workplace lastly, provides the conceptual framework of this study. The purpose of the literature review is to enhance the study's theoretical framework by drawing upon existing research. The thematic presentation of literature is under the heading of the theoretical and conceptual framework

2.1 Concept of Health & Safety

Health & safety in the workplace is pivotal for safeguarding employee well-being and organizational success. It involves integrating various components such as the working environment, training programs, medical allowances, policies, procedures, laws, and personal protective equipment to foster a safety culture, prevent accidents, and enhance employee welfare. Reason (2016) underscores the importance of instilling a safety culture within organizations, making safety an integral part of organizational identity. Additionally, the International Labor Organization (ILO) provides guidelines for proactive occupational safety and health management systems, stressing hazard identification and mitigation by Jilcha, & Kitaw (2016). Compliance with regulatory standards and effective safety programs, as advocated by the Occupational Safety and Health Administration (OSHA),

are essential for reducing workplace accidents and fatalities (OSHA, n.d.). Overall, integrating health and safety management components is critical for cultivating a secure work environment and ensuring organizational prosperity.

The human resource theory emphasizes the significance of health and safety practices which included working environment, training programme, medical allowance, policies, procedures & laws and personal equipment to reduce the risk of accidents or injuries, and promote employee well-being and productivity. Regular reviews and updates of health and safety practices are also important to adapt to changes in the workplace environment and regulations.

2.1.1 Working Environment

Kohun (1992) defined working environment as an entirety which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance. Working environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work.

According to Brenner et al. (2004), the ability to share knowledge throughout organizations depends on how the work environment is designed to enable organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge. In addition, working environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity.

Opperman (2002) defined working environment is a composite of three major sub-environments: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. This is a basis to attain maximum productivity. Organizational environment includes systems, procedures, practices, values and philosophies. Management has control over organizational

environment. Measurement system where people are rewarded on quantity, hence workers will have little interest in helping those workers who are trying to improve quality.

2.1.2 Training Programme

Noe and Tews (2008) defined training programs as systematic efforts designed to facilitate learning and development among employees within an organization in the bood of employee training and development. The strategic importance of training in enhancing employee competencies, skills, and knowledge meets organizational goals and adapts to changing work environments. Training programs encompass a variety of activities and interventions aimed at improving individual and organizational performance. These may include formal classroom instruction, on-the-job training, e-learning modules, workshops, seminars, and coaching sessions. The goal of training programs is to equip employees with the necessary skills and knowledge to perform their current job roles effectively and prepare them for future responsibilities and career advancement opportunities.

Kirkpatrick and Kirkpatrick (2006) stated aligning training programs with organizational objectives and employee development needs is important for the businesses. Effective training programs are tailored to address specific skill gaps, performance deficiencies, and strategic priorities identified within the organization. They are designed to be interactive, engaging, and relevant to the learners' roles and responsibilities, fostering active participation and knowledge retention.

Goldstein (1993) defined the role of training evaluation is assessing the effectiveness of training programs. By systematically measuring learning outcomes, behavior change, and organizational results, organizations can identify areas for improvement, optimize resource allocation, and demonstrate the return on investment of training initiatives. The training programs highlights their strategic significance in enhancing employee performance, fostering organizational effectiveness, and driving continuous learning and development within the workforce. The best practices in training and development, guiding organizations in designing and implementing impactful training programs contribute to long-term success of the organization.

2.1.3 Medical Allowance

Armstrong and Taylor (2020) defined medical allowance as a component of health and safety initiatives in the workplace designed to provide financial assistance to employees for medical expenses related to work-related injuries or illnesses. This benefit serves as a crucial aspect of employee welfare, ensuring that workers receive necessary medical care without facing financial hardship. Employers may provide a fixed amount as a medical allowance, or they may reimburse employees for documented medical expenses up to a certain limit. The structure and terms of the medical allowance can vary depending on company policies, employment contracts, and local regulations. The purpose of a medical allowance is to assist employees in covering costs related to health and medical care, including expenses such as doctor's visits, prescription medications, diagnostic tests, and other health-related services. Providing medical allowance fosters employee loyalty and enhances retention rates by demonstrating employer care and support during times of need.

Mathis and Jackson (2017) stated medical allowance contributes to the overall welfare and well-being of employees by alleviating financial burdens associated with medical treatment for work-related injuries or illnesses. In many jurisdictions, providing medical benefits is mandated by law as part of employers' duty of care towards their employees (Bennett-Alexander & Hartman, 2019). According to Maslow (1943), medical allowance is addressing employees' physiological needs by ensuring access to medical care without financial strain.

The provision of medical benefits serves as a hygiene factor, mitigating dissatisfaction and promoting workplace satisfaction (Herzberg et al. 1959). It's important for employees to be aware of the details and conditions associated with medical allowance, such as the scope of covered expenses, submission procedures for reimbursement, and any limitations or restrictions imposed by the employer. Medical allowance is an integral component of workplace health and safety initiatives, contributing to employee welfare, motivation, and legal compliance by providing financial support for medical expenses, employers demonstrate their commitment to employee well-being, ultimately fostering a safer and more supportive work environment.

2.2.4 Policies, Procedure and Laws

Policies, procedures, and laws form the foundation of health and safety management in the workplace. This theoretical framework delves into the significance of establishing robust policies and procedures aligned with relevant laws to ensure a safe and healthy work environment. Donaldson (2001) suggested that the alignment of policies, procedures, and laws with organizational goals and environmental demands enhances adaptability and resilience in managing health and safety risks.

Policies are high-level statements that guide decision-making within an organization. They are overarching principles or guidelines that set the framework for how an organization operates. Policies communicate the organization's values, expectations, and intentions. They help in establishing consistency, promoting fairness, and ensuring compliance with legal requirements. Procedures are detailed, step-by-step instructions or methods outlining how specific tasks or activities should be performed. They provide a systematic guide for employees to follow. Procedures aim to standardize processes, enhance efficiency, and ensure that tasks are carried out consistently. They help in achieving organizational objectives and maintaining quality. Laws refer to legally binding rules and regulations enacted by a governing body, such as a government or legislative authority. Laws are enforceable and carry legal consequences if violated. Laws are designed to regulate behavior, protect individuals' rights, and maintain order within a society. In the context of organizations, compliance with laws is crucial to avoid legal consequences. Policies provide the overarching principles guiding decision-making, procedures offer detailed instructions on how specific tasks should be performed, and laws are legally binding rules that organizations and individuals must adhere to. Together, they form a framework that governs behavior, operations, and compliance within an organization or a broader legal context.

Trist and Bamforth (1951) stated effective health and safety management requires the integration of social (policies, procedures) and technical (laws, regulations) elements to optimize organizational performance and employee well-being. Compliance with health and safety laws and regulations is imperative for employers to fulfill the duty of care towards employees minimizing workplace hazards and incidents (Hale & Borys 2013).

2.1.5 Personal Equipment

Occupational Safety and Health Administration (OSHA) stated personal equipment for health and safety is vital to safeguard workers from potential hazards in the manufacturing process. In garment factories, various types of personal protective equipment are used to ensure workers' well-being. Protective clothing is essential, including work uniforms designed to cover the body and shield against workplace hazards. Additionally, lab coats or aprons are employed to provide extra protection against substances or processes that may stain or damage clothing.

Eye protection includes safety glasses or goggles utilized to safeguard the eyes from dust, debris, or chemicals during cutting, sewing, or other manufacturing processes. Hand protection is addressed through the use of different types of gloves, such as cut-resistant, heat-resistant, or chemical-resistant gloves, depending on the specific tasks involved in garment manufacturing. Foot protection is achieved through safety shoes or boots, offering protection against heavy objects, sharp materials, or potential crushing hazards within the factory. Respiratory protection, in the form of masks or respirators, becomes necessary when working with materials that produce dust, fumes, or other airborne particles. Hearing protection, including earplugs or earmuffs, is worn by workers exposed to loud machinery or processes to prevent hearing damage. Head protection are considered with the use of hairnets or caps to prevent hair from getting entangled in machinery or contaminating garments during production. First aid kits are made accessible, containing essential medical supplies to address minor injuries or provide initial care until professional help arrives. In areas where visibility is crucial, especially with moving machinery or vehicular traffic, high-visibility clothing is worn by workers.

These measures contribute to a safer working environment in garment manufacturing. It's important for garment factories to conduct thorough risk assessments to identify specific hazards and determine the appropriate personal protective equipment (PPE) needed. Additionally, proper training on the use and maintenance of personal equipment is essential to ensure workers' safety and well-being.

2.2 Concept of Workplace Relationship

Work relationships certainly matter in the workplace. These affect their feeling, energy, and work performance. The level of mMod would determine the level of

performance (Hosie, 2006). Management intervention can help create friendship at work through social activities inside and outside of the workplace.

Consequently, Ramjee (2018) classified three types of workplace relationships and they are management flexibility, co-worker relationship, and social relationship. The human resource theory emphasizes the importance of fostering positive interactions between employees and management. It promotes open communication channels, mutual respect, and a supportive organizational culture. This theory recognizes that strong workplace relationships contribute to employee satisfaction, engagement, and overall productivity. It encourages the establishment of fair and transparent human resource practices, including conflict resolution mechanisms, to create a harmonious work environment. Ultimately, the human resource theory highlights that a focus on health and safety, coupled with positive workplace relationships, is essential for creating a conducive and effective work environment. Workplace satisfaction is crucial to increase productivity (Boxall et al., 2007). The management should give importance to leveraging workplace satisfaction that consequently improves performance.

2.3.1 Employer-Employee Relationship

The working relationship starts when an employer hires a new employee and signs a contract. Employee is a person in the service of another under any contract of hire, express or implied, oral or written, where the employer has the power or right to control and direct the employee in the material details of how the work is to be performed. It is also pointed out that a contract does not create productivity or high performance but motivation. Wood et al. (2004) asserted that employers must balance interests such as decreasing wage constraints with a maximization of labor productivity to achieve a profitable and productive employment relationship. Dubin (2017) noted motivation as something that moves a person to action, and continues him in the course of action already initiated. It is the most difficult factor for employers to effectively manage the employment relationship.

In recent developments, particularly in human resources management, the concept of the employer-employee relationship has changed, it is dependent upon the interaction of formal legal regulations Beardwell and Claydon (2007) collective bargaining shifted to a more individualized method of bargaining (Henderson 2011).

According to Wilkinson et al. (2012), the employer-employee relationship indicates employee involvement as this forms part of the success of an organization. Some of these are satisfactory productivity, motivation, and morale of employees; loyalty, ensuring sufficient revenue and profits, and conflict reduction (Obrien, 2014). Managing relationships between employer and employee is vital to business success, as strong relationships can lead to greater employee happiness and even increased productivity. Other points in promoting good working relationships are mutual respect, mutual reliance, support or nurturing, gratitude and appreciation, open communication, consistent feedback, and following through in which the employer delivers what is promised to employees.

2.3.2 Employee-Employee Relationship

Healthy relations among employees go a long way in motivating them and increasing their confidence and morale. One enters a friendship voluntarily because one has a similar goal (Guerreo et al. 2015). These goals may include feelings of belongingness, affection, and intimacy (Lee, 2005). According to Maxwell (2004), developing personal relationships is a serious business that yields dividends to those committed to it. Those feelings must be reciprocated, both must nurture, and invest their time and energy in such a relationship (Homans, 1974). Human relationships are formed using a subjective cost-benefit analysis and the comparison of alternatives.

There are several suggestions on how to improve employee-employee relations at the workplace. These include forming teamwork, encouraging individuals to share their ideas, assigning targets to each team, promoting bonding activities, encouraging open communication among employees, scheduling a common meeting or general assembly, and organizing. Moreover, a positive climate of employee relations with high levels of employee involvement, commitment, and engagement can improve business outcomes as well as contribute to employees' well-being (CIPD, 2018).

2.3 Job Satisfaction

Job satisfaction is a worker's sense of achievement and is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being suitably rewarded for one's efforts. Robbins (2001) described job satisfaction as a general attitude toward one's job. It is the difference

between the exact amount of reward a worker receives who expects. According to Pattanamas (2008), job satisfaction is an important indicator of how employees feel about their job and a predictor of work behavior such as absenteeism and resignation. Job satisfaction is an essential factor that affects employees' initiative and enthusiasm. A lack of job satisfaction can probably lead to higher absenteeism and unnecessary turnover in the workplace (Al-Jenaibi, 2010).

Offering opportunities for skill development and career advancement is important for job satisfaction, as employees value the chance to improve and grow within the company. Balancing work and personal life is crucial, with reasonable working hours and flexible schedules contributing to overall well-being. Creating an inclusive and respectful workplace, where all employees feel valued and treated fairly through diversity and inclusion initiatives, is crucial for a positive work environment.

Job security and stability are key factors of job satisfaction, with workers needing confidence in their employment status and future prospects within the company. Involving employees in decision-making processes enhances job satisfaction, giving them a sense of ownership and contribution to the organization. Supportive and approachable management is important, with managers who listen to concerns, provide guidance, and respond to the needs of their team contributing to a positive workplace culture.

Job satisfaction reflects the simple feeling accompanying the attainment of goals or the feeling accompanying the attainment of objectives referred by Green & Heywood (2008). Moreover, Hoppock (1935) explained job satisfaction as a combination of psychological, physiological, and environmental circumstances that cause a person to be satisfied.

2.4 Employee Performance

According to Murphy and Cleveland (1995), employee performance is the extent to which an incumbent fulfills the requirements of the job. Aguinis (2009) defined employee performance as the extent to which an employee accomplishes the tasks that are expected of him or her and how well those tasks were performed.

Employee performance refers to the effectiveness and quality of an individual's job-related activities and contributions within an organization. It encompasses the outcomes and achievements associated with the tasks, responsibilities, and goals assigned to an

employee. Measuring work performance involves assessing how well an employee is carrying out their job responsibilities and achieving established objectives. Various methods can be used to measure work performance such as key performance indicators, performance appraisals, 360 degree feedback, self-evaluation, project and task completion, quality of work, are vital in assessing employees' effectiveness, encompassing goals like meeting sales targets or completing projects promptly.

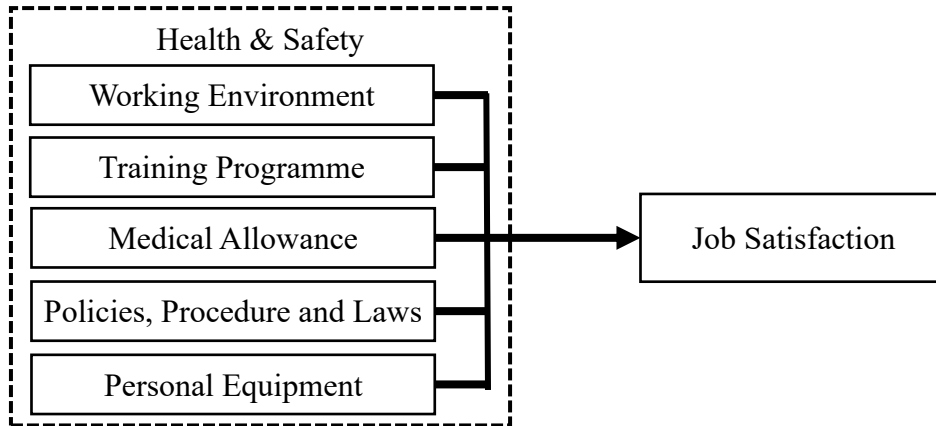
Employee performance can be measured by key performance indicators through quantifiable metrics aligned with organizational goals and objectives. Regular performance appraisals provide a platform for employees and supervisors to evaluate performance, identify strengths, areas for improvement, and establish future objectives. Self-evaluation encourages introspection, aiding in the formulation of personal improvement targets. Project and task completion metrics gauge employees' efficiency in meeting deadlines and maintaining quality standards. Quality of work assessments scrutinize the accuracy and proficiency of completed tasks and projects. Attendance and punctuality are indicative of commitment and reliability, while effective feedback and communication skills are crucial, especially in collaborative environments. Goal attainment measures the fulfillment of set objectives, be it meeting sales quotas or project deadlines. Evaluating behavioral competencies encompasses assessing teamwork, leadership, adaptability, and problem-solving abilities, providing insights into overall performance.

2.5 Empirical Studies

Numerous research papers have been dedicated to exploring about health & safety and public relations in various fields and industries. Kularathna and Perera (2016) presented in their research on health & safety process. In this study, the independent variable is health & safety consisting five elements such as working environment, training programme, medical allowance, policies, procedures and laws and personal equipment and then dependent variable is job satisfaction.

This study focuses only on employees who working in the Utility Service Supply Organization in Western Province North. The study collected data from 116 field employees in the Utility Service Supply Organization in Western Province North by convenience sampling method. Their conceptual framework of Kularathna and Perera (2016) is shown in Figure (2.1).

Figure (2.1) Conceptual Framework of Kularathna and Perera



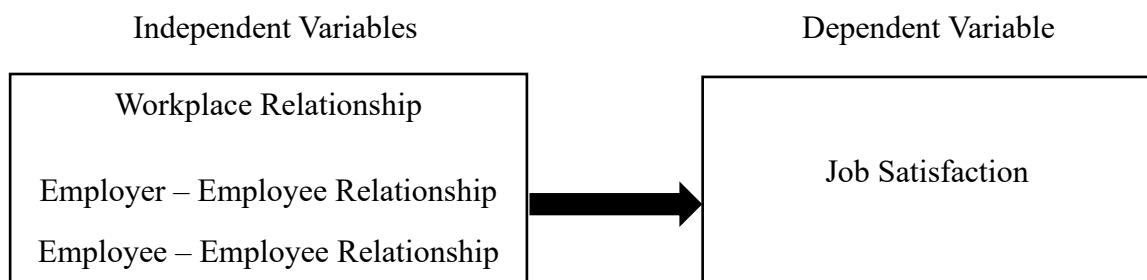
Source: Kularathna & Perera , 2016

The result showed that health & safety procedures are significantly impacts on job satisfaction. It also found that considerable number of employees feel they can work at a satisfactory level even when facing very or extremely stressful condition. Additionally, this study showed that the safety and health have ability to predict the variance of job satisfaction by nearly 46.6%. it is concluded that there is a positive impact of safety and health on job satisfaction of field employees.

For the next previous paper, Abun et al. (2023) concluded about the workplace relationship and job satisfaction. This study stated that the relation between employer-employee and employee-employee relationships and job satisfaction. Employer-employee and employee-employee relations are the independent variables, and job satisfaction is the dependent variable.

This study collected data from employees of Divine Word Colleges in the Ilocos Region, Philippines. The study used a descriptive correlational research design. The population of the study was taken from all employees working in thee colleges. There are 270 employees taken as respondents of the study. Total enumeration was used in which all employees of the two colleges were taken as respondents by using census sampling method. Conceptual framework of Abun et al. (2023) is shown in Figure (2.2).

Figure (2.2) Conceptual Framework of Abun et al.

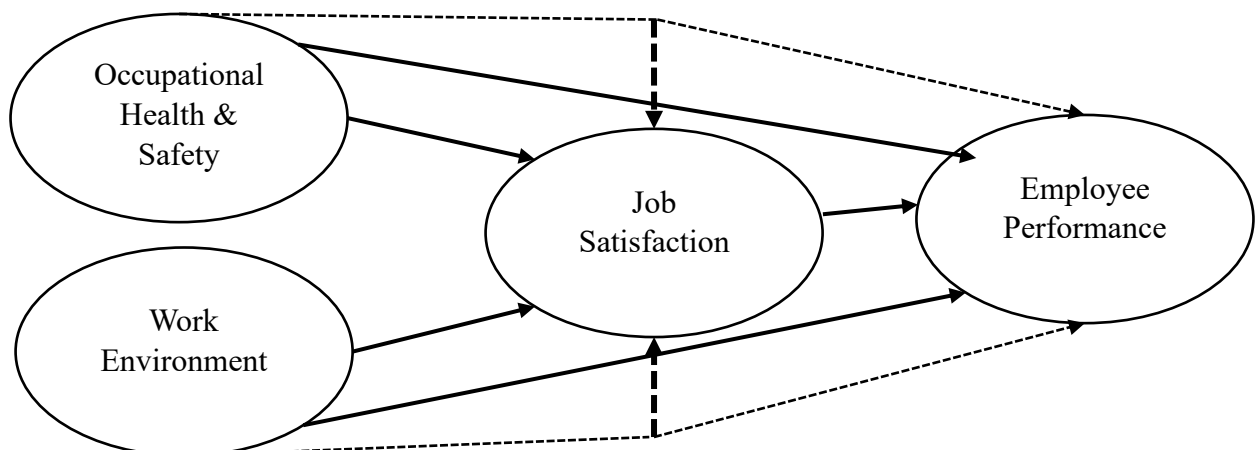


Source: Abun et al., 2023

Abun et al.(2023) indicated that a positive relationship between employers and employees signifying agreement or a favorable atmosphere. Employees express satisfaction with their job, reflected as contentment its various facets including relations with superiors, workload, job security, nature of work, working hours, co-worker dynamics, and treatment from superiors, job meaning, and promotion prospects receive favorable assessments. However, there is a noted area of lesser satisfaction concerning salary. The study found that workplace relationships and job satisfaction were significantly correlated among employees of Divine Word Colleges in the Ilocos Region.

Regarding third paper, Sarmuji and Aryani (2019) examined occupational health & safety and work environment impact on job satisfaction of employees in KebonAgung Sugar Factory in Malang. Occupational health & safety and work environment is independent variables and job satisfaction is dependent variable. Then, job satisfaction is independent variable and employee performance is dependent variable. The study collected data from 100 employees among 137 employees of KebonAgung Sugar Factory in Malang and the data are analyzed by using Path Analysis. Conceptual framework of Sarmuji and Aryani (2019), is shown in Figure (2.3).

Figure (2.3) Conceptual Framework of Sarmuji & Aryani



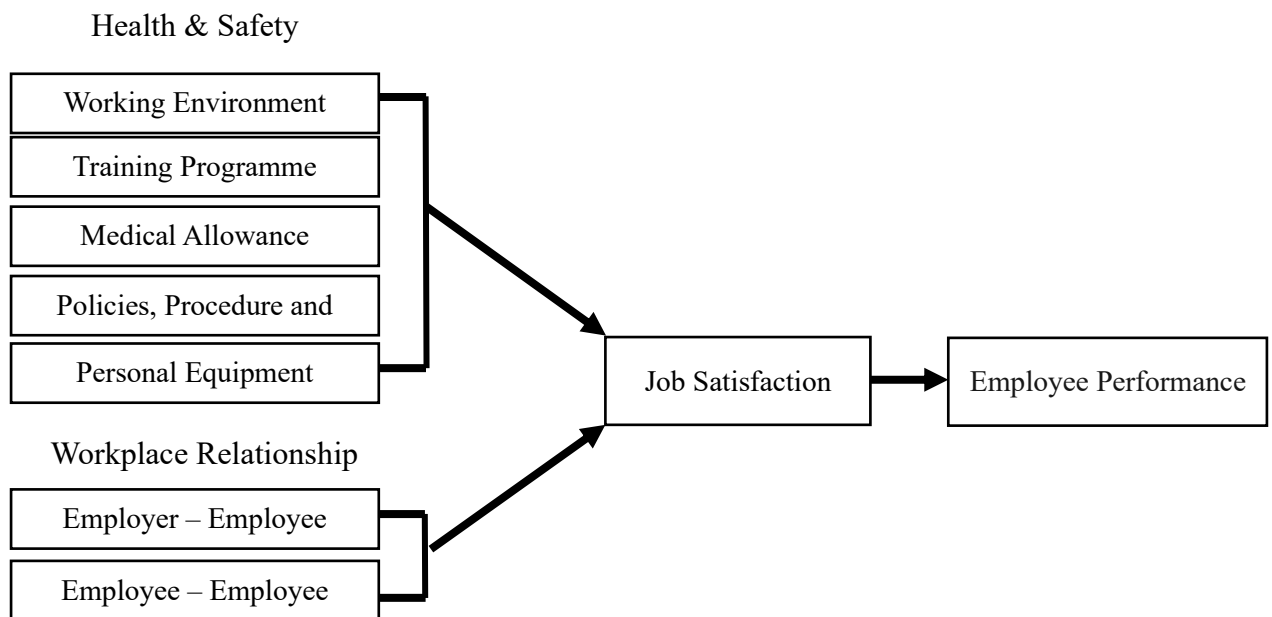
Source: Sarmuji & Aryani, 2019

This result proved that occupational safety and health and work environment directly affect job satisfaction significantly. Occupational safety and health and work environment affect performance significantly, despite job satisfaction being unable to mediate the relationship between occupational safety and health on performance.

2.6 Conceptual Framework of the Study

Based on the literature review and previous studies, the following conceptual framework is developed.

Figure (2.4) Conceptual Framework of the Study



Source: Own Compilation, 2024

According to Figure (2.4), independent variables are health & safety including working environment, training programme, medical allowance, policies, procedure & laws and personal equipment. Workplace relationship includes employer- employee and employee – employee relationship. Health & safety are independent variables and job satisfaction is a dependent variable developed from Kularathna & Perera (2016). Workplace relationship is an independent variable and job satisfaction is a dependent variable developed from Abun et al. (2023). Job satisfaction is an independent variable and employee performance is a dependent variable developed from Sarmuji and Aryani (2019).

CHAPTER 3

THE PROFILE AND HEALTH & SAFETY PRACTICES OF NMS SHOES FACTORY

This chapter organized with the profile of NMS shoes factory including vision, mission and organization structure. It is followed by the health & safety of NMS Shoes Factory. Reliability analysis and demographic profile of respondents are described in this chapter.

3.1 Profile of New Meng Sheng Shoes Co., Ltd

New Meng Sheng Shoes Co., Ltd was established in 2017 and started commercial operation in August 2018, mainly manufacture the shoes and slippers which export to Korea, Japan and EU countries by CMP (cut, make & package) method. At the time of initial establishment, NMS started in Hlaing Thar Yar Industrial Zone (2) and moved to Bago Industrial Zone in 2019. This is 100% foreign investment owned by Mr. Zhou Boping who is Chinese and factory is located in Bago Industrial Zone. The factory surface area is 8820M² and constructed office building, staff housing apartment and parks for all employees.

They are manufacturing various shoes and slippers on CMP (cut, make and package) method basis which is usually the entry stage for a manufacturer in the garment value chain. Raw material inputs are entirely supplied along with product specifications by the business customers to the NMS shoes factory who focuses on production alone and finished goods mainly export to Korea, Japan and EU countries. Monthly consumption of production capacity is 300,000 pairs and yearly production capacity is to four million of pairs. NMS shoes factory manufacturing various type of shoes and slippers such as casual shoes oxfords, soft-soled slippers, hand-sewing slippers, inside sewing slippers, health slippers and snow boots and so on. There are four assembly lines and 350 employees in this factory and plan to expand to increase at 800 employees in future.

The mission of NMS Shoes Factory is to manufacture and deliver premium-quality slippers that prioritize comfort, durability, and style, while fostering sustainable practices and ensuring customer satisfaction at every step of the process. The vision of NMS Shoes

factory is to create the footwear industry by crafting high-quality, stylish, and comfortable footwear that exceeds customer expectations, while embracing innovation, sustainability, and social responsibility to become a globally recognized brand synonymous with exceptional footwear.

3.2 Organization Structure of NMS Shoes Factory

Organization structure of NMS Shoes Factory is basically divided by pre-production department, production department and post production department. Pre-production department includes design & patten making division, sampling division, fabric source & lab test division, and sales & marketing division. Production department includes cutting division, sewing division, machine maintenance division and finishing division. Post production department includes quality control division, packaging division and logistic division. There are 350 employees in NMS Shoes Factory. The number of employees in NMS Shoes Factory is shown in Table (3.1).

Table (3.1) Number of Employees in NMS Shoes Factory

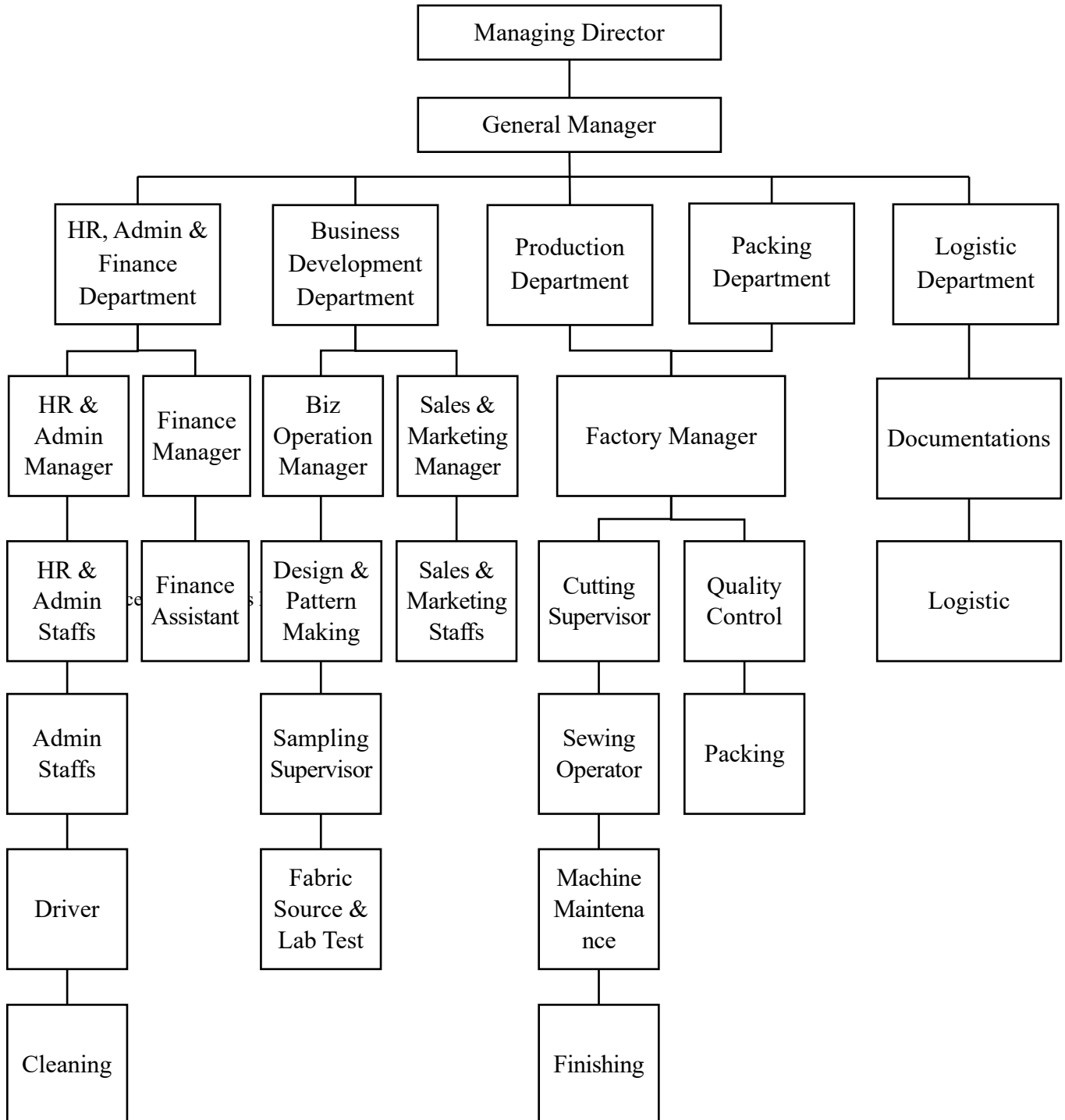
Sr. No.	Department	Number of Employees	Percentage
1	Human Resource, Admin and Finance Department	18	5.14
2	Business Development Department	14	4
3	Production Department	287	82
4	Quality Control and Packaging Department	21	6
5	Logistic Department	10	2.86
	Total	350	100

Source: NMS Shoes Factory, 2024

NMS Shoes Factory has mainly divided by five Departments such as human resource, administration and finance department with 18 professionals, business development department with 14 experts' employees, production department with 287 skilled employees, quality control and packaging department with 21 diligent staffs, and

logistic with 10 efficient team members. The organization structure of NMS shoes factory is shown in Figure (3.1).

Figure (3.1) Organization Structure of NMS Shoes Factory



Source: NMS Shoes Factory, 2024

According to Figure (3.1), the primary department encompasses as human resources, administration, and finance department, divided into two divisions as human resource & administrative division and finance division. Each division is managed by each manager.

3.2.1 Human Resource, Administration and Finance Department

For the human resources and administration division, their primary duty is managing the recruitment & selection, and on boarding processes of new employees. This includes developing job descriptions, conducting interviews, and facilitating orientation programs to integrate new hires into the company culture. Moreover, they are responsible for managing employee relations, handling grievances, and resolving conflicts to maintain a harmonious work environment.

Additionally, the human resource division manager oversees employee training and development initiatives, ensuring that staff members have the necessary skills to fulfil their roles effectively. And it also handles to achieve implementing and enforcing company policies and procedures, including those related to employee conduct, performance evaluation, and compensation which relation between management and employees, advocating for the needs and concerns of both management and employees to foster a productive and fulfilling workplace environment. HR division operates an orientation for new operators to get familiarizing them with equipment, providing safety training, explaining the production process, offering hands-on training, emphasizing quality control, teaching troubleshooting and maintenance skills, promoting continuous improvement, and conducting regular evaluations for feedback and development.

On the other hand, division manager takes responsibility attached with administrative functions and support to all employees for office operations, including maintaining office supplies, managing equipment, and coordinating administrative staffs to ensure smooth day-to-day operations. They also handle communication channels with both internal and external, ensuring timely and accurate dissemination of information within the organization and with external stakeholders. Additionally, it prepares the budget of administrative expend and arrange the ferry bus for all employees and manage the transportation process who want to go outside if necessary. Moreover, they may be involved in organizing company events, meetings, and travel arrangements, optimizing logistical arrangements to enhance productivity and efficiency.

For the finance division manager coordinates the payment of salaries, overtime charges, daily wages, compensation and rewards & fines for all employees by monthly. Moreover, it often collaborates with other department if there has some payment or expend which analysing report to general manager or managing director to facilitate informed decision-making. Additionally, finance division is managing the company's financial resources including budgeting, forecasting and financial planning and ensuring optimal allocation of funds to maximize profitability and sustainability. They oversee the implementation and enforcement of financial policies, procedures, and controls to safeguard assets, mitigate risks, and ensure compliance with regulatory requirements. Furthermore, finance division also managing relationships with external stakeholders like banks, and customers fostering trust and transparency in financial transactions and reporting.

3.2.2 Business Development Department

Business development department is divided into two divisions and managed by business operation manager and sales & marketing manager. Business operation division manager is undertaking such as design & pattern making, sampling to customer initially and fabric source and fabric lab test functions. Design and pattern making handle the creation of designs, patterns, prototypes what ensuring to reach the quality standards and align with customer requirement. They have to facilitate collaboration between designers, pattern makers and other customer designer to translate creative concepts into viable products.

The business development manager in NMS Shoes Factory is overseeing the functions such as design & pattern making, sampling, and fabric source and fabric lab test. They shoulder a multifaceted role for the smooth functioning and success of the factory's operations. First and foremost, they are responsible for coordinating and streamlining the activities across these divisions to ensure efficient production processes and timely delivery of products. In the design & pattern making division, the manager oversees the creation of designs, patterns, and prototypes. They facilitate collaboration between designers, pattern makers, and other stakeholders to translate creative concepts into viable products.

Similarly, in the sampling division, when a customer places an order, the sampling division supervisor is responsible for promptly producing shoe and slipper samples based

on the customer's provided design and pattern specifications. Once the samples are ready, the sampling division initiates communication with the customer to present the completed designs for review and feedback. This crucial step allows the customer to assess the samples and provide input regarding any desired modifications or adjustments. The sampling division meticulously considers the customer's feedback and incorporates necessary changes to the samples accordingly. This iterative process continues until the customer is satisfied with the final design and functionality of the shoes and slippers.

In the fabric source & fabric lab test division supervisor is tasked evaluation the quality, the durability and suitability of available fabric options meet the factory's standards and production requirements or not based on contract agreement. Furthermore, the division is tasked with conducting comprehensive lab tests on the fabric samples to assess their performance and suitability for use in shoes and slippers by using specialized equipment to avoid any defects, damages, or weaknesses of fabric.

Sales & marketing division manager operating under the CMP (cut, make & package) method assumes a pivotal role in driving business growth, fostering client relationships, and ensuring the successful execution of contracted projects. Their responsibilities are the identification and creates of sales opportunities, including relationships with potential customers, responding to inquiries, and presenting the factory's capabilities and offerings to prospective partners. Moreover, division manager handles a crucial role in negotiating and finalizing contracts with customers, ensuring that terms and conditions are clearly defined and aligned with the factory's capabilities and production capacity. They collaborate closely with internal production managers and quality control team to accurately assess project requirements, develop pricing proposals, and establish realistic timelines for project delivery. Additionally, the division serves as the primary point of contact for customer throughout the duration of the contract, facilitating communication, addressing concerns, and providing regular updates on project progress.

3.2.3 Production Department

The production department is under the management of the factory manager, who holds the responsibility of managing all aspects of the manufacturing process from start to finish. This division coordinating the cutting, sewing, and finishing stages of production to ensure efficient and timely completion of orders. The factory manager oversees each step

of the manufacturing process, from the initial cutting of materials to the final finishing touches on the products.

In the cutting division, all the cutting operators and supervisors are under the management of factory manager ensures that materials are accurately measured and cut according to the specifications outlined in the production orders. They taking care the allocation of resources and the optimization of cutting patterns to minimize waste and maximize efficiency. During the sewing phase, all the operators and supervisor for each assembly line under the factory manager monitors the sewing operations to maintain production schedules and quality standards.

In the finishing division, all the operators and finishing supervisor are handled with internal quality control team to inspect the products reach the standards and specification before undergoing third-party inspection and needle inspection. The internal quality control team meticulously inspects each pair of shoes and slippers to assess their overall condition, functionality, and appearance by checking for defects in stitching, materials, construction, sizing, and appearance, among other aspects. Any products found to have defects or some other issues are flagged for further review, repair, or rework to ensure that only high-quality products are shipped to customers.

3.2.4 Packaging Department

The packaging department is the final process of production and prepares the finished merchandise for delivery to the customer. After the internal quality control inspection, manager is taken responsibility to transfer good products to a third-party inspection agency for further assessment. The third-party inspectors conduct a comprehensive evaluation of the products to verify their quality and compliance with customer requirement standards based on industry regulations. After the completion of inspection, third-party inspection and factory collaborates to inspect for the needle test as part of the quality assurance process to ensure no sharp objects or pin or a piece of needle are left in the footwear, for preventing injuries and enhance product quality and reliability to consumers.

The packaging department is well-organized and equipped with necessary materials such as boxes, labels, and packaging materials. Proper training for both new operators and existing operators to enhance their ability to handle the equipment and working process are

more smoothly, ultimately contributing to improved productivity and performance within the factory on packaging procedures including handling fragile items and ensuring accurate labeling under the guidance of human resource manager. The good products proceed to the final packaging stage. At this stage, the products are carefully packaged according to customer requirements and export regulations by arranging appropriate packaging materials, labeling, and ensuring proper protection to prevent damage during transit. Upon completion of the packing process, the products are deemed ready for export. Logistic department arrange for shipment and logistics arrangement to transport the goods to destination.

3.2.5 Logistic Department

The logistics department's manager responsibilities are applying for the export license to overseas arrangements, documentations, transportation, and shipping processes. For the documentation process, logistics' PIC prepares accurate and comprehensive paperwork, such as commercial invoices, packing lists, and certificates of origin.

For the transportation process is managed by the logistics department who coordinating schedules, and working with reliable freight forwarders or carriers are essential for timely and secure delivery of products. Monitoring shipping progress and addressing any unforeseen issues promptly are crucial to ensure customer satisfaction and maintain operational efficiency.

3.3 Health & Safety Practices of NMS Shoes Factory

Health and safety practices of NMS Shoes Factory are comprising elements such as the working environment, training programs, medical allowances, policies, procedures, laws, and personal protective equipment.

3.3.1 Working Environment

NMS Shoes Factory management emphasizes the workplace to secure and safety for preventing accidents and injuries and requires a comprehensive approach to health and safety practices within the working environment. Regarding clear emergency procedures such as fire drills and evacuation plans, workshops, training sessions and rehearsal are

arranged to ensure awareness among all employees. Proper ventilation facilities are installed to a comfortable and conducive in the working environment, In the hot summer, NMS Shoes Factory arranges to install sprinkler systems on the roof by taking care of the employees' health & safety. Furthermore, accessible resources such as posters, signage, and digital displays are strategically placed throughout the factory to reinforce key emergency procedures and provide quick reference during critical situations. Regular reminders via email, newsletters, and staff meetings serve to reinforce the importance of vigilance and preparedness at all times. Moreover, proactive measures are implemented to prevent slips, trips, and falls within the factory premises, including regular floor maintenance, the provision of anti-slip footwear, and adequate lighting and signage.

3.3.2 Training Programme

At NMS Shoes Factory, the training initiatives encompass critical areas such as health and safety practices, fire drill emergency procedures, and first aid training, ensuring that employees are well-prepared to handle workplace emergencies and mitigate risks effectively. NMS Shoes Factory shows its dedication to employee growth, safety at work, and doing great by investing in various training programme. This training teaches employees how to use equipment safely, maintain ergonomic workstations, and prevent accidents and injuries. For fire drill emergency training, NMS Shoes Factory share the knowledge to all employees for fire prevention, evacuation procedures, and how to use fire extinguishers through practical fire drill simulations. For first aid training, all employees are instructed in basic first aid techniques and emergency response procedures to address injuries or medical emergencies at work. For machine safety procedure of detailed training is provided on operating and maintaining machinery like cutting and pressing machines, needle testers, and fabric lab machines to minimize accidents and injuries. For hazardous materials awareness training, employees are trained to recognize and manage hazardous materials in the workplace, including proper handling, storage, and emergency response protocols. The various training programs related with health & safety education and knowledge practices of training are shown in Table (3.2).

Table (3.2) Training Programme Provided by NMS Shoes Factory

Sr.No	Training Program	Description	Related Departments
1	Health & Safety Practices	This training ensures that employees understand how to operate equipment safely usage, maintain ergonomic workstations to prevent the accident and injuries.	All departments
2	Fire Drill Emergency Training	Instruction on fire prevention, evacuation procedures, and the use of fire extinguishers is addressed with practical fire drill simulations.	All departments
3	First Aid Training	Instruction in basic first aid techniques and emergency response procedures is conducted to address injuries or medical emergencies in the workplace.	All departments
4	Machine Safety Procedure	Detailed training on the safe operation and maintenance of machinery such as cutting, sole press machine, needle test, and fabric lab test machine minimizes accidents and injuries.	Sewing, Cutting, Fabric Lab, Quality Control and Packing & Machine Maintenance Division.
5	Hazardous Materials Awareness Training	Training to recognize and manage hazardous materials in the workplace, including proper handling, storage, and emergency response protocols.	Quality Control, Cutting, Sewing, Machine Maintenance & Packing Division

Source: NMS Shoes Factory, 2024

According to Table (3.2), NMS Shoes Factory is providing five kinds of training programme related to health & safety.

3.3.3 Medical Allowance

As the garment industry is under the Ministry of Labor, medical allowance benefits for employees are contacted with the Social Security Board (SSB) directly. It refers from the regulations and announcements by contribution of the rates of employees and employers some percentage of the total salary and wages respectively. SSB typically provide various benefits, including medical allowances for employees.

According to Social Security Act (2012), it requires an employer with more than five workers to provide Social Security Scheme benefits to one's workers, such as health and social care insurance as well as insurance against employment-related injuries. The rates of contribution by employees and employers are 2% and 3% of the total salaries and wages, respectively. The contribution must be in Myanmar kyats regardless of the currency in which the employee is paid. With effect from 1 April 2014, the maximum monthly contribution is limited to MMK 9,000 by the employer and MMK 6,000 by the employee. Contributions are deductible by the employee for tax purposes. The employer is obligated to withhold the employees' contributions from their salaries.

According to Social Security Act (2012), the employee who are covered by the (3) types of insurance systems that are currently being implemented and who have registered and paid the premiums will be entitled to receive free medical treatment and the following benefits depending on their income. The rates of medical benefits are shown in Table (3.3).

Table (3.3) Rates of Benefits Provided by NMS Shoes Factory

Sr.No.	Description	Rate of Benefits	Remarks
1	Sickness benefits	Allowance for medical treatment (52 weeks or until cured)	Once registered, an insured worker will be entitled to five benefits
2	Temporary disability benefits	70% of the average wages earned in the previous four months for a maximum of 52 weeks.	
3	Permanent disability benefits;	From 5-years salary to 7-year of salary based on employee lost.	
4	Survivors' benefits for death caused by injuries at work	From 30 to 80 times the average salary earned in the last four months, depending on the contribution period.	
5	Funeral expenses benefits	1 to 5 times the average salary earned in the past four months can be received.	
6	Sickness benefits	Up to a maximum of 26 weeks of benefits at 60% of average salary earned in the last four months.	

Source: NMS Shoes Factory, 2024

When the employee who facing an accidents or injuries or other emergency issues at the factory, the employer is responsible for providing immediate emergency assistance to transport to the hospital with initial costs covered paid in advance. And then the employee claim back with the Social Security Scheme (SSB) in Myanmar, seeking reimbursement accordance to the rate of benefits table determined based on the employee's salary. The social security schemes typically provide benefit such as sickness, maternity, temporary disable benefit, permanent disable benefit and compensation for workplace injuries or accidents providing by according to rate of benefit from social security schemes.

3.3.4 Policies, Procedures and Laws

Policies, Procedures and Laws are aimed to create health & safety and systematically in the working environment. Ensure the well-being of employees and compliance with regulations. Firstly, NMS Shoes Factory provides implement comprehensive policies that prioritize to clear guidelines for equipment use, handling materials and emergency procedures. Effective communication of policies and procedures are ensuring that all employees are awareness by using multiple channels for communication such as posters, signage and demonstration board.

Secondly, in NMS Shoes Factory, ensuring the safety of employees and maintaining a secure work environment is a top priority. To achieve this, comprehensive safety procedures are implemented throughout the facility. The factory conducts regular inspections of machinery, equipment, and facilities to identify and mitigate potential hazards promptly. These inspections are crucial for detecting any safety concerns, such as malfunctioning machinery or hazardous conditions, and addressing them effectively to prevent accidents or injuries. Secondly, the factory provides extensive training programs to all employees, aiming to educate and raise awareness about safe work practices. Employees are trained on the proper use of personal protective equipment (PPE), including gloves, goggles, head protection, and ear protection, depending on their job roles and tasks. By equipping employees with the necessary knowledge and tools to work safely, the factory fosters a culture of safety and ensures that employees are well-prepared to handle potential risks in the workplace. This proactive approach underscores the factory's commitment to

prioritizing the health and well-being of its workforce while maintaining high standards of safety and security throughout its operations.

Furthermore, laws and regulations established by government agencies play a crucial role in ensuring workplace safety in NMS Shoes Factory. These laws set minimum standards for occupational health and safety, including requirements for ventilation, sanitation, and fire safety measures. NMS Shoes Factory must comply with these regulations to prevent accidents, injuries, and occupational illnesses among their workforce. Health and safety practices in NMS Shoes Factory involves the implementation of policies, procedures, and compliance with laws and regulations. By prioritizing the well-being of employees, identifying and mitigating hazards, and fostering a culture of safety, factories can create a conducive working environment that protects the health and safety of all employees.

3.3.5 Personal Equipment

In the NMS shoes factory, personal protective equipment (PPE) is ensuring the health and safety of employees and various types of PPE are necessary to protect employees from hazards associated with manufacturing processes. Firstly, gloves are essential to use shield workers' hands from cutting the fabric, abrasions, and exposure to chemicals quality control of the goods or other harmful substances commonly encountered during production. Depending on the specific tasks, NMS shoes factory provides different types of gloves, such as leather or chemical-resistant gloves and cotton gloves may be required to provide adequate protection.

Secondary, goggles or safety glasses are indispensable for safeguarding workers' eyes from flying debris, splashes of chemicals, and other airborne hazards present in the factory environment. Proper eye protection can prevent eye injuries and maintain workers' visual health while performing their duties.

Thirdly, NMS Shoes Factory is emphasized the importance of maintaining cleanliness and hygiene standards, to ensure the production of high-quality goods. The factory has implemented specific hair protection measures. Employees working in various areas of the factory, including production lines and quality control division, are required to wear hairnets made of lightweight, breathable material. These hairnets effectively cover and restrain hair, preventing strands from contaminating the products during manufacturing

and inspection processes. In the quality control staffs are using sort head hats to prevent falling hair or some objects provide a comfortable fit for the wearer. Additionally, disposable bouffant caps are provided for individuals with longer hair, offering extended coverage and ensuring that hair remains securely tucked away. By employing these hair protection materials, the factory underscores its commitment to upholding stringent cleanliness standards throughout the production process. This proactive approach not only enhances the overall quality of the shoes and slippers but also reinforces the factory's dedication to customer satisfaction and product excellence.

Fourthly, ear protection, such as earplugs or earmuffs, is necessary to reduce exposure to loud noises generated by heavy machinery and equipment when using in the manufacturing process. Prolonged exposure to high levels of noise can lead to hearing loss and other auditory problems, making ear protection vital for preserving workers' hearing health. All the personal protective equipment is used as expired, NMS shoes factory has to be replacement if necessary.

3.4 Demographic Profile of Respondents

In this study, based on respondents from 126 employees at NMS shoes factory of demographic data are analyzed with their gender, marital status, age group, education level, years of services experience, position level and salary. This demographic data of respondents is presented in Table (3.4).

Table (3.4) Demographic Data of Respondents

No.	Particular	Descriptions	Number	Percentage
		Total	126	100.0
1	Gender	Male	5	4.0
		Female	121	96.0
2	Marital Status	Single	114	90.5
		Married	12	9.5
3	Age group	Under 20 years	34	27.0
		21 – 30 years	70	55.5
		31 – 40 years	20	15.9
		41 – 50 years	2	1.6
4.	Education Level	Primary School	3	2.4
		Middle School	70	55.5
		High School	43	34.1
		Graduate	10	8.0
5	Years of service	Less than 1 year	51	40.4
		2 – 4 years	61	48.4
		5 – 7 years	10	8.0
		8 – 10 years	1	0.8
		Above 10 years	3	2.4
6	Position Level	Helper	14	11.1
		Operator	93	73.8
		Office Staff	6	4.8
		Supervisor	8	6.3
		Manager	5	4.0
7	Salary	Less than 200,000mmk	57	45.2
		200,000 – 400,000mmk	57	45.2
		400,000 – 600,000mmk	7	5.6
		600,000 – 800,000mmk	1	0.8
		Above 800,000mmk	4	3.2

Source: Survey Data, 2024

In this study, a total population of 126 respondents were joined. Gender distribution of the respondents indicated that 5 (4.0%) were male, while 121 (96.0%) were female. The respondents' ages were distributed as 34 (27.0%) were under 20-years-old age group, 70 (55.5%) were between 21 and 30 years old, 20 (15.9%) were between the ages of 31 and 40, 2 (1.6%) were between the ages of 41 ~ 50. In terms of education, 3 (2.4%) of the respondents had only completed primary school, 70 (55.5%) had finished middle school, 43 (34.1%) had finished high school, and 10 (8.0%) had graduated. It was determined that none of the responders lacked literacy.

Regarding experience at the NMS Shoes Factory, 51 (40.4%) had worked for less than 1 year, 61 (48.4%) had employed at NMS factory for between 2 and 4 years, 10 (8.0%) had worked there for between 5 and 7 years, 1 (0.8%) had worked there for 8 to 10 years, and 3 (2.4%) were above 10 years' experience. Regarding Position Level, the majority of respondents were helper with 14 (11.1%), 93 (73.8%) were operator, 6 (4.8%) were office staff, 8 (6.3%) were supervisor, and 5 (4.0%) respondents were manager level.

In terms of salary, 57 (45.2%) of the respondents reported receiving less than 2 lakhs of mmk, 57 (45.2%) received a range between 2 lakhs and 4 lakhs, 7 (5.6%) an average between 4 lakhs and 6 lakhs, 1 (0.8%) received between 6 lakhs and 8 lakhs, and 4 (3.2%) more than 8 lakhs.

Table (3.4) indicates that there are more women than males in the population since the apparel business is a production industry and most of the apparel jobs in the industry are more suitable for females than for males. This outcome also demonstrates that females are more patient than males when responding to survey questions. The number of female populations is more rather than male population because garment industry is service industry and most of the garment job are more suitable for female rather than male. This result also shows that the females are more patient with answering survey questions rather than males.

3.5 Reliability Analysis

Reliability analysis is a well-developed statistical tool for predicting the system performance in many industries. There are several tools used for reliability prediction, but fault-tree analysis provides a diagrammatic representation of a system's reliability. Before analysing the data, a reliability analysis was performed using the information gathered from

126 participants in SPSS software. This analysis utilized Cronbach's Alpha coefficient to measure the stability and reliability of NMS shoes factory including health & safety and work palace relationship, job satisfaction and work performance.

Reliability means how much different measures of something agree when using similar methods. Cronbach's alpha which measures of the degree of consistency. If the value of alpha is more than 0.9, it is excellent. If the value of alpha between 0.8 and 0.9, it will be good. If the value of alpha between 0.7 and 0.8, it can be acceptable. If the value of alpha between 0.6 and 0.7, it will be made questionable to respondent. If the value of alpha between 0.5 and 0.6, it is poor. If the value of alpha less than 0.5, it will be unacceptable. (Bruner et al. 2010). Table displays the Cronbach's Alpha values for each variable are presented in Table (3.5).

Table (3.5) Reliability Analysis of Variables

Variables	No. of Items	Cronbach's Alpha
Working Environment	5	0.823
Training Programme	5	0.920
Medical Allowance	5	0.946
Policies, Procedures and Laws	5	0.820
Personal Equipment	5	0.842
Employer Employee Relationship	5	0.850
Employer Employee Relationship	5	0.835
Job Satisfaction	5	0.848
Employee Performance	5	0.682

Source: Survey Data, 2024

According to Table (3.5), most of the Cronbach Alpha values are more than 0.9 and 0.8 which are excellent and very good and employee performance range is 0.6 which is moderate. Therefore, most of the variables are reliable and it can be used further analysis.

CHAPTER 4

ANALYSIS ON EFFECT OF HEALTH & SAFETY AND WORKPLACE RELATIONSHIP ON JOB SATISFACTION AND PERFORMANCE OF EMPLOYEES IN NMS SHOES FACTORY

This chapter analyses the effect of health & safety such as working environment, training programme, medical allowance, policies, procedures and laws, and personal equipment on job satisfaction and performance of employee are displayed as working environment, training programme, medical allowance, policies, procedures and laws, and personal equipment.

4.1 Employee Perception on Health & Safety, Workplace Relationship, Job Satisfaction and Employee Performance

There are five independent variables of health & safety such as working environment, training programme, medical allowance, policies, procedures and laws and personal equipment. Moreover, there are also two independent variables of workplace relationship such as employer-employee relationship and employee -employee relationship. In the first part, job satisfaction is dependent variable. In the second part, employee performance is dependent variable.

There are 45 questions total in the questionnaires that five questionnaires for working environment, five for training program, five for medical allowance, five for policies, procedures, and laws, five for personal equipment, five for employer-employee relationship, five for employee- employee relationship, five about job satisfaction, and five about employee performance. 126 respondents are answered based on 5-point Likert scale, with 1 denoting strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree.

According to Best (1977), the mean value of five-point Likert scale items is represented as below,

The score among 1.00-1.80 means strongly disagree.

The score among 1.81-2.60 means disagrees.

The score among 2.61-3.40 means neither agree nor disagree.

The score among 3.41-4.20 means agrees.

The score among 4.21-5.00 means strongly agree.

Based on this circumstance, 126 respondents provided to understand and aware what they're generally feeling how happy with their job in this factory based on their respond.

4.1.1 Health & Safety of NMS Shoes Factory

Employee perception on health & safety of NMS Shoes Factory are described in this part. Health & safety includes working environment, training programme, medical allowance, policies, procedures and laws and personal equipment.

1) Working Environment

Employee perception on working environment is described in Table (4.1). This results show how employees understand and feel about their working environment condition.

Table (4.1) Working Environment

Sr. No.	Description	Mean	Standard Deviation
1.	Being generally aware of health and safety procedures	4.69	0.59
2.	Feeling secure and safe in the working environment	4.68	0.53
3.	Providing fair and competitive compensation for the work performed	4.48	0.84
4.	Being aware of the fire emergency procedures in the NMS Shoes Factory	4.63	0.53
5.	Having proper ventilation facilities	4.68	0.53
	Overall Mean	4.63	

Source: Survey Data, 2024

Table (4.1) shows that employees generally exhibit a high level of awareness regarding health and safety procedures, as indicated by the highest mean value of 4.69 with

strongly agree level. This implies that NMS Shoes Factory provides health & safety procedures and employees are being awareness. The practice of providing fair and competitive compensation for the work performed received the lowest score of mean, 4.48 means that employees are strongly agreed that NMS Shoes Factory are provided fair and competitive compensation more than other rival factories. NMS Shoes Factory is a one of the foreign direct investment companies. Therefore, it complies the setting stand by local government.

Overall mean value of 4.63, indicating that employees strongly agree that the working environment provided by NMS Shoes Factory meets the standards of a proper working environment. As NMS Shoes Factory is foreign investment company, emphasize laws and regulations by government regarding workplace safety. Consequently, they prioritize a safe working environment by these regulations, which leads to employees strongly agreeing with the health and safety practices implemented by the factory.

2) Training Programme

Employee perception on training programme is described in Table (4.2). In this study, how employees perceive and awareness on this training program at NMS Shoes Factory.

Table (4.2) Training Programme

Sr. No.	Description	Mean	Standard Deviation
1.	Providing learning/training opportunities to meet the changing needs of the workplace	4.43	0.75
2.	Fulfilling the necessary performance by the training program	4.44	0.74
3.	Receiving helpful health and safety training from the NMS Shoes Factory	4.37	0.89
4.	Enhancing my current work and future positions	4.44	0.70
5.	Providing frequent employee training programs to improve skills	4.39	0.99
	Overall Mean	4.41	

Source: Survey Data, 2024

According to Table (4.2), employees typically show a considerable level of confidence in reaching their goals through learning from the training programme. Enhancing both their current work and future position get the highest mean value of 4.44. This mean that employees are strongly agree providing the necessary training programs such as sewing operator training, quality control training, cut and pattern training related with each division by NMS Shoes Factory and they believe to useful for their current work and future growth. On the other hand, receiving helpful health and safety training from the NMS Shoes Factory is the lowest score with a mean value of 4.37. It indicates that strongly agree level.

With an overall mean value of 4.41, indicating a strongly agree level. Employees at NMS shoes factory seem to recognize the facilitation of learning/training opportunities to meet evolving workplace needs. They have the significant improvement of job performance through the training program, the benefits of helpful health and safety training. From this survey, it can be deduced that employee's express contentment with the training program at the NMS Shoes Factory.

3) Medical Allowance

Medical allowance with regards to health and safety considerations shown in Table (4.3). Below Table is demonstrating the employee perception on the medical allowance of NMS Shoes Factory.

Table (4.3) Medical Allowance

Sr. No.	Description	Mean	Standard Deviation
1.	Being adequately covered medical expenses provided by the NMS Shoes Factory	4.40	0.97
2.	Meeting the healthcare needs of employees effectively	4.53	0.81
3.	Feeling adequately informed about the details and terms of the Medical Allowance program	4.50	0.77
4.	Being competitive compared to industry standards	4.56	0.72
5.	Currently receiving a medical allowance as part of benefits package	4.54	0.99
	Overall Mean	4.51	

Source: Survey Data, 2024

According to Table (4.3), medical allowance provided by the NMS Shoes Factory as competitive compared to industry standards, demonstrating a highest level of awareness provided the medical benefits according to the SSB regulation and announcement, as indicated by the mean value of 4.56 which is strongly agree level. In contrast, the aspect of being adequately covered for medical expenses through the medical allowance provided by the NMS Shoes Factory received the lowest score, with a mean value of 4.40, indicating a strongly agree level.

Overall mean value for the medical allowance stands at 4.51, indicating a strongly agree level. Employees at the NMS Shoes Factory seem to recognize the adequacy of medical expense coverage provided by the Medical Allowance. They reassure adequately informed about the program details. Based on this survey, it can be inferred that employee's express contentment with the medical allowance provided by the NMS Shoes Factory.

4) Policies, Procedures and Laws

Employee perception on policies, procedures, and laws are described in Table (4.4). This Table investigates policies, procedures and laws provided by NMS Shoes Factory.

Table (4.4) Policies, Procedures and Laws

Sr.No.	Description	Mean	Standard Deviation
1.	Being clearly communicated and accessible of the policies and procedures at the NMS Shoes Factory	4.69	0.60
2.	Understanding the relevant laws and regulations governing workplace practices	4.64	0.53
3.	Effectively addressing and preventing workplace harassment and discrimination	4.60	0.60
4.	Promoting a fair and inclusive work environment by the NMS Shoe Factory's policies and procedures	4.60	0.61
5.	Providing clear guidance on employee rights and responsibilities	4.63	0.59
	Overall Mean	4.63	

Source: Survey Data, 2024

Analysing the survey data in Table (4.4), policies, procedures, and laws indicated employees generally perceive the policies, procedures, and laws provided by the NMS Shoes Factory. The clarity and awareness and accessibility of policies and procedures such as prioritize to clear guidelines for equipment use, handling material and emergency procedures at the NMS Shoes Factory, as indicated by the highest mean value of 4.69, it is strongly agreeing level. Conversely, addressing and preventing workplace harassment and discrimination, the factory provided by the clear policies and procedures, investigated take prompt action provided by the NMS Shoes Factory received as the lowest score, with a mean value of 4.60, which is strongly agree level.

The overall mean value for the policies, procedures, and laws measures at 4.63, suggesting strongly agree level among employees. They acknowledge the provision of health and safety facilities what the clear communication and accessibility of policies and procedures. Furthermore, employees demonstrate an understanding of the relevant laws and regulations governing workplace practices. They also understand and agree that the NMS Shoes Factory's policies and procedures contribute to a fair and inclusive work environment by effectively addressing and preventing workplace harassment and discrimination.

5) Personal Equipment

Employee perception on personal equipment is shown in Table (4.5). this study investigates how employees perceive on personal equipment provided by NMS Shoes Factory.

Table (4.5) Personal Equipment

Sr. No.	Description	Mean	Standard Deviation
1.	Having access to the necessary personal equipment	4.48	0.84
2.	Providing adequate health and safety equipment	4.67	0.54
3.	Maintaining quality standards by the personal equipment	4.60	0.58
4.	Being provided with uniforms and workwear for the job	4.68	0.62
5.	Ensuring regular maintenance and replacement of Personal Equipment as needed	4.56	0.92
	Overall Mean	4.60	

Source: Survey Data, 2024

Examining the survey data Table (4.5), personal equipment apparent that employees generally perceive the personal equipment provided by the NMS Shoes Factory. The provision of uniforms and workwear for their job is seems safety and hygiene and positive work environment and enhances the company's image and reputation indicated by the highest mean value score of 4.68, implies strongly agree level. In contrast, employees' access to the necessary personal equipment required for their role such as safety glasses, goggles, head protection, hair protection and ear protection provided by the NMS Shoes Factory received the lowest score, with a mean value of 4.48, reflecting strongly agree among the employees. These survey results collectively suggest a high level of overall satisfaction among employees with the personal equipment.

The overall mean value for personal equipment stands at 4.60, indicating strongly agree level. They acknowledge having access to the necessary personal equipment required for their role is safety and protection, hygiene and cleanliness, compliance with regulation in the NMS Shoes Factory.

4.1.2 Workplace Relationship

Employee perception on workplace relationship of NMS Shoes Factory are described in this part. Workplace relationship includes employer- employee relationship and employee-employee relationship.

1) Employer - Employee Relationship

Employee perception on employer-employee relationship is shown in Table (4.6).

Table (4.6) Employer - Employee Relationship of NMS Shoes Factory

Sr.No.	Description	Mean	Standard Deviation
1.	Feeling comfortable communicating openly with their supervisors	4.64	0.56
2.	Feeling comfortable communicating openly with co-leaders and leaders	4.58	0.57
3.	Establishing a mutual good relationship between supervisors and subordinates	4.43	0.78
4.	Feeling free to give feedback to each other by supervisors and subordinates	4.51	0.72
5.	Receiving expressions of gratitude from their subordinates	4.56	0.82
	Overall Mean	4.54	

Source: Survey Data, 2024

Analysing the survey data presented in Table (4.6), employer-employee relationship indicated that employees generally perceive the relationship supported by the NMS Shoes Factory positively. Feeling comfortable and communicating openly with their manager and supervisors whatever they can discuss gets the highest mean value score 4.64, which implies a strongly agree level. Employer is communicated with employee regularly and actively listening to their concerns, and providing feedback. In contrast, the perception of a mutual good relationship between supervisors and subordinates received the lowest score, with a mean value of 4.43. Employer is recognizing employees' efforts and contributions

through rewards, praise, and acknowledgment. Employer provides the daily lunch for all employees show their happiness. Also arrange for them go back to hometown if long holiday.

The overall mean value for the employer-employee relationship stands at 4.54, indicating strongly agrees level. Employees are feeling comfortable and communicating openly with employer. Employee can discuss directly with employer if they have any problem. On the other hand, employer monitoring the needs of the employees and fulfilling them by using rewards and punishment system. Treating all employees fairly and equitably, without discrimination

2) Employee - Employee Relationship

Employee perception on employee-employee relationship are described in Table (4.7).

Table (4.7) Employee - Employee Relationship

Sr.No.	Description	Mean	Standard Deviation
1.	Getting the cooperation of other employees in community programs or activities	4.61	0.58
2.	Communicating openly with other employees (co-workers) without hesitation	4.71	0.54
3.	Helping one another in solving problems encountered in the workplace	4.55	0.64
4.	Showing respect with colleagues	4.40	0.88
5.	Supporting one another supporting	4.54	0.79
	Overall Mean	4.56	

Source: Survey Data, 2024

According to Table (4.7), employees generally agree the relationship between employee-employee supported by the NMS Shoes Factory is encouraging open communication among employees' co-workers without hesitation gets the highest mean value score of 4.71, which implies a strongly agree level. They are working together

effectively on projects, sharing ideas, and supporting each other to achieve common goals. In contrast, showing respect with colleagues from all employees gets the lowest score 4.40, reflecting strongly agree level. Employees are supporting each other during busy periods, deadlines, or personal challenges.

The overall mean value for the employee-employee relationship stands at 4.56, indicating strongly agree level. Employee are getting the cooperation of other employees in community programs or activities. NMS Shoes Factory is maintaining a positive attitude and working together as a team. Open communication each other, active listening, and mutual appreciation among employees.

4.1.3 Job Satisfaction

Employee perception on job satisfaction are described in Table (4.8).

Table (4.8) Job Satisfaction

Sr.No.	Description	Mean	Standard Deviation
1.	The working conditions in the NMS Shoes Factory contribute job satisfaction	4.69	0.71
2.	The level of job security in the NMS Shoes Factory	4.71	0.49
3.	Building relationships with colleagues	4.48	0.75
4.	Having opportunities for professional growth and advancement	4.46	0.69
5.	Feeling satisfied for employee giving meaning	4.53	0.67
	Overall Mean	4.57	

Source: Survey Data, 2024

In Table (4.8), the level of job security gets the highest score averaging 4.71. Employees are appreciated the level of job security provided by the stable and established nature of the factory, which fosters a sense of stability and confidence in their employment. However, having opportunities for professional growth and advancement in their role, while satisfying scored is the lowest, with a mean value of 4.46, indicating strongly agreed level. It indicates that the factory offers opportunities for professional growth and

advancement, allowing employees to develop their skills and progress in their careers, which contributes to their overall satisfaction.

The overall mean value for job satisfaction on performance of employees stands at 4.57, indicating strongly agree level. Employees feel satisfied that their work contributes the production of shoes and slippers, which have practical use and bring comfort to customers, giving their work is a sense of purpose and meaning. Proper working conditions of NMS Shoes Factory contributes to enhancing their job satisfaction.

4.1.4 Employee Performance

Employee perception on employee performance are described in Table (4.9).

Table (4.9) Employee Performance

Sr.No.	Description	Mean	Standard Deviation
1.	Meeting the expectations for quality and efficiency in my work	4.69	0.51
2.	Taking responsibility for the assigned tasks and delivering them with precision	4.75	0.43
3.	Collaborating well with team leaders to achieve collective goals	4.73	0.46
4.	Being adaptable to changes in work requirements and priorities	4.70	0.49
5.	Efficiently managing the time to meet deadlines and production schedules	4.72	0.48
	Overall Mean	4.72	

Source: Survey Data, 2024

Based on Table (4.9) has the highest score averaging 4.75 indicated that taking responsibility for assigned tasks and delivering them with precision, ensuring accuracy and attention to detail in all aspects of production. This implies that employing case studies proves to be an effective method for ensuring timely and thorough task completion. Conversely, meeting expectations for quality and efficiency in their work, ensuring that

products meet standards and produced in a timely manner. Achieved the lowest score, averaging 4.69, indicating strongly agreed level.

The average employee performance of overall mean rating among employees is 4.72, indicating strongly agree level. Employees affirm that meeting quality and efficiency standards at the NMS Shoes Factory is feasible. Employees are being creative, working with good concentration at work and also emphasizing managing time efficiently to meet deadlines and production schedules, prioritizing tasks, and organizing work processes to boost efficiency and output.

4.2 Analysis on Effect of Health & Safety and Workplace Relationship on Job Satisfaction and Employee Performance in NMS Shoes Factory.

The primary objective of this research is to investigate the effect of Health & Safety on Job satisfaction within the context of NMS shoes factory. To achieve this objective, a linear regression model is utilized, analysing data gathered from 126 respondents.

4.2.1 Analysis on Effect of Health & Safety on Job Satisfaction

The linear regression analysis examines the influence of the independent variable health & safety (working environment, training programme, medical allowance, policies, procedures, and laws, as well as personal equipment) on the dependent variable of job satisfaction. This result of the linear regression analysis is presented in Table (4.10)

Table (4.10) Effect of Health & Safety on Job Satisfaction

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.840	.372		4.945	.000	
Working Environment	-.148	.131	-.133	-1.132	.260	5.669
Training Programme	.277***	.084	.377	3.306	.001	5.369
Medical Allowance	.350***	.091	.519	3.860	.000	7.476

Policies, Procedures & Laws	.144	.106	.123	1.357	.177	3.374
Personal Equipment	-.011	.110	-.011	-.096	-.923	5.632
R Square	.842					
Adjusted R Square	.697					
F Value	58.633***					
Durbin-Watson	1.59					

Source: Survey Data, 2024

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

The results in Table (4.10) show that the R square and adjusted R square are 0.842 and 0.697. This means the model can explain 69.7% of the change job satisfaction due to health & Safety. It shows that the two variables are in a strong linearly relationship. In additionally, the dimensions of health & safety increase, the job satisfaction also increased by 69.7%. So, the model is considered strong. The F test value, which shows the overall significance of the model, is highly significant at the 1 percent level. This means the model is valid. The Durbin-Watson value is 1.579, which falls within an acceptable range (between 1.5 and 2.5). All the VIFs (variance inflation factor) for independent variables are less than 10, indicating no multicollinearity issues among them.

According to the result of the regression analysis Table (4.10), there exists a significant effect of 0.277 between the training program and job satisfaction among field employees, significant at the 5% level, this analysis indicates that employees expressing confidence in their effectiveness of training programme and enhancing for improvement of job satisfaction. The training covers health & safety, machine operation, and hazard management, helping employees gain skills and foster a culture of quality and safety in the factory. Therefore, investing in diverse training initiatives demonstrates the NMS Shoes Factory's commitment to employee development, workplace safety, and operational excellence.

According to the results of the regression analysis Table (4.10), there is a notable effect of 0.350 between medical allowance and job satisfaction among field employees, significant at the 1% level. This underscore indicating is statistically significant. This

analysis indicates that employees perceive the medical allowance provided by NMS Shoes Factory as competitive with other factories in this industry and express concerns about the adequacy of coverage for medical expenses. Employees are content with the medical allowance, recognizing its adequacy and their informed understanding of the program details. This satisfaction is particularly crucial as it aligns with the legal requirements outlined in the Social Security Act (2012), ensuring that employees receive necessary medical benefits and insurance coverage mandated by law, thereby contributing to their well-being and job satisfaction.

According to Table (4.10), the three variables such as working environment, policies, policies and laws and personal equipment are not statistically significant. This analysis indicates that despite employees are awareness of health & safety procedures and agreement of fair compensation, they may not significantly effect overall job satisfaction due to factors like the comprehensive working environment and management's emphasis on safety. Thus, while important, these factors may not emerge as statistically significant predictors of job satisfaction in this context.

According to Table (4.10), policies, procedures and laws and job satisfaction are not significant. This analysis indicates that due to employees' high awareness and satisfaction with these measures, coupled with the factory's comprehensive approach to health and safety practices. Additionally, while government regulations ensure workplace safety, they may not directly influence employees' perceptions of job satisfaction.

According to Table (4.10), personal equipment and job satisfaction are not significant. This analysis indicates that due to employees' high overall satisfaction with the equipment provided, the comprehensive provision of various types of personal protective equipment (PPE) addressing potential hazards, and the factory's proactive approach to hygiene standards and equipment maintenance. Consequently, while essential for employee safety, personal equipment's predictive power on job satisfaction may be overshadowed by other factors such as compensation and workplace culture in regression analysis.

4.2.2 Analysis on Effect of Workplace Relationship on Job Satisfaction

This part is to investigate the effect of workplace relationship on job satisfaction within the context of NMS Shoes Factory. To achieve this objective, a linear regression model is utilized, analysing data gathered from 126 respondents. The linear regression

analysis examines the influence of the independent variable workplace relationship (employer- employee relationship and employee -employee relationship) on the dependent variable of job satisfaction. This result of the linear regression analysis is presented in Table (4.11).

Table (4.11) Effect of Workplace Relationship on Job Satisfaction

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.927	.258		3.597	.000	
Employer - Employee Relationship	.325***	.086	.343	3.796	.000	2.658
Employee - Employee Relationship	.476***	.088	.490	5.426	.000	2.658
R Square	.623					
Adjusted R Square	.617					
F Value	101.542***					
Durbin-Watson	1.715					

Source: Survey Data, 2024

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

The results in Table (4.11) show that the R square and adjusted R square are 0.623 and 0.617. This means the model can explain 61.7% of the change in job satisfaction due to workplace relationship. It shows that the two variables are in a strong linearly relationship. In additionally, the dimensions of workplace relationship increase, job satisfaction also increased by 61.7% So, the model is considered strong. The F test value, which shows the overall significance of the model, is highly significant at the 1 percent level. This means the model is valid. The Durbin-Watson value is 1.715, which falls within an acceptable range (between 1.5 and 2.5). All the VIFs (variance inflation factor) for independent variables are less than 10, indicating no multicollinearity issues among them.

According to the result of the regression analysis Table (4.11), there exists a significant effect of 0.325 between employer-employee relationship and job satisfaction among field employees. This suggests that the workplace relationship on job satisfaction is

statistically significant. Consequently, employer provides the competitive salary benefit package than other rival factory and also providing professional development and career advancement. Moreover, employer is communicating with employees regularly, actively listening to their concerns, and providing feedback. Additionally, employer recognizes employees' efforts and contributions through rewards, praise, and acknowledgment. Employee who wants to go back to hometown, provide extend leave and give them bonuses makes the employees happy satisfy in the workplace. Furthermore, employer providing lunch every day makes employees happy and satisfied. It's especially meaningful and shows the employer cares like family. Compared with other factories, this is a significant benefit that contributes to overall job satisfaction.

Base on the result of the regression analysis Table (4.11), there exists a significant effect of 0.476 relationship between employees wield a notable influence on job satisfaction, evidenced by a significant at the 1% level and showcase a positive association with job satisfaction. This analysis indicates that employee-employee relationships and job satisfaction are statistically significant and fostering positive workplace relationships among employees. Employees are working together effectively on projects, sharing ideas, and supporting each other to achieve common goals. Communicating openly and respectfully each other, listening actively, and expressing appreciation for their contributions are leading to enhance satisfaction and increase productivity, reduce retention rate, and organizational success.

4.3 Analysis on Effect of Job Satisfaction on Employee Performance

The secondary objective of this research is to investigate the effect of job satisfaction on employee performance within the context of NMS Shoes Factory. The linear regression analysis examines the influence of the independent variable of job satisfaction and dependent variable is employee performance. This result of the linear regression analysis is presented in Table (4.12)

Table (4.12) Effect of Job Satisfaction on Employee Performance

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			

(Constant)	3.347	.217		15.443	.000	
Job Satisfaction	.300***	.047	.497	6.372	.000	1.000
R Square	.247					
Adjusted R Square	.241					
F Value	40.599***					
Durbin-Watson	1.593					

Source: Survey data, 2014

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

The results in Table (4.12) show that the R square and adjusted R square are 0.247 and 0.241. This means the model can explain 24.7% of the change in employee performance due to health & safety practices. It shows that the two variables are in a strong linearly relationship. In additionally, the dimensions of workplace relationship increase, job satisfaction also increased by 24.1%. So, the model is considered strong. The F test value, which shows the overall significant at the 1 percent level. This means the model is valid. The Durbin-Watson value is 1.593, which falls within an acceptable range (between 1.5 and 2.5). All the VIFs (variance inflation factor) for independent variables are less than 10, indicating no multicollinearity issues among them.

According to the result of the regression analysis (Table 4.12), there exists a significant effect of 0.300 between job satisfaction and employee performance among field employees. NMS Shoes Factory emphasizes the supportive work environment with clear communication, recognition, growth opportunities, work-life balance and fair compensation. Therefore, job satisfaction has significantly effect on employee performance. It can increase productivity leading to organizational success.

CHAPTER 5

CONCLUSION

This chapter comprises three primary segments: findings and discussions, recommendations and suggestions, and the call for additional research. The principal aim

of this research is to analyze the impact of health & safety and workplace relationships on job satisfaction. Moreover, the secondary aim of the study is to examine the influence of job satisfaction on work performance among employees at the NMS Shoes factory, focusing on the satisfaction levels concerning health & safety practices and workplace relationships among both employer-employee and employer-employee dynamics within the organization.

5.1 Findings and Discussions

The primary objectives of this study describe that to analysis the effect of health & safety and workplace relationship on job satisfaction. The secondary objectives of this study stated that to analysis the effect of job satisfaction on employee performance. The study encompassed 126 respondents, predominantly female. The findings and discussions of this paper describes as below.

The age distribution indicated a majority between 21 and 30 years old, with a significant portion falling below 20 years old. Educational backgrounds varied, with middle school completion being the highest, followed by high school, primary school, and graduation. Work experience at NMS Shoes Factory ranged from less than 1 year to over 10 years, with most respondents having worked for 2 to 4 years. The majority of respondents held operator positions, with other roles including helpers, office staff, supervisors, and managers. Regarding salary, the largest group reported earnings between 2 lakhs and 4 lakhs, followed by less than 2 lakhs. The gender distribution underscores the prevalence of females in the apparel industry, potentially indicating that apparel jobs are more aligned with female preferences and roles. Moreover, the higher number of female respondents suggests a greater level of patience in survey responses compared to males. These findings provide insights into the demographics and dynamics of the workforce at NMS Shoes Factory, facilitating a better understanding of the industry's composition and potential implications for workplace dynamics and survey response behaviors.

According to descriptive analysis, all health & safety practices are getting strongly agree level. This study finding that NMS Shoes Factory prioritizes its employees's well-being for health & safety practices through working environment by implementing robust health and safety procedures, as the high level of awareness and satisfaction among workers. The factory's emphasis on fair and competitive compensation more than other factories and

adherence to safety protocols fosters a sense of security and contentment among employees, reflected in their strong agreement with the health and safety practices. This underscores significantly effect of a supportive working environment on job satisfaction, with NMS Shoes Factory setting a standard for proper workplace conditions.

This study explores that health & safety practices training are understood how to operate equipment safely and maintain ergonomic workstations to prevent accidents and injuries. These training is promoting a safe and healthy work environment in the NMS Shoes Factory. Employees are equipped with the knowledge and skills to operate equipment safely, prevent accidents, and respond effectively to emergencies, the factory can significantly reduce the risk of workplace injuries and incidents. Fire drill emergency training provides instruction on fire prevention, evacuation procedures, and the use of fire extinguishers, with practical fire drill simulations. Employees' have to handle fire-related emergencies, contributing to a safer workplace environment. First Aid Training equips to provide immediate assistance in case of injuries or medical emergencies. Machine safety procedure training is reducing the accidents and machinery-related injuries. Hazardous materials awareness training ensures to prioritizing health and safety, fostering a culture of awareness, preparedness, and proactive risk management among employees.

This study found that NMS Shoes Factory cares for its employees by offering a competitive medical allowance, which makes workers feel secure and satisfied. Employees strongly agree that the allowance adequately covers their healthcare needs and are well-informed about its terms, there's a consensus on the need for further enhancement to ensure comprehensive coverage of medical expenses, highlighting the pivotal role of medical allowances in driving job satisfaction and employee contentment.

NMS Shoes Factory's robust health and safety policies, procedures, and adherence to laws significantly contribute to employee job satisfaction by fostering a clear and inclusive work environment. Employees strongly agree that the factory's policies and procedures, which are clearly communicated and accessible, prioritize safety measures and address workplace issues such as harassment and discrimination effectively, thus highlighting the crucial role of comprehensive health and safety practices in promoting employee well-being and satisfaction.

NMS Shoes Factory ensures employee job satisfaction by providing quality personal equipment and workwear, contributing to a safe and positive work environment.

While employees strongly agree that the factory maintains high standards for uniforms and workwear, there's a consensus that access to necessary personal protective equipment, such as safety glasses and head protection, requires further enhancement, underscoring the importance of comprehensive safety measures in promoting employee well-being and satisfaction.

According to multiple regression analysis, training programme and medical allowance have significantly and positively effect on job satisfaction. The findings indicated that the training programs offered by NMS Shoes Factory. Employees are being strongly agree regarding the effectiveness the training programme to enhance both current job performance and future career prospects. NMS Shoes Factory provides the necessary training programme not only safety and secure training at working environment but skilful improving training such as sewing machine operator training, quality control training, needle test training and language training also for each department. The analysis underscores the importance of efficient processes, skilled labor, increased productivity, improved quality standards, enhanced customer satisfaction, and employee motivation in driving superior performance. This indicates a prevalence of initiatives promoting innovation, collaboration, and continuous improvement within the factory, enhancing current work and future growth of employee satisfaction and overall organizational success.

Besides, employees believe that their healthcare benefits are competitive compare with other factories in the industry. Employees receive medical allowances and benefits under the Social Security Act 2012, with initial emergency costs covered by the employer. Ensuring comprehensive coverage for medical expenses, overall, employees express contentment with the medical allowance program, indicating that it plays a crucial role in fostering a positive work environment and promoting employee well-being, resulting in improved job satisfaction.

According to multiple regression analysis, the findings of this study indicate that workplace relationship between employer-employee and employee-employee relationship are significantly and positively effect on job satisfaction. Employees are being strongly agree that they feel comfortable communicating openly with their management. Employees are getting competitive salary and benefits than another rival factory. Additionally providing the lunches daily and bonuses twice per year are indicated care for employees well-being and contributing significantly to their overall job satisfaction and motivated to perform their best.

Moreover, employees collaborate effectively on projects, share ideas, and support each other to reach common goals. Open and respectful communication, active listening, and appreciation for contributions lead to increase satisfaction for the organizational success. Recognizing coworkers' achievements further enhances teamwork and morale.

Furthermore, job satisfaction has significantly and positively effects on employee performance. This survey indicated that NMS Shoes Factory prioritizes various factors contribute to employee job satisfaction, including working conditions is being conducive to productivity and comfortable. The sense of the job security provides them with peace of mind and stability, leading to higher job satisfaction and improve the performance. And supportive and collaborative work culture between colleagues enhance reach to job satisfaction. In addition, employees have opportunities for professional development and advancement within their roles and feels meaningful of their job which can contribute to satisfaction ultimately lead to increased motivation, engagement, productivity and benefiting both employees and the factory as a whole.

5.2 Suggestions and Recommendations

The study's suggestions and recommendations are intended to improve NMS Shoes Factory based on findings of the safety and health and workplace relationship. Among the identified factors, the training program and medical benefits emerge as significant contributors to employee well-being. Furthermore, both employer-employee relationship and employee -employee relationships exhibit notable significance within the context of workplace relationship significantly influence on job satisfaction and employee performance.

Regarding training programme, NMS Shoes Factory should consider implementing regular refresher courses on health and safety practices, incorporating real-life scenarios and simulations to reinforce learning and enhance retention. These sessions should involve interactive discussions and hands-on exercises, encouraging active participation and engagement from employees. Furthermore, management should establish a system for continuous feedback and evaluation to help identify areas for improvement and tailor future training initiatives accordingly. By fostering a culture of continuous learning and improvement, NMS Shoes Factor ensures that employees remain vigilant and well-equipped to handle emergencies effectively, thereby enhancing overall workplace safety.

Regarding medical allowance, NMS Shoes Factory should offer a comprehensive medical allowance package that covers routine check-ups, preventive care, and emergency medical expenses. This allowance should structure to accommodate varying healthcare needs and ensure equitable access to quality medical services for all employees. Additionally, providing access to wellness programs and resources, such as fitness incentives and mental health support services, can promote holistic well-being among employees. Regular communication and transparency regarding available medical benefits and how to access them can also help employees make informed decisions about their health and effectively utilize the medical allowance provided by the company. NMS Shoes Factory should prioritize employee health and well-being through a robust medical allowance program, NMS demonstrates its commitment to supporting the overall welfare of its workforce.

NMS Shoes Factory should enhance reviewing compensation policies for competitiveness, implementing employee engagement programs for loyalty, and ensuring continuous improvement in safety measures through regular audits. Additionally, NMS Shoes Factory utilize enhanced communication channels and introduce wellness programs can contribute to a positive workplace atmosphere, supporting employee well-being and productivity. To strengthen policies, procedures, and compliance at NMS Shoes Factory, it recommends that they should develop continuous training on legal requirements and workplace policies, regular reviews of existing policies, and initiatives to promote diversity and inclusion. Additionally, establishing a compliance monitoring team and implementing employee feedback mechanisms can help ensure adherence to regulations and foster a culture of transparency and improvement. To enhance the provision of personal protective equipment (PPE) and boost employee satisfaction, it's recommended to conduct regular assessments of PPE, provide comprehensive training on proper usage, and ensure accessibility and availability of equipment. Implementing quality assurance measures and involving employees in the selection process can further improve satisfaction and compliance with PPE usage.

Regarding employer-employee relationship, NMS Shoes Factory should capitalize on the positive perceptions highlighted in the survey data by fostering mutual understanding and collaboration between supervisors and subordinates. Encouraging regular feedback sessions and open communication channels can help bridge any perceived gaps and strengthen the bond between supervisors and their teams. Additionally,

management should organize team-building activities and recognition programs can further cultivate a culture of mutual respect and appreciation within the workplace. Providing training sessions on effective leadership and communication skills for supervisors can equip them with the tools necessary to foster a supportive and inclusive work environment. By prioritizing the development of strong relationships between supervisors and subordinates, NMS can enhance job satisfaction and foster a sense of belonging among employees.

Regarding the employee-employee relationship, NMS Shoes Factory should leverage the positive perceptions identified in the survey data to reinforce a collaborative and supportive workplace culture. Encouraging initiatives such as peer mentoring programs and cross-departmental collaboration opportunities can facilitate knowledge sharing and skill development among employees. Management emphasizes the importance of respect and empathy in all interactions to help nurture a harmonious work environment where employees feel valued and supported by their colleagues. By prioritizing the promotion of positive interactions among employees, NMS can cultivate a cohesive and engaged workforce, ultimately enhancing job satisfaction and overall organizational effectiveness.

5.3 Needs for Further Research

Although this study has provided valuable insights of health and safety such as the working environment, training programs, medical allowances, policies, procedures, and personal equipment. Further researchers can contribute to advancing knowledge and practices in health and safety by exploring additional areas. These include emergency preparedness and response, psychological health and well-being, ergonomics and workplace design, occupational health surveillance, safety culture and leadership, technology and innovation in safety, and health promotion and wellness programs. By conducting research in these areas and analyzing past incidents, assessing interventions, utilizing data analytics, and evaluating leadership styles and technological advancements, researchers aim to foster safer and healthier workplaces for employees. This study only focuses on employee performance. Further study should be conducted job satisfaction by exploring such as analyzing the relation between job satisfaction and employee engagement, including factors like organizational commitment, and assessing how work-life balance

elements influence job satisfaction, such as flexible schedules and support for caregiving responsibilities.

REFERENCE

- Abun, D., Ruadap-Macaspac, L. G., Valdez, E. B., & Fredolin, J. P. (2023). The effect of innovative work environment on the innovative work behavior of employees. *International Journal of Research in Business and Social Science*, 12(3), 140-158.
- Aguinis, H. (2009). *An expanded view of performance management. (Doctoral dissertation)*. Indiana University's Kelley School of Business.
- Al Jenaibi, B. (2010). Job satisfaction: Comparisons among diverse public organizations in the UAE. *Management Science and Engineering*, 4(3), 60.
- Alli, B. O. (2008). *Fundamental principles of occupational health and safety* (2nd ed.). Geneva, International Labour Organization, 15, 2008.
- Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page Publishers.
- Beardwell, J., & Claydon, T. (Eds.). (2007). *Human resource management: A contemporary approach* (5th ed.). Pearson Education.
- Bennett-Alexander, D. D., & Hartman, L. P. (2019). *Employment law for business* (9th ed.). McGraw-Hill.
- Best, J. W. (1977). *Research in education* (3rd ed.). New Jersey: Prentice Hall.
- Benjamin, C. E. (2008). Legal pluralism and decentralization: Natural resource management in Mali. *World Development*, 36(11), 2255-2276.
- Boxall, P. F., Purcell, J., & Wright, P. M. (Eds.). (2007). *The Oxford handbook of human resource management*. Oxford university press, USA.
- Brenner, M. D., Fairris, D., & Ruser, J. (2004). "Flexible" work practices and occupational safety and health: exploring the relationship between cumulative trauma disorders and workplace transformation. *Industrial Relations: A Journal of Economy and Society*, 43(1), 242-266.
- Bruner, T. L., Moore, D. S., & Diedra, L. (2010). A comparative study of methamphetamine abuse among pathological gamblers. *AU J Technol*, 14(2), 97-105.
- Campbell, D. J., Campbell, K. M., & Chia, H. B. (1998). Merit pay, performance appraisal, and individual motivation: An analysis and alternative. *Human Resource Management: Published in Cooperation with the School of Business Administration*,

- The University of Michigan and in alliance with the Society of Human Resources Management, 37(2), 131-146.
- Cliffs, NJ: Prentice-Hall Katz, D. (1962). Human interrelationships and organizational behavior. *Concepts and issues in administrative behavior*. Englewood, 166-186.
- De Leval, M. R., Carthey, J., Wright, D. J., Farewell, V. T., & Reason, J. T. (2000). Human factors and cardiac surgery: a multicenter study. *The Journal of thoracic and cardiovascular surgery*, 119(4), 661-672.
- Dinman, B. D. (1987). Impact of the International Labor Organization on occupational health and safety laws and practice. *Journal of Occupational Medicine*, 12(4), 345-352.
- Donaldson, L. (2001). *The contingency theory of organizations* (1st ed.). Sage.
- Dubin, R. (2017). *The world of work: Industrial society and human relations* (1st ed.). Routledge.
- Edition, F., & Noe, R. A. *Employee Training and Development* (5th ed.). The Ohio State University
- Goergen, M., Brewster, C., & Wood, G. (2009). *Corporate governance regimes and employment relations in Europe*. *Relations industrielles*, 64(4), 620-640.
- Goetsch, D. L., & Davis, S. (2001). *Environmental management*. ISO 14000. Prentice Hall
- Goldstein, I. L. (1993). *Training in organizations: Needs assessment, development, and evaluation* (3rd ed.). Thomson Brooks/Cole Publishing Co.
- Green, C., & Heywood, J. S. (2008). *Does performance pay increase job satisfaction?*. *Economica*, 75(300), 710-728.
- Guerrero, D., Patricia, L., & Lucia, B. A. (2015). Domain analysis of the research in professional competences, technology and engineering cluster. *Procedia-Social and Behavioral Sciences*, 182, 163-172.
- Hale, A., & Borys, D. (2013). Working to rule, or working safely? *Part I: A state of the art review*. *Safety science*, 55, 207-221.
- Hall, L., & Torrington, D. (1998). Letting go or holding on--the devolution of operational personnel activities. *Human Resource Management Journal*, 8(1), 41.
- Henderson, I. (2011). *Human resource management for MBA students* (2nd ed.). Chartered Institute of Personnel and Development.

- Herzberg, G., & Howe, L. L. (1959). The Lyman bands of molecular hydrogen. *Canadian Journal of Physics*, 37(5), 636-659.
- Homans, G. C. (1974). *Social behavior: Its elementary forms* (Revised ed.). Harcourt Brace Jovanovich.
- Hoppock, R. (1935). *Job satisfaction*. Harper.
- Hosie, P. (2006). Happy-performing managers: *The impact of affective wellbeing and intrinsic job satisfaction in the workplace*. Edward Elgar Publishing.
- Jilcha, K., & Kitaw, D. (2016). A Literature Review on Global Occupational Safety and Health Practice & Accidents Severity. *International Journal for Quality Research*, 10(2).
- Kirkpatrick, D., & Kirkpatrick, J. (2006). *Evaluating training programs: The four levels*. Berrett-Koehler Publishers.
- Kohun, S. (1992). The Influence of Work Environment on Workers Productivity. *African Journal of Business Management*, 4(3), 299-307.
- Kularathna, W. K. H. U., & Perera, G. D. (2016). The impact of safety and health on job satisfaction in selected branches of utility service supply organization in western province north in Sri Lanka. *In Proceedings of International HR Conference*, 3(1),
- Lee, H. E. (2005). *Exploration of the relationship between friendship at work and job satisfaction: An application of balance theory*. Michigan State University.
- Locke, E. A. (1969). What is job satisfaction?. *Organizational behavior and human performance*, 4(4), 309-336.
- Maslow, A. H. (1943). Conflict, frustration, and the theory of threat. In *Contemporary Psychopathology: A Source Book* (pp. 588-594). Harvard University Press.
- Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2017). *Human resource management* (15th ed.) Cengage learning.
- Maxwell, J. (2004). *Winning with People*. Nashville (1st ed.) Nelson Books.
- Murphy, K. R., & Cleveland, J. N. (1995). *Understanding performance appraisal: Social, organizational, and goal-based perspectives*. Sage Publications.
- Noah, Y., & Steve, M. (2012). Work environment and job attitude among employees in a Nigerian work organization. *Journal of sustainable society*, 1(2), 36-43.
- Noe, R. A., & Tews, M. J. (2008). Strategic training and development. *The Routledge*

- companion to strategic human resource management*, 262-284.
- O'Brien, P. (2014). Why strong employee/employer relationship is important and how to achieve this. *Business*, 2, 578-593.
- Opperman, C. S. (2002). Tropical Business Issues. Retrieved from <https://www.pricewaterhousecoopers.zambiaeconomists.com>.
- Pattanamas, P. (2008). *Employee's Job Satisfaction of Marketing Department True Move Company Limited* (Doctoral dissertation). Kasetsart University.
- Personal Protective Equipment (2024). Retrieved from <https://www.osha.gov/personal-protective-equipment>
- Ramjee, P. (2018). The Impact of Workplace Relationship to Employee Satisfaction. Chron. Retrieved from <https://smallbusiness.chron.com/impact-workplace-relationshipemployee-satisfaction-20306.html>.
- Raymond, M. K., Bawa, A. B., & Dabari, I. J. (2016). Utilization of training fund for staff development in Adamawa State Local Government Service Commission. *European Journal of Training and Development Studies*, 3(4), 1-16.
- Reason, J. (2016). *Managing the risks of organizational accidents* (1st ed.). Routledge.
- Robbins, S. P., Judge, T. A., & Vhira, N. (2019). *Organizational behaviour* (18th ed.). Pearson Education India.
- Safety, M. (2011). Health administration. *Diesel Particulate Matter Exposure of Underground Metal and non-metal Miners. Final Rule Federal Register* 2001; 66, 5706, 5910.
- Sarmuji, A. L., & Aryani, D. N. (2019). Effect of Occupational Safety and Health, and Work Environment on Performance with Job Satisfaction as an Intervening Variable (Study of Employees of Kebon Agung Sugar Factory, Malang). *International Journal of Business and Management Invention (IJBMI)*, VIII, 12, 48-53.
- Schuster, J. R., Clark, B., & Rogers, M. (1971). Testing portions of the Porter and Lawler model regarding the motivational role of pay. *Journal of Applied Psychology*, 55(3), 187.
- Stranks, J. (2002). *Health and safety at work: Key terms* (1st ed.). Routledge.
- Teo, S. T. (2001). Perceptions of strategic and operational involvement in HRM as predictors of HRM performance. *In Australian and New Zealand Academy of Management Conference*. Massey University.

- Tran, K. T., Nguyen, P. V., Dang, T. T., & Ton, T. N. (2018). The impacts of the high-quality workplace relationships on job performance: A perspective on staff nurses in Vietnam. *Behavioral sciences*, 8(12), 109.
- Trist, E. L., & Bamforth, K. W. (1951). Some social and psychological consequences of the longwall method of coal-getting: An examination of the psychological situation and defences of a work group in relation to the social structure and technological content of the work system. *Human relations*, 4(1), 3-38.
- Turnock, B. J. (1998). Public health: what it is and how it works. *The Journal for Healthcare Quality (JHQ)*, 20(3), 41.
- Wilkinson, A., Dundon, T., & Marchington, M. (2012). Employee involvement and voice. *Managing human resources: Human resource management in transition*, 268-288.
- Wood, J. M., Chapman, J. A., Fromholtz, M., Wallace, J. J. P., & Zeffane, R. (2004). *Organizational behavior* (3rd ed.). A global perspective.
- Word, D. (2023). The Effect of Workplace Relationship on Job Satisfaction of Employees: School Context. *Available at SSRN*.
- Zarzycki, P. (2011). Introduction to the practice of statistics, 710.£ 49.99. 2009. *The Mathematical Gazette*, 95(533), 380-381.

APPENDIX

QUESTIONNAIRES

PART- A: Demographic Questions

Answer all the questions by ticking (✓) in the boxes in the provided space.

1. What is your age?

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

2. What is your gender?

- Female
- Male

3. What is your marital status?

- Single
- Married

4. What is your level of education?

- Primary School
- High School
- Graduated
- Other

5. How long have you worked at NMS Factory?

- Less than 1 year
- 2-4 years
- 5-7 years
- 8-10 years
- Above 10 years

6. What is your current position?

- Helper
- Operator
- Office Staff
- Supervisor
- Manager

7. What is your monthly salary in NMS Shoes Factory?

- Less than 200,000mmk
- 200,000 ~ 400,000mmk
- 400,000 ~ 600,000mmk
- 600,000 ~ 800,000mmk
- above 800,000mmk

PART- B: Health & Safety and Workplace Relationship

Please state your level of agreement with the following statements about the Health & Safety and Workplace Relationship on Job Satisfaction and Work Performance of employee of NMS Shoes Factory.

1 = Strongly Disagree 2 = Disagree 3 = Neither Agree nor Disagree
4 = Agree 5 = Strongly Agree

1) Working Environment

Sr.	Working Environment	SDA	DA	NA/DA	A	SA
1	Employees at NMS Shoes factory are generally aware of health and safety procedures.					
2	I feel secure and safe in my working environment.					
3	NMS Shoes Factory provides fair and competitive compensation for the work performed.					
4	I am aware of the fire emergency procedures in the NMS Factory.					
5	The organization has proper ventilation facilities					

2) Training Programme

Sr.	Training Programme	SDA	DA	NA/DA	A	SA
1	My department provides learning/training opportunities to meet the changing needs of my workplace					
2	I feel that the training program has improved my overall job performance.					
3	The health and safety training provided by the NMS Factory is helpful..					
4	I believe to reach my goals by learning training Programme to enhance my current work and future positions.					
5	NMS factory provides frequent employee training programs to improve the skill.					

3) Medical Allowance

Sr.	Medical Allowance	SDA	DA	NA/DA	A	SA
1	The Medical Allowance provided by the garment factory adequately covers my medical expenses.					
2	The Medical Allowance policy meets the healthcare needs of employees effectively.					
3	I feel adequately informed about the details and terms of the Medical Allowance program.					
4	The Medical Allowance provided by the garment factory is competitive compared to industry standards.					
5	I am currently receiving a medical allowance as part of my benefits package.					

4) Policies, Procedures and Laws

Sr.	Policies, Procedures and Laws	SDA	DA	NA/DA	A	SA
1	The policies and procedures at the garment factory are clearly communicated and accessible.					
2	I am understood with the relevant laws and regulations governing workplace practices in the garment industry.					
3	The policies and procedures effectively address and prevent workplace harassment and discrimination.					
4	I believe that the garment factory's policies and procedures promote a fair and inclusive work environment.					
5	The factory's policies and procedures provide clear guidance on employee rights and responsibilities.					

5) Personal Equipment

Sr.	Personal Equipment	SDA	DA	NA/DA	A	SA
1	I have access to the necessary personal equipment required for my role in NMS Factory					
2	The NMS Factory provides adequate health and safety equipment.					
3	The personal equipment provided for my job in NMS factory is quality standards.					
4	NMS Factory provided uniforms and workwear for my job.					
5	The NMS Factory ensures regular maintenance and replacement of Personal Equipment as needed.					

6) Employer-Employee Relationship

Sr.	Employer-Employee Relationship	SDA	DA	NA/DA	A	SA
1	Subordinates feel comfortable communicating openly with their supervisors.					
2	I feel comfortable communicating openly with Co-Leaders and Leaders.					
3	There is a mutual good relationship between supervisors and subordinates.					
4	Supervisors and subordinates are feel free to give feedback to each other.					
5	Supervisors express gratitude to their subordinates, and subordinates also often express gratitude toward their supervisor.					

7) Employee-Employee Relationship

Sr.	Employee-Employee Relationship	SDA	DA	NA/DA	A	SA
1	Employees can easily get the cooperation of other employees in community programs or activities.					
2	Employees can communicate openly with other employees (Co-Workers) without hesitation.					
3	Employees often help one another in solving problems they encounter in the workplace.					
4	Employees always show respect with colleagues.					
5	Employees support one another whenever there is a need for support.					

8) Job Satisfaction

Sr.	Job Satisfaction	SDA	DA	NA/DA	A	SA
1	The working conditions in the garment factory contribute to my job satisfaction.					
2	The level of job security in the NMS factory positively impacts my satisfaction.					
3	The relationships with my colleagues enhance my overall job satisfaction					
4	I have opportunities for professional growth and advancement in my role.					
5	I am satisfied because the job gives meaning to me					

9) Work Performance

Sr.	Work Performance	SDA	DA	NA/DA	A	SA
1	I am able to meet the expectations for quality and efficiency in my work.					
2	I take responsibility for my assigned tasks and deliver them with precision.					
3	I collaborate well with team leader to achieve collective goals.					
4	I am adaptable to changes in work requirements and priorities.					
5	I efficiently manage my time to meet deadlines and production schedules.					

APPENDIX B

STATISTICAL OUTPUT

Linear Regression Analysis Result for effect of Health & Safety on Job Satisfaction

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.842 ^a	.710	.697	.28888	1.579

a. Predictors: (Constant), PEM, PLM, WEM, TPM, MAM
b. Dependent Variable: JSM

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.465	5	4.893	58.633	.000 ^b
	Residual	10.014	120	.083		
	Total	34.479	125			

a. Dependent Variable: JSM
b. Predictors: (Constant), PEM, PLM, WEM, TPM, MAM

Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.840	.372		4.945	.000		
	WEM	-.148	.131	-.133	-1.132	.260	.176	5.669
	TPM	.277	.084	.377	3.306	.001	.186	5.369
	MAM	.350	.091	.519	3.860	.000	.134	7.476
	PLM	.144	.106	.123	1.357	.177	.296	3.374
	PEM	-.011	.110	-.011	-.096	.923	.178	5.632

a. Dependent Variable: JSM

Linear Regression Analysis Result for effect of Workplace Relationship on Job Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.789 ^a	.623	.617	.32517	1.715

a. Predictors: (Constant), EEeM, EEM

b. Dependent Variable: JSM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.473	2	10.737	101.542	.000 ^b
	Residual	13.005	123	.106		
	Total	34.479	125			

a. Dependent Variable: JSM

b. Predictors: (Constant), EEeM, EEM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.927	.258		3.597	.000		
	EEM	.325	.086	.343	3.796	.000	.376	2.658
	EEeM	.476	.088	.490	5.426	.000	.376	2.658

a. Dependent Variable: JSM

Linear Regression Analysis Result for effect of Job Satisfaction on Work Performance of Employees

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.497 ^a	.247	.241	.27639	1.593

a. Predictors: (Constant), JSM

b. Dependent Variable: WPM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.101	1	3.101	40.599	.000 ^b
	Residual	9.473	124	.076		
	Total	12.574	125			

a. Dependent Variable: WPM

b. Predictors: (Constant), JSM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.347	.217		15.443	.000		
	JSM	.300	.047	.497	6.372	.000	1.000	1.000

a. Dependent Variable: WPM