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HEALTH AND SAFETY POLICIES AND EMPLOYEE PERFORMANCE (OUTCOME)

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ABSTRACT

As per study, implementing a policy that covers safety management rules is one of the effective processes of assigning expenditures for safety since its not only improves working conditions, but it also has a positive impact on employees' mindsets about safety, hence improving employee outcomes in terms of reducing incidents that occur in workplace. This study was carried out to examine whether the implication of safety policies enhance the outcome. For this purpose, data was collected from different industries located in Karachi and convenience sampling technique was applied. The regression along with Pearson correlation method was used to test the hypothesis. The validity of the instrument was checked using Cronbach's Alpha. The study indicated that by applying safety policies and preventive planning can have the chance to improve to outcome. Therefore, managers should always look for safety measures.

Keywords: *Safety Management; Working Condition; Employee Safety; Safety Policies*

INTRODUCTION

OHS refers to ways by which people and assets are secured within working premises. OHS prevents injuries and sicknesses resulting from workplace dangers. Safety and health of workers at workplace is one more area where specialists try to avoid great damage. Practically speaking, occupational safety and health entail elements of morality and economics. OHS is a field of study that deals with establishing safe

working conditions (Muchemedzi & Charamba, 2006; Tamene et al., 2020) There are many activities in the construction industry that pose a health and safety threat to workers such as manual handling of weights, operating at heights, proximity to drop materials, working in constricted areas. For example, noise, working with hazardous materials, dust, contact with live wires, fire, and using heavy machinery. Because of this, a greater proportion of workers in construction industries today face health risks or illnesses associated to their jobs, such as asbestos and disinfectants, which are classified as chemical hazards, and radiation and noise, which are classified as physical hazards (Ambrosini, 2007; Ngaruiya et al., 2019). Other dangers include musculoskeletal disorders due to uncomfortable jobs like overload of big objects or unusual working places, irregular days of work and night jobs, shifting from normal to odd work shifts, and violence at work e.g., harassment (Musab & Tarawneh, 2020).

Efficiently managing health and safety not only safeguards the well-being of workers but also plays a crucial role in cost mitigation. Accidents can cause a range of financial consequences, such as over time cost, replacement costs of damaged property and recruiting costs of those hurt. Moreover, additional costs like wasted time dealing with claims arising from accidents, paying compensation to injured employees and additional medicine which was not budgeted by the company. listadeer. Consequently, effective health and safety management become strategic investments against such expenses for the financial viability of the organisation as whole.

There are many deaths, injuries, and diseases that happen in the industry due to poor Occupational Health & Safety (OHS) standards. While and Employee Performance (EP) constitute critical concerns across various occupations, the literature remains notably silent on the direct impact of OHS on EP. Prior evidence suggests OHS as a predictor of EP, yet in Pakistan only limited amount of research has been conducted.

OHS, fundamentally focused on eliminating hazardous behaviors and conditions in the workplace, becomes integral in safeguarding human health and safety. EP denotes the quality and quantity of work completed by employees in accordance with their responsibilities, while JS reflects the satisfaction employees derive from their work. This review, conducted at the construction industries of Karachi that explores the research question: Does OHS significantly predict employee performance? While a wealth of global literature exists on this subject, there is a paucity of research within the context of Pakistan. This study's significance lies in enhancing worker awareness of hazards and improving the management of OHS and EP.

Theoretical background

Health and safety policies and Employee performance (Outcome)

In this study, Occupational Safety and Health (OSH) policies, represent the organizational framework that provides strategic direction and demonstrates management commitment to OSH. These policies guide how an organization addresses and manages OSH-related issues, as well as the expected responses from employees (Obese, 2010). The study posits that all OSH-related attitudes and

activities within an organization originate from the existence of well-defined OSH policies. The necessity of regulations governing the availability and use of personal protective equipment (PPE), the frequency and locations of putting notices on workplace safety and health, and the protocols for utilizing the proper instruments to avoid industrial diseases and accidents at construction sites are the three main aspects of OSH policies that were taken into consideration in this study (Bitire & Chuma, 2022).

Aligned with the presence of OSH regulations, the study also emphasizes OSH practices within an organization. OSH practices refer to the implementation and realization of the content outlined in OSH policies. Essentially, the review of OSH policies becomes meaningful only when these policies are actively put into practice, allowing for subsequent evaluation. The study underscores the importance of not just having OSH policies in place but also ensuring the effective implementation of practices that harness the benefits of OSH for both management and workers (Obese, 2010).

Performance is gauged by the output produced from a given input, with the construction sector equating its output to the total input (Boyle et al., 2016). Several factors contribute to performance, encompassing the commitment of both employees and management, the compensation system, training and performance management systems, and community involvement (Lee &Holzer, 2004). Organizational core processes within the construction industry play a pivotal role in influencing performance at both organizational and process levels (Jacob et al., 2012).

General efficiency is closely tied to performance within the construction sector (Fischman et al ., 2011). The well-being and safety of workers are intricately linked to company performance (Oxenburgh et al., 2004). Additionally, individual workers' job performance environments exert an influence on organizational performance (Peng et al., 2018), with work systems holding significant explanatory power in employee performance (Carrión et al., 2016). Job designs have been identified as factors impacting performance, and research on workplace innovation underscores the positive effects of increased worker participation and autonomy on learning, skill development, and, subsequently, productivity (Black & Lynch, 2001; Vallance et al., 2010).

Hypothesis Development & Empirical Review

The socio-economic development is contributed by the construction industry. These advantages may cause industrial accidents and diseases that result in deaths of workers or contribute to poor workforce and organization’s productivity. Therefore, construction firms should make the health of their workers a priority at the construction sites. Many researchers have investigated how OSH can improve the performance of construction worker such as Segbenya & Yeboah (2022). The study found that OHS policies applied in the construction industry contributed significantly to improving workforce performance, which conformed to international practice.

For instance, Lin (2012) found out that the safety culture influences safety rules and individuals’ safety responsibilities positively, which in turn enhances the

employees' loyalty. Moreover, safety culture also enhances performance. The other researchers who also demonstrated this were subramaniam et al., (2016).

According to McCaughey et al., (2015), OHS affects job satisfaction. Job satisfaction leads to a high level of employee performance as per Jalalkamali et al., (2016). However, Walters (1998) established that work safety does not have direct impact with performance, but it can influence via conducive working environment likewise Ekowita & Amin (2019) noted that occupational health and safety did not affect performance, and job satisfaction could but job satisfaction can mediate the relationships between occupational health and safety policies on employee outcome.

H1: Health and Safety Policies to improve outcome in workplace
H2: Health and Safety Preventive Planning to improve outcome in workplace

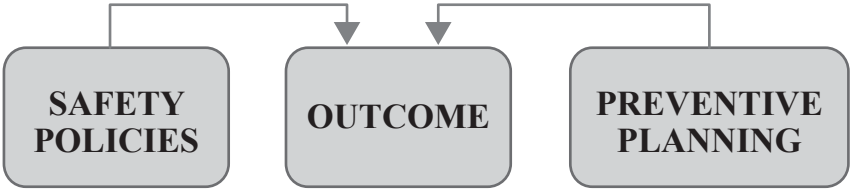

Fig No 1 Conceptual Framework

Methodology

Exploratory and descriptive research design were carried out. Cross-sectional research was applied in the current study undertaken at a single point in time. In the underlying research, a quantitative technique is used to examine hypotheses that will be established after performing a literature review. Data include numerical values gathered in the research with the goal of obtaining relevant findings are used to apply a quantitative method. Quantitative research technique is commonly used with the goal of getting more reliable evidence concerning the link between distinct factors, which is impossible to achieve with non-numeric data.

The representativeness of samples of both workers and enterprises determines the generalizability of research findings. As this study is exploratory in nature the major goal was to evaluate the questionnaire on a small group of people. Therefore, the sample size is determined using Comrey and Lee's (2016) who believes that the sample of 300 and more is good for this type of research. Our sample falls good, with exactly 300 people responding to the survey.

The goal of data analysis is to interpret it in a way that is understandable to readers while still achieving the research's primary goal. In the current study, numerous analytical procedures were used, such as Cronbach alpha analysis for determining data reliability. Descriptive statistics to test and analyse the data collected from the respondents. Regression and correlation analysis used to identify the connection among, the dependent and independent variable. All of these statistical tools were implemented using SPSS, a powerful tool for implementing various analytical techniques.

To assess the efficiency of study, the phrases **"reliability"** and **"validity"** are utilised. They are used to characterise the precision with which a technique, methodology, or set of measurements measures something. Validity refers to the precision of a measurement, whereas reliability refers to its consistency. To put it differently, the quantity to which a questionnaire survey consistently generates the same findings again and above that when used in the same situation. (Heale and Twycross 2015)

With the growing number of research questions, it's more vital than ever to use a variety of research models and procedures. While fundamental and etiologic investigations are required to detect increasing risks associated with new kinds of stressors, social epidemiology methodologies are necessary to comprehend the consequences of organisational and psychological exposures. Operational data from individual organisations can be used for epidemiologic research as individual companies become more data-driven. Surveillance tools are required to keep track of growing dangers and their possible consequences for workers and businesses. Changes in the workplace will necessitate new research methodologies for digital follow-up of employees across employment and settings, as well as figuring out how to foresee and solve confidentiality, attrition, and positive assessment bias issues.

The instrument is divided into two parts i.e., Demographics & measurement variables (Dependent & Independent). Demographics include age, gender, position and business unit etc. while there are 1 dependent variables (Outcome) and 2 independent variable which include safety policies and preventive Planning. A 7-point Liker scale ranging from 1 = strongly disagree to 7 = strongly agree was used to measure the answers. Items for measuring safety policies and preventive Planning were taken from Fernández-Muñiz et al., (2007), and the instrument for outcome was adapted from Lee (2018) The questionnaire was modified according to the study.

Results

Respondent Profile

The first step is to determine whether the people in a study are a true representation population for generalization purposes. The table below shows that most of the respondents were middle age. The table below shows that most of our participants were male (86.66%) while 27.81% were female which might implies the dominancy of male employees. Participants for this study were staff, managers, supervisor & team leaders. Experience level of most of the respondents were not more than 10 years.

Table No 1 Demographic Profile

Variable		Number	Percentage
	Below 30	86	28.66
	30 - 40	146	48.66
	41 - 50	43	14.33

Variable		Number	Percentage
	Below 30	86	28.66
	30 - 40	146	48.66
	41 - 50	43	14.33
Age	Above 50	25	8.33
	Total	300	100
	Male	260	86.66
Gender	Female	40	13.33
	Total	300	100
	Staff	99	33
	Manager	64	21.33
	Supervisor	98	32.66
Position	Team Leader	39	13
	Total	300	100
	Manufacturing	82	27.33
Business Unit	Electronic	79	26.33
	Metal	45	15
	Construction	94	31.33
	Total	300	100
	1-3 years	109	36.33
Years of Experience	4-6 Years	128	42.67
	7-10 Years	39	13
	More than 10 Years	24	8
	Total	300	100

Descriptive Analysis

The table below shows the mean scores and standard deviation. The average response to safety policies is 6.5, indicating that respondents strongly agree with the statements made in the instrument. Similarly, Planning has a mean score of 5.96 indicating that respondents believe these practices are commonplace in the firm while Outcome has a mean value of 6.2 implying that the employees believe that they can work better if these policies and practices are implemented in a sustainable manner.

Table No 2

Variables	Frequency	Minimum	Maximum	Mean	Std. Deviation
Policies	300	22	7	6.556	0.68265
Planning	300	1.8	7	5.9673	0.93215
Outcome	300	1.8	7	6.266	0.91501

4.4 Validity/Reliability Analysis

The dependability of the scales was established as a first stage in the analysis of results by measuring Cronbach's alpha for each level of scale. The table below suggested that the values of Cronbach are well in range as suggested by Hair et.al., (2010) i.e., above 0.6 for the exploratory research. The table below shows that scales are reliable, and we can go for further analysis.

Table No 3 Reliability Test

Variable	No of Items	Aloha Value
Safety Policies	5	0.905
Planning	5	0.864
Outcome	5	0.926

Test of Hypothesis

Correlation:

Correlation test was conducted which is a measure of a relationship between variables. The Pearson correlation coefficient, which displays the magnitude and direction of the related variables, is commonly utilized. The table below demonstrate that Safety Policies & Planning are highly positively correlated with Outcome.

Table No 4 Correlations

		Policies	Planning	Outcome
Policies	Pearson Correlation	1	.438**	.364**
	Sig. (2-tailed)		0	0
	N	300	300	300
Planning	Pearson Correlation	.438**	1	.353**
	Sig. (2-tailed)	0		0
	N	300	300	300
Outcome	Pearson Correlation	364**	.353**	1
	Sig. (2-tailed)	0	0	
	N	300	300	300

Regression Analysis:

Regression analysis was conducted to test the relationship between the variables. The value of R = .423 indicates that there is a moderate correlation present between the variables.

Table No 5 Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.423[a]	0.179	0.174	0.83179

a. Predictors: (Constant), Planning, Policies

The significant (P = 0.000) F statistics (F = 469.702) indicates that the multiple linear regression model is fitting for the analysis, as shown in the table below.

Table No 6 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.1
1	Regression	44.846	2	22.423	32.409	.000[b]
	Residual	205.487	297	0.692		
	Total	250.333	299			

a. Dependent Variable: Outcome
b. Predictors: (Constant), Planning, Policies

The table below shows that there is a positive correlation between policies and outcome P = 0.00 and B = -0.384 while Planning shows slightly weak positive relation compared to policies with outcome P = 0.00 and B = 0.235. Therefore, H1 and H2 are accepted.

Table No 7 Coefficients

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.B
1	(Constant)	2.583	0.479		5.391	0
	Policies	0.348	0.078	0.259	4.435	0
	Planning	0.235	0.057	0.24	4.1	0

a. Dependent Variable: Outcome

Discussion

The integration of Occupational Health and Safety (OHS) to enhance Employee Performance (EP) underscores its increasing strategic importance. Organizations incorporating OHS into their policies encourage a positive workplace culture, boosting productivity and profitability. Neglecting workplace safety not only leads to financial losses but also jeopardizes valuable human resources, adversely affecting job performance. Some organizations prioritize productivity over employee health and safety, impacting EP negatively. Hence, heightened attention to OHS is crucial, fostering employee well-being, confidence, and productivity while fulfilling employer obligations for a safe working environment and reducing workplace-related issues.

For the current study two hypothesis were developed and analyzed. H1 investigated the relationship between safety policies and workplace outcome. The result shows the positive relation implying that making policies can improve outcome and thus reduce risk. H2 investigated the relationship between prevention planning & outcome in terms of reducing workplace incidents. The positive relation was found implying that if better preventive plan was implemented it reduces the chances of risk.

Our study in line with the previous studies (Ekowati & Amin, 2019; Segbenya, & Yeboah, 2022).

Conclusion

The results of this study show the positive association between safety policies, preventive measures and outcome. The research's significant element is that it shown any well-planned safety policies may prevent potential risk and increase job safety and work environment effectiveness. As a result, in order to maintain long-term success, businesses must constantly analyse risk, plan ahead, and take proactive measures to avoid problems.

Limitation

The adoption of a cross-sectional methodology was a drawback of the current investigation. Questionnaires that were used to collect data throughout the identical time period. As a result, overcoming the frequent technique bias that could exaggerate the correlations between variables was challenging.

Suggestion for the future research

The study is conducted in Karachi, the future studies might be conducted in all over Pakistan and can be compared with other cities. Only two safety variables were selected for this study the future study might be conducted on safety as well as risk variables to achieve more suitable results. Finally, the sample size can be taken large for the future studies to generalize the result.

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