

# **Influence of Health and Safety Practices on Employees Job Satisfaction in Paint Manufacturing Industry**

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## **Introduction**

With the rapid growth of industrialization and its consequences, discussions on the workplace hazards and exposure to dangerous and harmful chemicals are also increased (Baram, 2009). A healthy well-being of an individual leads to his/ her job satisfaction and ultimately it ends with higher productivity (Awodele et al., 2014; Böckerman & Ilmakunnas, 2012; Letvak & Buck, 2008), makes a more pressing discussions regarding managing the health and safety of employees. The job satisfaction of an individual can be defined as a psychological state of how that individual's attitude towards work blends with the feelings of various intrinsic and extrinsic elements related to their job (Hokey, 2007). Among many other influencing factors,

## **Objectives**

The main objective of this study is to measure how the Management Commitment, Working Environment, and Organization Policy towards the health and safety practices of the organization influence on the Job Satisfaction of the floor workers of the Paint Manufacturing Industry in Sri Lanka.

## **Research Methods**

This study designed as a cross-sectional sample survey with a self-administrated questionnaire. Data collection was done through both primary and secondary resources. Participatory observation and structured interviews with the top management were also carried out in order to collect primary data. The target population was the permanent employees who are in manufacturing divisions (factory) of four well-known Paint manufactures and exporters. All four factories are located in the Western Province, Sri Lanka and showed similar type of organizational policies in health and safety practices. 200 employees were randomly selected as the sample and the selection was proportionate to the company's work force. The questionnaire consisted with five sections such as (1) demographic information, information regarding health and safety under the three areas of (2) 9 - items for Management Commitment, (3) 12-items for Organizational Policy, (4) 10-items for Working Environment, and (5) 7-items for Job Satisfaction of the employee. Items in the questionnaire were measured by using the five-point Likert scale. '1' to '5' scale varied

as “strongly disagree” to “strongly agree”. Initially perform the Validity and Reliability tests, and a descriptive analysis was used to explain the behaviour of the collected data. Correlation and Regression analysis were used to discuss the objectives of the study.

### **Analysis and Findings**

The analysis includes validity and reliability tests, a descriptive analysis, correlation analysis, and a regression analysis. Validity and reliability tests justified the sufficiency and reliability of the measurements of the four constructs in the current study. Correlation analysis was used to measure the strength of the relationship of Job Satisfaction with Management Commitment, Organization Policy and Working Environment. Regression analysis was used to extract the significant impacts of Management Commitment, Organization Policy, and Working Environment on Job Satisfaction of workers in paint manufacturing industry. Data was analysed with the help of the SPSS version 20.0.

Factor loading of the Confirmatory Factor Analysis justified the validity of the measurements of the four constructs and sufficiency of the sample to get a valid conclusion. The Kaiser-Meyer-Olkin (KMO) measures confirmed the adequacy of the sample for a Factor Analysis (values as above 0.6), and the significant ( $p < 0.05$ ) Bartlett's Tests of Sphericity values ensure the validity of performing the Factor Analysis. Reliability test confirmed the reliability of the data in the current study with the reliability measures (Cronbach's Alpha value) which exceed 0.6 for all constructs.

According to the analysis, majority of the respondents (90.5%) are male workers, and 50 Percent of the respondents are in the age group of years 21-34. Further, 35.7 Percent of the respondents are in the age group of 35-44 years and the young-adult employees who are in between 18-24 years of age are only about 5 Percent. Nearly 38.3 Percent of the responders are in their company just 6 months – 1 year and nearly 47 Percent of the respondents are worked for 1-5 years. Only 9.2 Percent are worked for the company more than 5 years and it is very low in number. Different levels of experience create significantly different ( $< 0.05$ ) levels of satisfaction regarding the Management Commitment, Working Environment, Organization Policy and Job Satisfaction. Two gender groups show significant ( $< 0.05$ ) difference only about the Management Commitment.

The Spearman's Correlation coefficient was used to measure the strength of the relationship between the variables. The Management Commitment ( $r = 0.438^{**1}$ ), Organization Policy ( $r = 0.502^{**}$ ), and Working Environment ( $r = 0.421^{**}$ ) show significant but moderate level positive relationships with the Job Satisfaction. Management Commitment ( $r = 0.942^{**}$ ) and Organization Policy ( $r = 0.956^{**}$ ) show strong positive relationship with the Working Environment.

The Management Commitment, Organization Policy, and Working Environment related to the Occupational Health and Safety (OHS) practices were further analysed by using a regression model. Management Commitment, Organization Policy, and Working Environment were considered as independent variables and Job Satisfaction was the

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<sup>1</sup> Significant at 5% level

dependent variable. Gender and Experience were considered as moderating variables to the model and those variables entered to the model as dummy variables.

Management Commitment and Organization Policy show significant impact on the Job Satisfaction of the employees. Management Commitment has more impact than the Organization Policy. When Management Commitment and Organization Policy are in the model, the Working Environment is not significantly influence on the Job Satisfaction. But the Working Environment shows highly significant relationship with Management Commitment and Organization Policy. According to the analysis the gender of the employee moderates the relationship of Management Commitment and Organization Policy to the Job Satisfaction. The male employees show higher level of job satisfaction than their female counterparts. Experience of the employee is also moderates the relationship of Management Commitment and Organization Policy to the Job Satisfaction. The experienced employees are more satisfied than the new employees.

The best model extracted through the Backward Elimination method shows model accuracy as 56.3 Percent (adjusted R<sup>2</sup>). Durbin Watson value of 2.13 verifies the independence of the residuals. All co linearity statistics (tolerance and VIF) are in satisfactory level. Residuals show normal behaviour and there are no any significant influential observations or outliers.

## Conclusions

As to the studies of Huang and Talents (2006) and Indakwa (2013), this study also shows a significant impact of OHS practices on the job satisfaction of the employees. In paint manufacturing industry, the factory workers' job satisfaction is significantly influenced by the commitment of the management and the health and safety policy of the organization. Working environment is not significantly influenced on their job satisfaction. However, there is significant difference of the job satisfaction among two gender groups. Further the employees who are staying long period with the organization show higher level of satisfaction than the new employees.

**Keywords:** Job Satisfaction; Management Commitment; Organization Policy; Paint Manufacturing Industry; Working Environment

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