OCCUPATIONAL HEALTH AND SAFETY, EMPLOYEE ENGAGEMENT AND EMPLOYEE JOB PERFORMANCE IN THE RMG SECTOR IN BANGLADESH

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ABSTRACT

The objective of this study is to discuss safety and health management practices (six dimensions are elaborated) theoretically and empirically test the relationship of safety objectives with performance outcomes through employee engagement. Although the readymade garments industry is one of the dominant sectors in Bangladesh, it is also considered one of the most hazardous industries. Having an effective occupational health and safety (OHS) management system is very crucial to safeguard employees and the industry more broadly. This study gathers the data from 351 garments employees through a standardized questionnaire to evaluate the link between different safety practices and employee job performances. The analysis in this paper shows a positive correlation between occupational health and safety systems and employee engagement and job performances. Moreover, this study shows that, among the six dimensions of an OHS system, management commitment towards safety is one of the stronger predictors for both employee engagement and job performances. It is also found that employee engagement has a mediating role on job performance. This study concludes that employee job performances are highly influenced by the OHS system. Particularly, management commitment is to ensure the effective development of safety process and procedures at the workplace.

Keywords: OHS System, Employee Engagement, Job Performance, Resource Based View Theory, Readymade Garments, Bangladesh

1. INTRODUCTION

For any organization, employees are crucial to ensure organizational sustainable performance. On the other hand, employees also have the expectations that their companies will take all the necessary initiatives to ensure workplace safety so that they all can return home safely after finishing work activities. According to the International Labor Organization (ILO) annual report, in 2011 around the world, there were approximately 340 million work-related accidents and 160 million individuals injured. It is also found that 1.2 million workers died because of workplace accidents and illness. The Bureau of Labor Statistics (2020) reported 4764 fatal work-related injuries that resulted in production loss. ILO also states that the financial cost of occupational injuries and illness would be equivalent to 1.8%-6.0% of GDP. This indicates that occupational health and safety (OHS) management practices and policies are a critical aspect to ensure employees' performance in the workplace. Organizations should take a system that helps to develop a working environment for the employees and provide physical, social and psychological well-beings during their role performance (Amponsah-Tawiah et al., 2016).

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Because of the global trends, the concept of OHS has received serious consideration so that transnational standards are instituted and maintained by different international organizations to ensure standardized regulations and improved working conditions (Zwetsloot, 2017). OHS in an workspace is conceptualized in broad spectrum involving workers and employers, recruiting and retaining the best talents, increasing employee engagement, ensure the highest employee job performance. Farouk (2017) states that management commitment towards the development of an effective OHS system can help to make workers more pleased and satisfied at their workplace. Employees' job performance is an essential matter in the study of work and workplace. Besides, people with improved skills and superior capabilities in a safe working environment are typically more accomplished in performing their tasks. Burke et al. (2006) identified the effectiveness of different methods of worker safety and health training to promote safety knowledge and performance in order to diminish workers and employees' accident, illnesses and injuries.

From the behavioral perspective, employees always embrace a long list of workplace challenges and difficulties in the Readymade Garments (RMG) sector that makes workers less engaged and demotivated to put their effort for organizational success. In Bangladesh, the growth of the RMG sector and the knitwear industry has played an important role in the past economic development and acted as a promoter of the national prosperity. However, it has also become more challenging for management to make a highly engaged workforce in a developing country like Bangladesh particularly in the RMG sector which has experienced a significant enlargement (Quelch and Rodriguez, 2013). The most essential risk for this sector is occupational accident and illness threatening workers' health during work leading to a significant cost of time and money as it generates a considerable job loss. The Resource Based View (RBV) theory suggests that systematic designing and deploying of the resources in the organization can ensure employees' wellbeing resulting in better employee performances. The types of resources might include safety management practices introduced by the organization, which indicates a positive and supportive management commitment towards their employees' wellbeing and safety that triggers employees' engagement and performance by reducing workplace accidents and illness (Amponsah-Tawiah et al., 2016). Thus, this study focuses primarily on investigating the relationship between safety management practices, employee engagements and employee job performances in the RMG sector of Bangladesh.

2. CONCEPTUAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

2.1 Occupational health and safety (OHS)

OHS is a multidisciplinary function in the field of workplace safety that focuses on the promotion of safety rules and procedures of the workers during their job process. Though there is no universal definition of OHS, different study develops different perspective to measure and conceptualize this term. For instance, Wachter and Yorio (2014) sates that safety practices are the set of roles, policies, responsibilities, duties and accountabilities that concentrates on safety system while Chen and Chen (2014) define safety practices as combined efforts and outcomes of management commitment, safety communications and workers' involvement in the workplace. Furthermore, Vredenburgh (2002) states that safety communication and training, workers' involvement, management commitment to safety

procedures encourage safety management practices to ensure workplace anxiety and risk management. This study includes six safety practices such as management commitment, safety training, workers' involvement, safety rules and procedure, and safety promotion policy to understand and measure safety practices. The most important factor of safety practices is management commitment, which implies the obligation of the policy makers to the safety issues since they have the capability to provide adequate resources to ensure the safety of the workers in the working place. Along with this component, safety training is another essential factor to enhance the workplace safety considering that safety training for employees can make the workforce more competent and aware that help to reduce workplace accidents and anxiety (Farouk, 2017). Farouk (2017) also mentioned workers' engagement should be the focal point in OHS practices, as it will enable workers to bring themselves during their role performance given that effective engagement of the employees can identify possible health hazards and produce expected solutions to solve the issues. Moreover, it is also noted that organization should introduce written safety rules and procedures to improve employees working behaviours that reduce accidental rates (Vinodkumar & Bhasi, 2010). According to Wachter and Yorio (2014), it is not only to develop the safety rules and procedures but also to communicate the safety rules effectively and take the developmental feedback on these issues. Consequently, organizations should also promote the safety practices by creating the awareness, encouraging employees, celebrating occupational safety week and so on (Wachter & Yorio, 2014).

2.2 OHS and job performances

Performance of employees in their workplace is strongly associated with their psychological disposition and burnout (Gandi et al., 2011) leaving it critical to assess the linkage of job performances and employees' activities (Trinkoff, et al., 2011). Moreover, prior studies (e.g., Borman & Motowidlo, 1997) suggest considering two components while measuring the individuals' workplace performance such as, task/in-role and contextual/extra-role performance. Jex (2002) defined job performance as all the employees' performances that occupy at workplace.

Kirwan (1998) argues that to remain safe organization's management must transmit on safety roles, function and actual practices. Management of an organization implemented safety management guidelines, approaches, measures and actions that should be followed for the safety issues of employees (Vinodkumar & Bhasi, 2010). Labodova (2004) explains a safety management practice is an instrument that is incorporated to the organization and intends to control the risks that can involve employees' health and safety. The safety and health management rules considered as sub-system of the overall organization that carries out various safety management practices. Further, it is mentioned that employees who are performing in the actual job place are most likely the reliable source to get the information and discuss regarding safety issues to take their opinions to improve and implement the safety practices to ensure safe working environment (Vredenburgh, 2002). It also can work as a participative and encouraging tool to bring employees' psychological presence during the work process (Mc Fadden et al., 2009). Pekovic (2015) explains that implanting organizations' quality safety and health management mechanism

influences their safety performance, which create a positive impact on employee performance. Cohen and Cleveland (1983) states that employees will get the responsibilities by having safety practices in the organization and will involve both the management and employee to get the desire goal and create a positive impact on employee performance. To achieving the desire goal and target by the organization, management's involvement and engagement is an important issue. Vance (2006) defined that commitment as an eagerness to continue a way of achievement and unwillingness to modify strategy, often remaining in a requirement to stay the way. Arboleda et al. (2003) define management commitment as the persistent activities on employee safety training and participation in safety decisions, and organize safety programs for anticipating occupational accidents. Zohar (2010) states that the management commitment is an implication on organization's safety policies and a challenging requirement between manufacture and safety. For employees, to stay efficient in their occupation, safety training is very imperative. Safety training added the most amplification management practices mechanism toward the development of the performance of an employee (Poulston, 2008). In the context of safety and health, employee training depends on the nature of work that plays a crucial role to complete the entire job cycle (Young et al., 1990). Training makes the employees able to have constructive work outcomes such as employee productivity (Lee & Lee, 2007), low revenue (Akhtar et al., 2008), and work satisfaction (Bhatti & Qureshi, 2007). In every organization, an occupational safety and health program is the key to the successful accident prevention program; hence, such training improves employee's skills and knowledge. Sgourou (2010) conducted a study to examine the connection between useful individuality and safety performance and found a positive correlation. Varonen and Mattila (2000) found that safety activities connected to the anticipation of work-related injuries and ill health, and can reduce through safety training and attitudes. To maintain employees' safety at the workplace, recreational activities, rewards and incentives can motivate them very strongly (Hagen 2001). Zohar (2010) found that safety promotion and reward system can enhances employee performance and give a positive outcome to the organizational target. Safety promotion policy is an organizational reward system, which is used to give compensation to the employees and motivates them to pay more efforts on occupational achievement. Broadbent (2006) explains there has a positive impact of reducing the accident rates and improve the safety environment at the workplace through safety promotion and reward policies. Hu et al., (2016) explained that when organizations introduced information technologies to achieve targeted goals, safety rules and procedures also help organizations to achieve the desire safety goals. Nordlof et al, 2015 found that for any successful safety organizations, management and employees should follow the safety rules and procedures conducted by the authority. Every organization should have safety policies that help organizations to make clear mission, accountabilities and set acceptable behavior for both management and employees. The purpose of safety rules and procedure is to ensure the employee performance at the organization. Hale and Borys (2013) explained that organization that have lack of safety rules and procedures can increase the number of accidents and injuries and create a negative impact on their job performance. In addition, safety communication is an important and essential factor for a successful safety management in the workplace as it can bring a credibility among the management and employee and create a positive impact on the job performance. Griffin and Neal (2000) found that safety communication is positively

associated with safety behavior and it create a good impact on their job performance. Based on the above discussions, the following hypotheses are set out for testing in this study:

H1: OHS is positively related with Job performances
H1a: Management commitment is positively related with job performance
H1b: Safety training is positively related with job performance
H1c: Workers' involvement is positively related with job performance
H1d: Safety communication and feedback is positively related with job performance
H1d: Safety rules and procedure is positively related with job performance
H1e: Safety promotion policy is positively related with job performance

2.3 OHS and Employee Engagement

OHS systems are evolved and executed, in the organization, to categorize, examine, regulate, and eventually decrease the accidents given that, it helps to generate several safety layers that creates preventive safety environment. However, as explained earlier that the safety management practices are not working effectively since the occupational hazards still taking place (Amponsah-Tawiah et al., 2016), perhaps because of the fact that this system cannot predict and control all the potential work elements which makes the process slower to adapt the uncertainty. In addition, humans are in the context to perform in the work process who can also have some errors that occur during their jobs connecting that OHS practices are made for employees and employees are primarily responsible to perform in the jobs. Wachter and Yorio (2014) argued that organizations should focus on the factors that workers have in their controlled environment to keep them safe and aware to cope up with the continuously changing settings. They further identified that it is a state of workforce to make them engaged towards the jobs and safety facets in their working environment. Engaged workforce are likely to have their job performance with their full effort given that they will exert physical energy to present with cognitive consciousness and bring emotional resources. Engagement refers to the investment of workers "hands-head-heart" with full of willpower to bring themselves into their role performance. Resource based view (RBV) theory (Barney, 1991) also suggest that safety culture of an organization can work as the intangible resource for their employees and when employees do work, they gather all these resources not only to perform in the jobs but also to be aware of the safety rules and procedures. According to Gallup study (Harter et al., 2006), organizations experienced 62% fewer occupational accidents with engaged taskforce compared to the disengaged one. Moreover, the report of Society for Human Resource Management (SHRM) shows that engaged workforce is likely to have five times less safety hazards than the workers who are not engaged. Based on the discussions above, this study set out the following hypotheses:

H2: OHS is positively related with employee engagement
H2a: Management commitment is positively related with employee engagement
H2b: Safety training is positively related with employee engagement
H2c: Working involvement is positively related with employee engagement
H2d: Safety communication and feedback is positively related with employee engagement

H2d: Safety rules and procedure is positively related with employee engagement
H2e: Safety promotion policy is positively related with employee engagement

2.4 Employee engagement and job performances

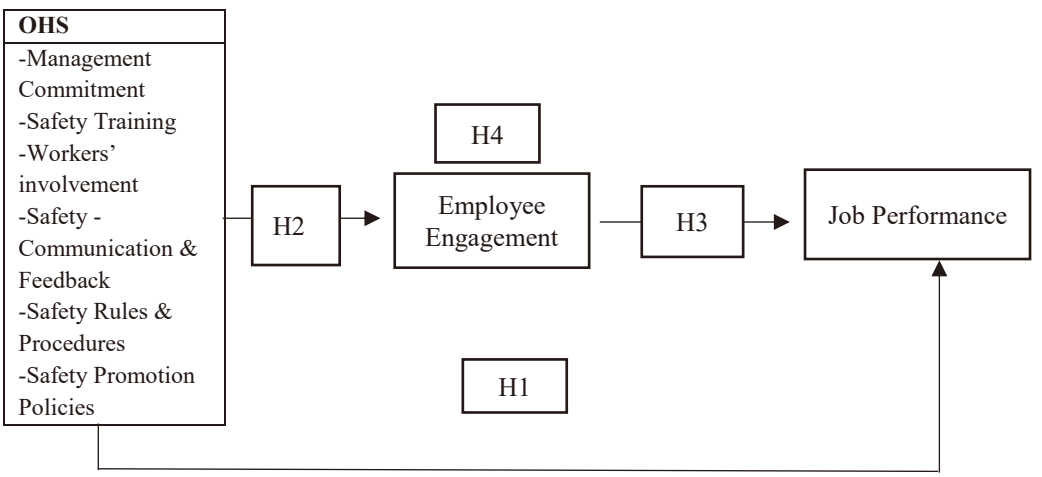
Engagement is considered as one of the significant contributor to construct a favourable working context and performance outcomes such as innovative working behaviour or employee job performance (Raines, 2011; Slatten & Mehmetoglu, 2011). Prior Studies (e.g., Kim & Koo, 2017; Vance, 2006) also found the positive correlations between workers engagement with firm outcomes such as quality service, increased productivity, higher consumer satisfaction, lower employee turnover, and greater employee performance. Thus, this study identifies the following hypothesis:

H3: EE is positively related with job performance

2.5 The mediating role of employee engagement

The intervening role of taskforce engagement on their performance has been primarily discovered by the study of Rich et al. (2010). They argued that engagement works as a motivational term that is able to create employees expected working behaviours. This study (Rich et al., 2010) finding is also consistent with the prior study of Ashforth and Humphrey (1995) suggest that as employee engagement is recognized due to having its facets of strong dedication and psychological presence, it has great possibilities as a motivational tool to explain the mediating system through which situational insights and perceptions eventually impact employees' performance. Therefore, this study has hypothesized the following:

H4: EE mediates the relationship between OHS and job performance



Conceptual Framework

3. RESEARCH DESIGN AND METHODS

3.1 Research context and sample characteristics

In Readymade Garments Industry (RMG), health and safety issue is an important aspect for employee's performance. Over the decades, workplace injuries and safety has appeared as an major area of anxiety for employers and employees in RMG industries of Bangladesh. It is anticipated that over 1.2 million workers are killed due to work-related accidents and diseases in each year (Meleko et al., 2017). In addition, it is also observed that 250 million industrial accidents and 160 million job-related illness occurred due to unsafe working environment (Galib, 2018). Amponsah-Tawiah and Mensah (2016) mentioned that it is important to ensure and establish the safety policies and procedures that needs to be implemented by the unit managers throughout the organizational hierarchy. With the increasing trend of health hazards of this sector, this study has decided to conduct the research of OHS practices on RMG sector in Bangladesh.

A total of 580 questionnaires are personally distributed among the employees in RMG sector with the help of convenience sampling technique in which 370 questionnaires are returned having a response rate 64%. Among these, 19 questionnaires are not filled out properly and are considered unusable. Thus, 19 questionnaires are treated as inadequate and are excluded for further analysis. Moreover, none of questionnaires are deleted as outliers, therefore, a total of 351 questionnaires are treated as usable for further analysis. The sample represents that the majority of the participants are male (73%) whereas only 27% are female suggesting that this study considers the employees in supervisory level and above and it is also known that the labor force in Bangladesh is still highly skewed to males because of many social and economic factors. In addition, the employees are married mostly and the age is not more than 35 years old. Majority of the participants have competed their bachelor degree (22%) and master degree (25%). In terms of experience, they are mostly (40%) having not more than 5 years of experiences in their current company.

3.2 Measurement instruments

OHS practices system is measured by a total of 35-items scale comprising six dimensions. "Management commitment" is adapted from Cheyne, 1998 comprises nine items, e.g., Safety is given high priority by the management. "Safety training" is adapted from Cox & Cheyne, 2000 includes six items, e.g., newly recruits are trained adequately to learn safety rules and procedures. "Worker's involvement" is adapted from Coyle, 1995 consists five items, e.g., My company has safety committees consisting of representatives of management and employees. "Safety communication and feedback" is adapted from Flin et al. (2000) includes five items, e.g., Management operates an open-door policy on safety issues. "Safety rules and procedures" is adapted from Glendon & Litherland, 2001 comprises five items, e.g., the safety rules and procedures followed in my company are sufficient to prevent incidents occurring. "Safety

promotion policy" is adapted from Neal et al., 2000 presents five items, e.g., in my company employees are rewarded or reporting safety hazards. To test the reliability for these constructs, study finds Cronbach's α value of .791, .773, .800, .739, .741, and .754 respectively (Table 1) that exceeds the minimum value of .70 suggested by Nunnally (1978).

This study includes employee engagement as the mediating variable, which is measured by nine-items of Utrecht Work Engagement Scale (UWES) suggested by Schaufeli et al. (2006). An example Item of employee engagement (α=.794 Table) consists "At work, I feel full of energy". Lastly, employee job performance is measured by five-item scale adapted from the study of Goris et al. (2003) and the sample item includes "I fulfil my responsibilities as required by my job" having a Cronbach's α value is 801 (Table 2). It is also important to note that all the items are measured with the employees' opinions through a 5-point Likert scale ranging from 1=strongly disagree to 5=strongly agree.

3.3 Data Analysis

This study implements different types of analytical tools to examine and interpret the data accurately and meaningfully. To analyse the data, SPSS 22.0 version of software is deployed. This study includes descriptive analysis, which is an integral part of any research as this analysis describes the sample characteristics and starts the preparation of the data set for further analysis so that data are examined and presented effectively.

4. RESULTS AND DISCUSSIONS

4.1 Preliminary Data Screening

In quantitative research, the quality of research outcome highly depends on the initial data screening process. It allows the researcher to investigate any possible errors in the data set that can create problems while establishing the relationships among the variables. In the data set, multicollinearity might arise when two or more exogenous variables are associated (Field, 2009) and can significantly distort the regression analysis or even significant level (Hair et al., 2014). To understand the multicollinearity problems for this study data set, it finds that correlation coefficient value is less than 0.90 (Table, 1) reflecting not to have any multicollinearity issues among the variables. In addition, Table 1 represents the means, standard deviations and correlations among the study constructs and shows that there is a positive relation between all the independent variables and dependent variables. Moreover, employee engagement has a positive relation with employee job performance.

Table 1

Means, Standard deviations and Correlation Matrix of Exogenous Variables

	M	SD	MC	ST	WI	SCF	SRP	SPP	EE	JP
MC	3.81	.547	1							
ST	3.76	.639	.803**	1						
WI	3.55	.715	.577**	.569**	1					
SCF	3.70	.649	.714**	.706**	.524**	1				
SRP	3.73	.655	.719**	.710**	.496**	.675**	1			
SPP	3.66	.663	.735**	.761**	.537**	.721**	.743**	1		
EE	3.97	.502	.564**	.456**	.383**	.487**	.501**	.464**	1	
JP	3.90	.507	.426**	.388**	.281**	.388**	.424**	.464**	.397**	1

**. Correlation is significant at the 0.01 level (2-tailed).

MC=Management Commitment, ST=Safety Training, WI=Workers' Involvement, SCF= Safety Communication and Feedback, SRP= Safety Rules and Procedure, SPP= Safety Promotion Policy, EE=Employee Engagement, JP=Job Performance

To have additional investigation of multicollinearity, this study also conducts variance-inflated factor (VIF) and its tolerance level. According to the study findings shown in Table 2, all the latent variables have VIF value less than 5 and tolerance value is not less than .20 is deemed not to have any multicollinearity issues as per the suggestions of Sekaran and Bougie (2013). It represents that data set is ready to do further analysis and this study conducts multiple regression analysis to test the study hypotheses.

Table 2

Results of Multicollinearity of Exogenous Variables

	Collinearity Statistics		
Constructs	**Tolerance**	**VIF**	**Cronbach's Alpha**
MC	.259	3.855	.791
ST	.272	3.674	.773
WI	.616	1.622	.800
SCF	.377	2.651	.739
SRP	.358	2.792	.741
SPP	.303	3.305	.754
EE	.651	1.537	.794
JP	-	-	.801

MC=Management Commitment, ST=Safety Training, WI=Workers' Involvement, SCF= Safety Communication and Feedback, SRP= Safety Rules and Procedure, SPP= Safety Promotion Policy, EE=Employee Engagement, JP=Job Performance

4.2 Hypotheses testing

Antecedents of job performance

To examine the proposed hypotheses for the predictors of job performance, this study conducts a regression analysis where job performance is regressed by OHS construct alone and all the dimensions of OHS practices simultaneously. As Table 3 shows that the predictor variable such as OHS can explain a substantial variance in job performance (R^2=.345, β=.424, p<.001) and have a significant relationship with job performance supporting hypothesis 1. Results also show that all the six dimensions of OHS can explain the variance on job performance significantly (R^2=.325, p<.001). With regard to hypothesized relationships, management commitment (β=.178, p<.05) and safety promotion policy (β=.132, p<.05) are statistically significant to job performance while others are not supporting H1a and H1f and rejecting H1b, H1c, H1d, H1e.

Table 3
Results of direct relationships between OHS practices and employee job performance

No	Hypothesis	Path Coefficient	Std. Error	P-Value	Findings	R^2
H1	OHS->JP	.424	.045	<.001	Supported	.345
H1a	MC -> JP	.178	.175	.035	Supported	
H1b	ST -> JP	.014	.084	.851	Not Supported	
H1c	WI -> JP	.002	.072	.971	Not Supported	.325
H1d	SCF -> JP	.060	.043	.318	Not Supported	
H1e	SRP -> JP	.068	.060	.265	Not Supported	
H1f	SPP -> JP	.132	.061	.047	Supported	

OHS=Occupational Health and Safety, MC=Management Commitment, ST=Safety Training, WI=Workers' Involvement, SCF= Safety Communication and Feedback, SRP= Safety Rules and Procedure, SPP= Safety Promotion Policy, JP=Job Performance

Predictors of employee engagement

In order to evaluate the relationships of predictors such as OHS and all the six individual dimensions of OHS towards outcome variable such as employee engagement, this study examines the path coefficient and p values to find the hypothesized relationships. According to the findings in Table 4, OHS construct has significant positive relation with employee engagement (R^2=.317, β=.523, p<.001) supporting H2. Moreover, when it tests for each of the six dimensions of OHS with employee engagement, the results show that management commitment (β=.374, p<.001), safety communication and feedback (β=.102, p<.05), and safety rules and procedures (β=.135, p<.05) are significantly and positively related with employee engagement. However, safety training, workers involvement, and safety promotion policies do not have any significant association with employee engagement. Consequently, it supports hypothesis H2a, H2d and H2e rejecting the hypothesis H2b, H2c and H2f.

Table 4
Results of direct relationships between OHS practices and employee engagement

No	Hypothesis	Path Coefficient	Std. Error	P-Value	Findings	R^2
H2	OHS->EE	.523	.041	<.001	Supported	.317
H2a	MC -> EE	.374	.076	<.001	Supported	
H2b	ST -> EE	-.097	.065	.138	Not Supported	
H2c	WI -> EE	.044	.039	.258	Not Supported	.319
H2d	SCF -> EE	.102	.055	.042	Supported	
H2e	SRP -> EE	.135	.055	.015	Supported	
H2f	SPP -> EE	-.001	.060	.983	Not Supported	

OHS=Occupational Health and Safety, MC=Management Commitment, ST=Safety Training, WI=Workers' Involvement, SCF= Safety Communication and Feedback, SRP= Safety Rules and Procedure, SPP= Safety Promotion Policy, EE=Employee Engagement

Employee engagement and job performance

Further to investigate the relationship between employee engagement and job performance, results (Table 5) show that the predictor variable can explain substantial variance on job performance (R^2=.349, p<.001). In addition, results posits that employee engagement has significant positive association with job performance (β=.469, p<.001) suggesting to accept hypothesis 3.

Table 5
Results of direct relationships between EE and OHS practices (Hypotheses testing)

No	Hypothesis	Path Coefficient	Std. Error	P-Value	Findings	R^2
H3	EE ->JP	.469	.048	<.001	Supported	.349

EE=Employee Engagement, JP=Job Performance

Mediating role of employee engagement

To conform the mediation role of employee engagement, this study follows three conditions suggested by Baron and Kenny (1986). First, the predictor (i.e., OHS practice) must be associated with mediating variable (employee engagement). Second, mediator (i.e., employee engagement) must need to be related with dependent variable (job performance). Third, it is important to have a significant link between antecedents (OHS practice) and outcome variable (job performance) that will be reduced is known as partial mediation or will be non-significant is known as full mediation while controlling for mediating variable (employee engagement). This study already confirmed one and two conditions that are discussed

earlier. To meet with condition three, antecedent must be related with outcome that is also confirmed in hypothesis 1 (Table 3).

Considering the guidelines, this study conducts multiple regression to test the mediation model on which the predictor variable of OHS practice alone can explain 35% variance on job performance but the variance dropped to 26% when employee engagement is controlled on job performance. In addition, Table 6 shows the direct effect of OHS practice on job performance has dropped (β=.424, P<.001 to β=.263, P<.05) confirming to partial mediation. To make this finding more accurate, this study also conduct Sobel (1982) test to confirm the mediation effect further and finds that engagement mediates (p<.001) the relationship between OHS practice and job performance.

Table 6
Results of mediation effects

Paths	Hypothesized Paths	Path Coefficient	Std. Error	P-Value	Findings
Path a (IV to Mediator)	OHS -> EE	.523	.041	<.001	
Path b (Mediator to DV)	EE -> JP	.469	.048	<.001	Partially Mediated
Path c' (IV to Mediator DV)	OHS -> JP	.263	.052	<.05	
Sobel Test	OHS -> EE -> JP	-	.031	<.001	

OHS=Occupational Health and Safety, EE=Employee Engagement, JP=Job Performance

5. DISCUSSIONS

This study discovers the relationship between OHS practices and employee job performances. The regression analysis of this study identifies a moderate level positive relationship between OHS practices and job performances. Moreover, among the six dimensions of OHS practices, two components such as management commitment and safety promotion policies are significantly related with job performances. It represents that employees have positive perception about their employer regarding health and safety issues in their workplace that leads to better job performances. This study finding further validates prior research that attempts to explore the relationship between different OHS practices and workplace performance (Fernandez-Muniz et al., 2009). However, the other four components of OHS practices have shown no statistically significant relation with employee job performances, reflecting the management limitations on OHS program and policies that encourage employees to practice OHS in workplace and exert better performances.

This study also shows a moderate positive relation of OHS practices with employee engagements. It is found that, though the combined factor of OHS practices has significant positive impact on employee engagements, all the individual dimensions are not significantly and positively connected with employee engagements. As per the results, management commitment, safety rules and procedures and safety

communication and feedback have significant positive association with employee engagements suggesting positive employee perception about management that makes their affection and identification with the business stronger. Interestingly, this study finds a negative association of safety training and safety promotion policies with employee engagements. The probable reason might be not getting required training on safety issues, making the employees unable to bring themselves up to the job performance. It also represents the lack of organizational awareness to promote the safety tools among the employees leading to less encouraged workforce who are less likely to implement safety practices affecting negative job performance.

This study also confirms the mediating impact on the relationship between OHS practices and employee job performances. Results suggest that while attempting to reduce the human error into their workplace due to the lack of safety and health management system, workers' performance instrument that is being used to measure typical firm performances should ideally be employee centric either in the design or in implementation. The safety tools can work in the organization by having information, involvement and engagement of workers to make them aware about their jobs, work hazards, workplace risks, possible error or some precautions need to be taken, and these tools can be effective only if organizations can build the sense of awareness and engagement of employees. In this line, Rich et al. (2010) suggest that engaged workers is full of physical, mental and cognitive resources into workplace in where they can exhibit improved performance. Because they (engaged employees) work with high integrity in jobs for a long time, give more attention and concentration on their responsibilities, and are more attached to their jobs and organizations that bring themselves into their role. Accordingly, perhaps engagement can mediate the relationship between OHS practices and employee job performance given that OHS system makes the workers more affectionate and attached to the jobs to learn and adapt the safety policies continuously that deals deficiencies and improve workplace performance.

The study findings are also supported by the RBV theory which proposes that safety tools and system will work as the organizational resources for the employees that make them confident to have maximum benefits. Moreover, understanding an OHS system is very critical for the managers since when workers decide to perform, many other external or/and internal factors can influence the organizational performances and sustainability. Though results show that the OHS process is an antecedent of employee performance, not all the dimensions are significant predictors for employee performances. Therefore, mangers need to study and understand the different components of an OHS system separately to ensure a safe and healthy working environment that enhances organizational sustainability.

7. LIMITATIONS AND FUTURE DIRECTIONS

First, OHS practices such as management commitment, safety training, working involvement, safety communication and feedback, safety rules and procedure, safety promotion policy used in this study are defined as specifically as possible based upon the available prior research and literature. This study lags out a theoretical framework that needs to understand and uncover any hidden phenomena, some aspects

which cannot be discovered in full. Moreover, this study gathers data by using questionnaires seeking the viewpoints of employees who are working in the RMG sector to establish the relationship among variables. This might create some biasness especially with the difference where safety culture is well developed, employees are more interested to participate in the study. To tackle this situation, researcher may consider multiple stakeholders such as employees, employers, customers or suppliers in the study to reduce the reporting bias in a study. In this study, data is collected once during the entire research process that limits the scope to explore causal relationship among the study variables. Therefore, it is suggested that further research create data set that allow researcher to have time-series based investigation to establish causal relationships. Furthermore, this study did not consider the organizational differences in terms of size, structure, tenure, or other organizational factors while selecting samples. Thus, it is advised to select the organizations through their structural differences to unleash the factors that can have impact on developing a safety toolset for creating a safe workplace, leading to achieving the best possible performance outcomes.

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