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IMPACT OF OCCUPATIONAL HEALTH AND SAFETY PRACTICES ON JOB PERFORMANCE AMONG MACHINE OPERATORS OF A SELECTED SMALL APPAREL FIRM IN GALLE DISTRICT, SRI LANKA

INTRODUCTION

Effective human resource management is crucial for a company's development, highlighting the value of human resources as a key asset in every firm.[1] Occupational health and safety functions are emphasized as vital for organizational success,[2] making it an obligation for organizations to preserve proper occupational health and safety practices (OHSP). Ensuring the occupational health, safety and well-being of employees are recognized as fundamental for enhancing their overall performance.[3] Health, containing physical, emotional, and mental

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[1] Ella Anastasya Sinambela, Didit Darmawan, and Vatosoa Mendrika,"Effectiveness of Efforts to Establish Quality Human Resources in the Organization", *Journal of Marketing and Business Research (MARK)* 2, no. 1 (2022): 47–58, https://doi.org/10.56348/mark.c.43; D. P. Mihiravi, and G. D. N Perera, "Impact of Occupational Safety and Health Practices on Job Satisfaction: A Study in Selected Large Scale Apparel Firms in Colombo District," *Proceedings of International HR Conference* 3, no. 1 (2016): 169–76.

[2] U. M. Onoh Linus, "Effect of Safety Practices on Job Performance of Health Care Workers in Enugu State University Teaching Hospital, Enugu, Nigeria," *International Journal of Innovative Healthcare Research* 9, no. 2 (2021): 1–7.

[3] Dirga Lestari, and Siti Maria, "Performance Is Influenced by Job Insecurity and Occupational Safety Health," *AFEBI Management and Business Review* 3, no. 1 (2018): 35–41.

well-being, is essential for individuals.[4] Safety encompasses controlling identified hazards to achieve an acceptable level of risk.[5]

Health and safety management, as defined by Opatha,[6] involves all operations aimed at safeguarding and enhancing employees' physical and mental health, enabling efficient duty performance. Job performance (JP) is an individual's contribution to organizational goals.[7]

In the contemporary work environment, improper OHSP pose hazards, leading to temporary or permanent employee disabilities.[8] Neglecting safety, anxiety, and workplace illnesses can result in significant organizational and employee consequences, including increased medical costs, decreased production, reduced JP, and even permanent disability or death.[9] Inadequate health and safety procedures often lead to accidents, illnesses, and decreased job satisfaction, impacting overall employee performance.[10] Therefore, this article considers the impact of OHSP on JP among machine operators of a selected small apparel firm in the Galle District, Sri Lanka.

PROBLEM OF THE STUDY

The study acknowledges the limited research focus on OHSP, indicating that this area has been overlooked in mainstream organizational and management research.[11]

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[4] Christopher Chikwado Okolieuwa, Imumolen Irene Christopher, and Tochukwu Ikwunne, "Impact and Significance of Occupational Health and Safety Policies on Workers Performance in the Workplace: A Case Study of NNPC, Enugu Depot," *American Journal of Applied Sciences and Engineering* 4, no. 1 (2023): 24–37.

[5] A. Bokinni, *Effects of Organizational Health and Safety Policies on Employees' Performance* (Lagos: University of Lagos, Nigeria, 2006).

[6] Henarath H. D. N. P. Opatha, *Human Resource Management* (Nugegoda, Sri Lanka: University of Sri Jayewardenepura, 2009).

[7] G. D. N. Perera, "Occupational Health and Safety Practice and Job Performance: Role of Job Satisfaction," *Sri Lankan Journal of Human Resource Management* 9, no. 1 (2019): 1–10.

[8] H. P. N. I. Kumarasinghe, and H. K. T. Dilan, "The Impact of Occupational Health and Safety Practices on Job Performance of Operational Level Employees: A Study in the Construction Industry, Sri Lanka," *International Journal of Management, Accounting and Economics* 9, no. 1 (2022): 1–13, https://doi.org/10.5281/ZENODO.6463442.

[9] Lestari and Maria, "Performance Is Influenced by Job Insecurity," 35–41.

[10] Kumarasinghe and Dilan, "The Impact of Occupational Health," 1–13.

[11] Julian Barling, Catherine Loughlin, and E. Kevin Kelloway, "Development and Test of a Model Linking Safety-Specific Transformational Leadership and Occupational Safety," *Journal of Applied Psychology* 87, no. 3 (2002): 488–96, https://doi.org/10.1037/0021-9010.87.3.488.

Perera[12] highlights the importance of OHSP in human resource management, especially for machine operators in the apparel industry, ensuring their well-being and affecting JP. Despite existing studies on OHSP in larger apparel companies and the construction industry, there is a noticeable gap in understanding the impact on JP among machine operators in a selected small apparel firm in the Galle District in Sri Lanka.

Kumarasinghe and Dilan[13] focus on the dearth of empirical and theoretical knowledge regarding the connection between OHSP and JP. To address this gap, the research problem posed in this paper is framed as follows: "Do occupational health and safety practices impact the job performance among machine operators in a selected small apparel firm in Galle District, Sri Lanka?" This problem aims to add valuable insights into the underexplored area of OHSP and its impact on JP, specifically among machine operators in a small-scale apparel firm.

The objectives of this study are to examine (1) the impact of occupational hazards prevention on JP, (2) the impact of safety procedures and risk management on JP, (3) the impact of organizational safety support on JP, (4) the impact of first-aid support and training on JP (5), the impact of safety and health rule on JP, and (6) the most significant determinant of occupational health and safety practices on JP.

LITERATURE REVIEW

Occupational Health and Safety Practices

OHSP are concerned with not only physical well-being but also mental and emotional well-being, as Okolieuwa, Christopher, and Ikwunne highlighted.[14] OHSP comprise the identification and prevention of various hazards and risks in the workplace, with the overarching goal of ensuring the safety and well-being of employees, as stressed by Correll.[15]

[12] Perera, "Occupational Health and Safety Practice," 1–10.

[13] Kumarasinghe and Dilan, "The Impact of Occupational Health," 1–13.

[14] Okolieuwa, Christopher, and Ikwunne, "Impact and Significance of Occupational Health," 24–37.

[15] Robyn Correll, "What Is Occupational Health and Safety?" VeryWell Health, accessed October 10, 2024, www.verywellhealth.com/what-is-occupational-health-and-safety-4159865.

Dimensions of Occupational Health and Safety Practices

According to Kaynak et al.[16], there are five dimensions of OHSP:

- occupational hazards prevention: involves identifying and preventing injuries or illnesses arising from work or the work environment,[17]
- safety procedures and risk management: include strategies like defining, assessing, and managing risks to increase safety and reliability while minimizing losses,[18]
- organizational safety support: focuses on health and safety policies to address work isolation and empower employees,[19]
- first-aid support and training: involves providing emergency or immediate care to an injured or ill person until full medical treatment is available,[20]
- safety and health rules: refer to standards or guidelines regulating movements, methods, or devices to reduce the circumstance or threat of injury, loss, and danger to individuals, assets, or the atmosphere.[21]

Job Performance

JP is described as an individual's contribution to an organization's overall performance aimed at meeting or exceeding its goals, as described by Perera.[22] Additionally, Azmi, Shahid, and Alwis[23] define JP as an employee's successful completion of assigned tasks within reasonable constraints of available resources.

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[16] Ramazan Kaynak et al., "Effects of Occupational Health and Safety Practices on Organizational Commitment, Work Alienation, and Job Performance: Using the PLS-SEM Approach." *International Journal of Business and Management* 11, no. 5 (2016): 146–66, https://doi.org/10.5539/ijbm.v11n5p146.

[17] Esra AlDhaen, "Awareness of Occupational Health Hazards and Occupational Stress among Dental Care Professionals: Evidence from the GCC Region," *Frontiers in Public Health* 10 (2022): article 922748, https://doi.org/10.3389/fpubh.2022.922748.

[18] Sue Cox, and Robin Tait, *Safety, Reliability, and Risk Management: An Integrated Approach*, 2nd ed. (Oxford: Butterworth-Heinemann, 1998).

[19] Kaynak et al., "Effects of Occupational Health and Safety Practices," 146–66.

[20] Sylvie Sturrock, rev.: St. John Ambulance, St. Andrew's Ambulance Association, British Red Cross, "*First Aid Manual. 9th edition," Vital* 6, no. 2 (2009): 7, https://doi.org/10.1038/vital971.

[21] Bokinni, "Effects of Organizational Health."

[22] Perera, "Occupational Health and Safety Practice," 1–10.

[23] Farah Syazreena Azmi, Siti Asiah Md Shahid, and Anisah Alwis, "The Relationship between Job Stress and Front-Liners' Job Performance in a Shared Service Center in Malaysia," *International Journal of Social Science and Humanity* 6, no. 7 (2016): 510–13, https://doi.org/10.7763/IJSSH.2016.V6.701.

Dimensions of Job Performance

According to Koopmans et al.,[24] JP is considered across four dimensions:

- task performance: focuses on the proficiency with which an employee carries out central job tasks,[25]
- adaptive performance: refers to an employee's proficiency in modifying alterations in work roles or the environment,[26]
- contextual performance – interpersonal: encompasses employee behaviors that confirm the interpersonal environment in which fundamental job tasks function.[27]
- contextual performance – organizational: addresses employee behaviors that support the organizational setting in which central job tasks take place.[28]

CONCEPTUAL FRAMEWORK

This study primarily considers OHSP as the independent variable which consists of five dimensions: occupational hazards prevention, safety procedures and risk management, organizational safety support, first-aid support and training, and safety and health rules. JP is the dependent variable. The conceptual framework related to this study is shown in Figure 1.

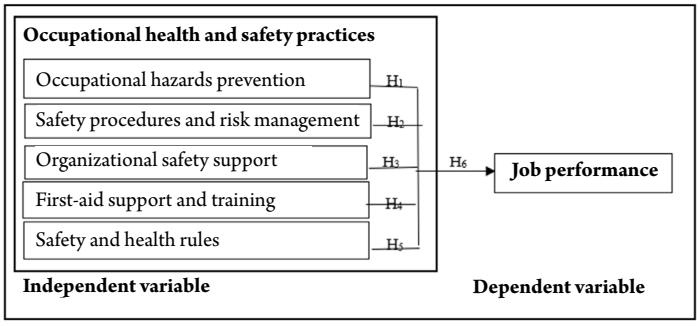

Figure 1: Conceptual framework

Source: Adapted from Kaynak et al.[29]

[24] Linda Koopmans et al., "Measuring Individual Work Performance: Identifying and Selecting Indicators, *Work* 48, no. 2 (2014): 229–38, https://doi.org/10.3233/WOR-131659.

[25] Walter C. Borman, and S. J. Motowidlo, "Expanding the Criterion Domain to Include Elements of Contextual Performance," in *Personnel Selection in Organizations*, ed. Neal Schmitt and Walter C. Borman (San Francisco: Jossey-Bass, 1993), 71–98.

[26] Koopmans et al., "Measuring Individual Work Performance," 229–38.

[27] Koopmans et al., 229–38.

[28] Koopmans et al., 229–38.

[29] Kaynak et al., "Effects of Occupational Health and Safety Practices," 153.

Musyoka,[30] Saari,[31] as well as Gyekye, Salminen, and Ojajarvi[32] identified the impact of occupational hazard prevention on JP. Therefore, the first hypothesis is developed as:

H_1: Occupational hazards prevention impact on job performance

Safety procedures and risk management were found to be significant and positively linked to JP.[33] The second hypothesis is then formulated as:

H_2: Safety procedures and risk management impact on job performance

Organizational safety support organizations with a positive working environment may boost their employees' JP,[34] hence, the third hypothesis is articulated as follows:

H_3: Organizational safety support impact on job performance

First-aid support and training increase participants' JP to minimize workplace accidents and diseases and to establish an environment in which workers can display good behaviors.[35] The fourth hypothesis is thus expressed as:

H_4: First-aid support and training impact on job performance

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[30] Rose S. Musyoka, "Relationship between Health and Safety Programmes and Performance of Manufacturing Firms in Mombasa County, Kenya (PhD diss., University of Nairobi, 2014).

[31] J. O. R. M. A. Saari, "Accident Prevention Today," *Magazine of the European Agency for Safety and Health at Work*, no. 4 (2001): 3–5.

[32] Seth Avyim Gyekye, Simo Salminen, and Anneli Ojajarvi, "A Theoretical Model to Ascertain Determinates of Occupational Accidents among Ghanaian Industrial Workers, *International Journal of Industrial Ergonomics* 42, no. 2 (2012): 233–40, https://doi.org/10.1016/j.ergon.2012.01.006.

[33] Kaynak et al., "Effects of Occupational Health and Safety Practices," 146–66; Edmund Nana Kwame Nkrumah et al., "Improving the Safety–Performance Nexus: A Study on the Moderating and Mediating Influence of Work Motivation in the Causal Link between Occupational Health and Safety Management (OHSM) Practices and Work Performance in the Oil and Gas Sector, *International Journal of Environmental Research and Public Health* 18, no. 10 (2021): article 5064, https://doi.org/10.3390/ijerph18105064; Moses Segbenya, and Esi Yeboah, "Effect of Occupational Health and Safety on Employee Performance in the Ghanaian Construction Sector," *Environmental Health Insights* 16 (2022), https://doi.org/10.1177/11786302221137222.

[34] Kaynak et al., "Effects of Occupational Health and Safety Practices," 146–66; Yuan Badrianto, and Muhamad Ekhsan, "Effect of Work Environment and Job Satisfaction on Employee Performance in PT. Nesinak Industries," *Journal of Business, Management, & Accounting* 2, no. 1 (2020): 85–91.

[35] Kaynak et al., "Effects of Occupational Health and Safety Practices," 146–66; Musyoka, "Relationship between Health and Safety Programmes"; Segbenya and Yeboah, "Effect of Occupational Health and Safety."

Kaynak et al.[36], Gbadago, Amedome, and Honyenuga[37], as well as Cudjoe[38] explained the safety and health rules' impact on JP, so this is the fifth hypothesis:

H_5: Safety and health rules impact job performance

As Onoh Linus,[39] Perera,[40] Segbenya and Yeboah[41] as well as Christian et al.[42] showed, there is empirical evidence to support the OHSP's impact on JP. Therefore, the sixth hypothesis is developed as:

H_6: Occupational health and safety practices impact job performance

METHODS

The primary objective of this investigation was to examine the impact of OHSP on JP among machine operators of a selected small apparel firm in Galle District, Sri Lanka, and the hypotheses were formulated based on the objectives. Accordingly, this study can be considered analytical, as the investigation type is causal, conducted in a natural setting, and with no controlled or manipulated variables. The survey was conducted among all 162 machine operators of a selected small apparel firm in the Galle District, Sri Lanka. The unit of analysis was at the individual level, and the sample frame was the pay register. The primary data was collected through the distribution of a self-administered questionnaire, while the secondary data was collected through various sources such as journal articles, books, web publications, etc.

Measures

The questionnaire consisted of three parts:

– section 1*:* the OHSP were measured using a scale consisting of 21 items framed by Kaynak et al.,[43]

[36] Kaynak et al., "Effects of Occupational Health and Safety Practices," 146–66.

[37] Patrick Gbadago, Sedem N. Amedome, and Ben Q. Honyenuga,"The Impact of Occupational Health and Safety Measures on Employee Performance at the South Tongu District Hospital," *Global Journal of Medical Research: K Interdisciplinary* 17, no. 5 (2017): 13–19.

[38] Sikpa Francis Cudjoe, "An Assessment of Occupational Health and Safety Practices on Job Performance at the Tetteh Quarshie Memorial Hospital, Mampong-Akuapem" (Master's thesis, Kwame Nkrumah University of Science and Technology, Ghana, 2011).

[39] Onoh Linus, "Effect of Safety Practices on Job Performance," 1–7.

[40] Perera, "Occupational Health and Safety Practice," 1–10.

[41] Segbenya and Yeboah, "Effect of Occupational Health and Safety."

[42] Michael S. Christian et al., "Workplace Safety: A Meta-Analysis of the Roles of Person and Situation Factors," *Journal of Applied Psychology* 94, no. 5 (2009): 1103–27.

[43] Kaynak et al., "Effects of Occupational Health and Safety Practices," 146–66.

– section 2: a questionnaire developed by Koopmans et al.[44] was used to measure the JP among machine operators using 20 items. Responses to individual items were scaled according to a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree),
– section 3: a set of questions was formulated to identify the demographic profile of the sample of the study, namely gender, marital status, age, service time, and department.

DATA ANALYSIS

Statistical Package for the Social Sciences (SPSS) software package 23.0 was used to analyze the data. In data analysis, validity, reliability, univariate and bivariate analyses of 155 complete questionnaires were applied.

Pilot Study

Cronbach alpha is calculated based on only 30 respondents for the pilot study. Variables and figures are shown in Table 1. The value should be more than 0.7.[45]

Table 1: Pilot study results

Variable	Items	Cronbach alpha > .7
Occupational health and safety practices	21	0.827
Job performance	20	0.838

Source: Survey Data (2024)

Validity and Reliability

The reliability of the instrument used to collect data was observed by Cronbach's alpha coefficient test (Table 2). It suggests that the consistency of each instrument was acceptable due to Cronbach's alpha coefficient value being greater than 0.7.[46]

[44] Koopmans et al., "Measuring Individual Work Performance," 229–38.

[45] Joseph F. Hair et al., *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (Thousand Oaks, CA: Sage, 2014).

[46] Hair et al., "A Primer on Partial Least Squares."

Table 2: Results of Cronbach's alpha coefficient

Instrument	Cronbach's alpha
Occupational health and safety practices	0.898
Job performance	0.914

Source: Survey Data (2024)

The conceptualization and operationalization of the variables in literature, and the high internal consistency reliability of the instruments as shown by alpha, ensured the content validity of the instruments. The correlation and regression analysis confirmed the hypotheses regarding the impact of the independent variable on the dependent variable, and it further guaranteed the content validity.

There were 35% of males and 65% of females. The data found that most of the respondents belonged to the 1-3 years category (approximately 40%), and the second maximum service period category (25%). The minority of the respondents were in the above 6 years categories (9%), while 19% chose the 4-6 years category. The rest of the respondents represented service periods less than 6 months with 7%.

According to Table 3, it seems that the data set is distributed ordinarily. The skewness and kurtosis values of OHSP and JP are -.259 and -.573 as well as -.619, and .215, respectively. The mean of OHSP and JP under the study was 4.2645 and 4.3419, respectively.

Table 3: Univariate analysis

		Occupational health and safety practices	Job performance
N	Valid	155	155
	Missing	0	0
Mean		4.2645	4.3419
Skewness		-.259	-.573
Kurtosis		-.619	.215

Source: Survey Data (2024)

Table 4 shows the importance of the dimensions of OHSP and JP by ranking them according to the mean value. Correlation and regression analysis were used to test the hypotheses.

Table 4: Ranking dimensions of the variables

Variable	Dimension	Mean	St. deviation	Rank
Occupational health and safety practices	Safety, and health rules	4.3161	.70944	1
	Safety procedures and risk management	4.2387	.67501	2
	Organizational safety supports	4.1871	.75410	3
	Occupational hazards prevention	4.0452	.70565	4
	First-aid support and training	4.0323	.89311	5
Job performance	Contextual performance – organizational	4.3355	.68639	1
	Task performance	4.3032	.64842	2
	Contextual performance – interpersonal	4.2839	.70023	3
	Adaptive performance	4.2258	.71667	4

Source: Survey Data (2024)

According to the results of Pearson's correlation shown in Table 5, there are positive relationships between occupational hazard prevention, safety procedures, risk management, organizational safety support, first-aid support and training, safety and health rules, OHSP, and JP, with correlation coefficients of .669, .510, .633, .678, .759, and .809, respectively. Table 5 records the results of regression analysis that was done to determine the impact of occupational hazard prevention, safety procedures, risk management, organizational safety support, first-aid support and training, safety and health rules, and OHSP on JP.

Table 5: Results of regression analysis

	Occupational hazards prevention	**Safety procedures and risk management**	**Organizational safety supports**	**First-aid support and training**	**Safety, and health rules**	**Occupational health and safety practices**
Pearson correlation	.669	.510	.633	.678	.759	.809
Sig.	.000	.000	.000	.000	.000	.000
R	.669a	.510a	.633a	.678a	.759a	.809a
R-square	.448	.260	.400	.460	.576	.655
Adjusted R-square	.445	.255	.396	.457	.573	.652
Constant	33.638	47.133	36.179	41.351	31.677	13.571
β-value	2.419	2.155	2.232	3.424	3.075	.811
Sig-value	.000	.000	.000	.000	.000	.000

Source: Survey Data (2024)

Considering the results shown in Table 5, the value of R-square is 0.448, indicating that job performance is explained by 44.8% through variation in occupational hazard prevention. Thus, for every unit increase in occupational hazard prevention, JP is expected to increase by 2.419. The p-value for occupational hazard prevention is less than 0.05; hence, occupational hazard prevention is a significant predictor, which ensures a substantial impact of occupational hazard prevention on JP. The results then conclude that occupational hazard prevention influences JP.

The H_1 equation: Job performance = 33.638 + 2.419 (occupational hazard prevention)

Table 5 illustrates that the JP is explicated by 26% through variation in safety procedures and risk management, and with every unit increase in the safety procedures and risk management, JP is expected to increase by 2.155. The p-value for safety procedures and risk management is less than 0.05; hence, they are both significant predictors, which ensures a significant impact of safety procedures and risk management on JP. The results thus prove that safety procedures and risk management impact job performance.

The H_2 equation: Job performance = 47.133 + 2.155 (safety procedures and risk management)

Table 5 demonstrates that the JP is explicated by 40% through variation in organizational safety support, and with every unit increase in the organizational safety support, JP is expected to increase by 2.232. The p-value for organizational safety support is less than 0.05, so organizational safety support is a significant predictor, ensuring a substantial impact of organizational safety support on JP. Thus, the results conclude that organizational safety support impacts JP.

The H_3 equation: Job performance = 36.179 + 2.232 (organizational safety support)

Table 5 presents that the JP is explicated by 46% through variation in first-aid support and training, and with every unit increase in the first-aid support and training, job performance is expected to increase by 3.424. The p-value for first-aid support and training is less than 0.05. First-aid support and training are therefore significant predictors that guarantee a substantial impact of first-aid support and training on JP. According to the results, first-aid support and training impact JP.

The H_4 equation: Job performance = 41.351 + 3.424 (first-aid support and training)

Table 5 depicts that the JP is explicated by 57.6% through variation in safety and health rules, and with every unit increase in the safety and health rules, JP is expected to increase by 3.075. The p-value for safety and health rules is less than 0.05. Safety and health rules are then significant predictors, which ensure a substantial impact of safety and health rules on JP. Thus, the results conclude that safety and health rules impact JP.

The H_5 equation: Job performance = 31.677 + 3.075 (safety and health rules)

Table 5 illustrates that the JP is explicated by 65.5% through variation in OHSP, and with every unit increase in the OHSP, JP is expected to increase by 0.811. The p-value for OHSP is less than 0.05. Hence, OHSP are a significant predictor that ensures that a substantial impact of OHSP on JP. The results therefore conclude that OHSP impact JP.

The H_6 equation: Job performance = 13.571 + 0.811 (OHSP)

DISCUSSION AND RECOMMENDATIONS

The first objective of this study and the result supported the first hypothesis. In their studies, Kaynak et al.,[47] Saari,[48] and Musyoka[49] found that occupational hazard prevention impacts JP.

The second aim of this study and the outcome confirmed the second hypothesis. This impact was tested and proved by various studies conducted by Kaynak et al.,[50] Nkrumah et al.,[51] and Segbenya and Yeboah.[52] According to them, safety procedures and risk management impact JP.

The results indicate a positive impact of organizational safety support on JP, relating to the third objective as well as the third hypothesis of the study. Kaynak et al.,[53] Saari,[54] and Musyoka[55] tested it and stated in different contexts.

[47] Kaynak et al., "Effects of Occupational Health and Safety Practices," 146–66.

[48] Saari, "Accident Prevention Today," 3–5.

[49] Musyoka, "Relationship between Health and Safety Programmes."

[50] Kaynak et al., "Effects of Occupational Health and Safety Practices," 146–66.

[51] Nkrumah et al., "Improving the Safety–Performance Nexus."

[52] Segbenya and Yeboah, "Effects of Occupational Health and Safety."

[53] Kaynak et al., "Effects of Occupational Health and Safety Practices," 146–66.

[54] Saari, "Accident Prevention Today," 3–5.

[55] Musyoka, "Relationship between Health and Safety Programmes."

In terms of the fourth purpose of the study, the result proved the fourth hypothesis, namely it has a positive impact on JP. Kaynak et al.,[56] Musyoka,[57] and Segbenya and Yeboah[58] identified it in their studies that first-aid support and training positively influence JP.

The result supported the fifth hypothesis, and the fifth aim of this study was completed. This impact was tested and proved several times by various studies conducted by Kaynak et al.,[59] Gbadago, Amedome, and Honyenuga (2017),[60] as well as Cudjoe.[61] They found that the safety and health rules have a positive impact on JP.

About the sixth goal of the study, the outcome has confirmed the final hypothesis, consistent with the findings of Kaynak et al.,[62] Onoh Linus,[63] Perera,[64] Bandara and Perera,[65] and Christian et al.[66] They established that the impact of OHSP on JP is positive.

Finally, this study aimed to identify the most significant determinant of OHSP and JP. When considering OHSP, as indicated in Table 4, the safety and health rules are the most important dimensions of OHSP, whereas contextual performance – organization is a crucial dimension of JP.

This study demonstrates that organizations need to pay more attention to OHSP and give it higher priority. They are also responsible for implementing and overseeing the system within the organization to enhance employees' JP. Additionally, employee workshops, seminars, and health and safety training should be scheduled regularly by organizational management. Making workers aware of management and staff's responsibilities for safety and health procedures can help to create a safe work environment. Further, the organization's safety department always updates and maintains the system, reduces dangers and develops measures to prevent those hazards. Moreover, enforcing safety protocols is essential

[56] Kaynak et al., "Effects of Occupational Health and Safety Practices," 146–66.

[57] Musyoka, "Relationship between Health and Safety Programmes."

[58] Segbenya and Yeboah, "Effects of Occupational Health and Safety."

[59] Kaynak et al., "Effects of Occupational Health and Safety Practices," 146–16.

[60] Gbadago, Amedome, and Honyenuga, "The Impact of Occupational Health," 13–19.

[61] Cudjoe, "An Assessment of Occupational Health."

[62] Kaynak et al., "Effects of Occupational Health and Safety Practices," 146–66.

[63] Onoh Linus, "Effect of Safety Practices on Job Performance," 1–7.

[64] Perera, "Occupational Health and Safety Practice," 1–10.

[65] S. M. M. S. K. Bandara, and G. D. N. Perera, "Impact of Health and Safety Practices on Employee Job Performance: Mediating Role of Employee Commitment in Selected Building Construction Companies in Sri Lanka," *Partners Universal International Research Journal* 1, no. 3 (2022): 1–12, https://doi.org/10.5281/zenodo.7111113.

[66] Christian et al., "Workplace Safety," 1103–27.

for ensuring worker safety. Management should therefore set up a frequent monitoring team, which helps figure out whether workers truly put on the safety gear given to them before starting their jobs as well, and strict guidelines must be adhered to prevent hazards and accidents.

FUTURE RESEARCH

Further studies are needed to identify other factors that affect the JP of machine operators of a selected apparel firm in addition to OHSP. This research is based on only a small apparel industry of Sri Lanka. However, there are many other sectors such as the food manufacturing industry, construction industry, healthcare industry, etc., and the impact of OHSP on the JP of them is critical to study. The sample size is also smaller since this study is limited to a selected small apparel firm in the Galle district, Sri Lanka. Apart from that, there are so many apparel firms on a larger scale, medium scale, and throughout Sri Lanka. Researchers should be concerned in the future about even those apparel firms. OHSP impact all employees of an organization such as executives, non-executive, managerial, and non-managerial employees, but this research is concerned with the machine operators of the firm. Apart from that, this study is not concerned with mediating and moderating factors.

CONCLUSION

OHSP have a significant impact on JP among the machine operators of a selected apparel firm in Galle District, Sri Lanka, and the findings prove it. All the hypotheses positively influence JP. The final objective of the study is to identify the most significant determinant of OHSP and JP. It was found that the safety and health rules dimension is the most important one for OHSP. Other dimensions can be placed in order, such as safety procedures and risk management, organizational safety support, occupational hazards prevention, and first-aid support and training, respectively. When considering JP, contextual performance – interpersonal, is the most important dimension of JP. Other ones can be placed in order as task performance, contextual performance–interpersonal, and adaptive performance, respectively. Besides, one should note that OHSP are becoming an increasingly popular topic among industrial experts and academics.

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IMPACT OF OCCUPATIONAL HEALTH AND SAFETY PRACTICES ON JOB PERFORMANCE AMONG MACHINE OPERATORS OF A SELECTED SMALL APPAREL FIRM IN GALLE DISTRICT, SRI LANKA

Summary

Occupational health and safety practices (OHSP) play a crucial role in enhancing machine operators' job performance (JP), especially in the apparel sector. This study efforts to clarify the impact of OHSP on JP among machine operators of a selected small apparel firm in Galle District, Sri Lanka. The research problem addressed in this paper is "Do occupational health and safety practices impact the job performance among machine operators of the selected small apparel firm in Galle District, Sri Lanka?" Six hypotheses were developed, and questionnaires were distributed among 162 machine operators using a census method. Primary data was gathered through a questionnaire consisting of 41 statements with a five-point Likert scale, and it was analyzed using regression through SPSS 23. This study found that OHSP has a significant impact on JP among machine operators in the selected small apparel firm in Galle District, Sri Lanka. By regression analysis, 65.5% of the total variation in JP is described by OHSP, and all hypotheses were accepted. The research concludes that OHSP play a key role in enhancing JP among machine operators in a small apparel firm in Galle District, providing valuable insights for top management in understanding and prioritizing OHSP.

Keywords: job performance; machine operators; occupational health and safety practices

WPŁYW DZIAŁAŃ Z ZAKRESU BHP NA WYDAJNOŚĆ PRACY OPERATORÓW MASZYN W WYBRANEJ MAŁEJ FIRMIE ODZIEŻOWEJ W DYSTRYKCIE GALLE W SRI LANCE

Streszczenie

Działania z zakresu bezpieczeństwa i higieny pracy (BHP) odgrywają kluczową rolę w poprawie wydajności pracy operatorów maszyn, szczególnie w sektorze odzieżowym. Celem niniejszego badania jest wyjaśnienie wpływu działań BHP na wydajność pracy operatorów maszyn w wybranej małej firmie odzieżowej w dystrykcie Galle w Sri Lance. Problem badawczy, jaki porusza artykuł, brzmi: „Czy działania z zakresu bezpieczeństwa i higieny pracy wpływają na wydajność pracy operatorów maszyn w wybranej małej firmie odzieżowej w dystrykcie Galle w Sri Lance?". Opracowano sześć hipotez badawczych, a kwestionariusze rozdano 162 operatorom maszyn w ramach metody spisu powszechnego. Dane pierwotne zebrano za pomocą kwestionariusza zawierającego 41 stwierdzeń ocenianych według pięciopunktowej skali Likerta, a następnie przeanalizowano je za pomocą analizy regresji w programie SPSS 23. Wyniki wykazały, że działania w ramach BHP mają istotny wpływ na wydajność pracy operatorów maszyn w badanej firmie. Na podstawie analizy regresji stwierdzono, że 65,5% całkowitej zmienności wydajności pracy można wyjaśnić działaniami BHP, a wszystkie hipotezy zostały przyjęte. Badanie potwierdza, że działania z zakresu BHP odgrywają kluczową rolę w poprawie wydajności pracy operatorów maszyn, dostarczając wartościowych wskazówek dla kadry zarządzającej w zakresie rozumienia i priorytetyzacji działań z obszaru BHP.

Słowa kluczowe: wydajność pracy; operatorzy maszyn; działania z zakresu bezpieczeństwa i higieny pracy