
The Influence of Occupational Health And Safety Practices on Organizational Commitment and Job Performance

Myo Myo Ei¹, Dian Ekowati², Tri Siwi Agustina³, May Moe Pwint Phyu⁴
Yadabon University¹

Universitas Airlangga, Faculty of Economics and Business, Surabaya, Indonesia^{2,3}

Universitas Airlangga, Postgraduate School, Surabaya, Indonesia⁴

*(**Dian Ekowati**)

✉ d.ekowati@feb.unair.ac.id

Abstract: The aim of this study is to examine the four aspects of workplace health and safety practices: Safety Procedures and Risk Management (SPRM), Safety and Health Rules (SAHR), Occupational Hazard Prevention (OHP), and Organizational Safety Support (OSS) on organizational commitment. Moreover, this study also explores the effect of organizational commitment on the job performance of employees. The sample for the present study consisted of 105 employees who work in construction industries which are located in Mandalay Division, Myanmar. The findings of this study show that the two dimensions of occupational health and safety practices namely: Safety and Health Rules (SAHR) and Organizational Safety Support (OSS) positive effects on organizational commitment that are significant whereas the two dimensions of occupational health and safety practices: Safety Procedures and Risk Management (SPRM) and Occupational Hazard Prevention (OHP) do not affect the organizational commitment of employees significantly. The result also indicated that organizational commitment has a positive and significant effect on the job performance of employees.

Keywords: Occupational health and safety practices, organizational commitment, job performance

INTRODUCTION

The goal of occupational health and safety (OHS) practice is to protect workers' physical, mental, and social health in every job. It is both a legal and moral obligation of employers to provide a safe working environment for the employees. Safety should be prioritized above cost, quality, flexibility, delivery, and innovation in terms of operational priorities. Furthermore, the majority of citizens and governments demand safety as a fundamental human right, not just a priority for a small number of large corporations (Pagell et al., 2014). The International Labor Organization (ILO) estimates that 2.3 million men and women worldwide lose their lives to illnesses or accidents at work each year. Around the world, 340 million workplace accidents are reported each year, and 160 million people experience occupational illnesses. Therefore, public and private organizations across the world are becoming more and more concerned with enhancing occupational health and safety in both developed and developing

nations.

In particular in developing countries, occupational health and safety (OHS) and employee productivity are significant issues for the industry. These organizations share several characteristics, including a harmful working atmosphere, poorly designed human-machine systems, poorly structured jobs, a gap between worker capacities and job requirements, and inappropriate management techniques. These features cause risks in the workplace, poor health among employees, injuries from mechanical equipment, and disabilities, which lower employee productivity, lower the standards of output, and higher costs (Shikdar and Sawaqed, 2003).

An organization should provide its employees with first aid training, clean restrooms, rest areas, water, and safety clothing. It is obvious that controlling hazards, providing good physical working conditions, offering attractive rewards and recognition, fostering friendly relationships, and requiring job fitness create a productive and effective workplace (Danish et al., 2013). Based on the social exchange theory, Mearns et al. (2010) indicated that employee health and well-being are influenced by investments in healthy behaviors and the reciprocity principle, which in turn attracts and retains employees who are loyal to the business.

Organizational commitment is the emotional attachment of employees to the organization. Organizational commitment plays an important factor to determine whether an employee will remain in the company and contribute to the goals of the company (Pradhan and Pradhan, 2015). High-committed employees are more responsible and sincere in carrying out their duties. They will work diligently and fight for the development of the organization as a result of being part of the organization.

Parker et al. (2001) highlighted the significance of organizational commitment to enhancing performance in terms of safety. When companies contributed to safety management structures, they worked to increase their performance in accident prevention and accident reduction. Due to behavioral systems built on the management of safety, these organizations claimed that they were concerned with fostering and enhancing the organizational commitment of their staff members by winning over their hearts and minds (Wachter and Yorio, 2014).

Job performance is a function of how well each person personally performs the duties outlined in their job descriptions (Murphy, 1989). For the management of organizations, it is crucial to analyze employee job performance and organizational commitment. Organizational commitment and the job performance of employees play an important role in the sustainable development of every organization. Employees with higher levels of commitment were more likely to perform well and stay at their jobs (Mathieu and Zajac, 1990).

This study was undertaken to explore the construction industries in Mandalay Division, Myanmar. The characteristics of the construction industry are one-off projects, an ever-changing work environment, a competitive tendering system, and a high labor turnover rate. It is more common for men than women to work in blue-collar jobs in construction companies. ILO statistics indicate that there are a lot of accidents in the construction companies. Therefore, occupational health and safety practices

are important in the construction industry. In order to fulfill a gap in the literature, this study examines the influence of the four dimensions of occupational health and safety practices: Safety Procedures and Risk Management (SPRM), Safety and Health Rules (SAHR), Occupational Hazard Prevention (OHP), and Organizational Safety Support (OSS) on the organizational commitment of employees. Moreover, this study also investigates how employees' organizational commitment affects how well they perform on the job.

LITERATURE REVIEW

Occupational Health and Safety

Health and safety policies are the protection of employees and others from what the company produces or does. Safety policy is concerned with reducing accidents and minimizing damage and loss to people and properties and occupational health programs protect against work-related illness. Therefore, the programs are designed to lessen work-related illness from the workplace. The health of an employee affects his or her productivity. Written health and safety policies are necessary to show the concern of top management for protecting the employees from workplace hazards and to specify how this protection will be provided (Christopher et al., 2012).

Bacon and Blyton (2000) suggested that human-centered management practices have a positive impact on employee engagement, motivation, and communication. Several research supports the benefits of beneficial management techniques like the clarity of objectives and openness, conversation, and care for employees on health and risk factors (Westgaard and Winkel, 2011). Kaynak et al. (2016) suggested that managers and supervisors can encourage employees to follow other safety recommendations and adhere to occupational safety regulations by demonstrating their commitment to safety, according to the social exchange theory. The prerequisite of managerial support is the creation of a supportive mental climate that increases demands for safety and motivates safe performance.

The implementation of the safety management systems in the organization is to control the risks that affect the health and safety of their employees (Fernández-Muñiz et al., 2009). The process of developing the safety management system should be seen as a way to increase employee awareness, comprehension, motivation, and commitment (Guastello, 1993). Effective channels for exchanging information have decreased the frequency of accidents and improved employees' perceptions of management's commitment to safety (Hofmann et al., 2003).

Occupational health, safety, and risk management are referred to in three phases. First, classify the hazards in the workplace. Second, assess the risks that may be caused by those hazards. Finally, appropriate controls for those risks will be analyzed and implemented (Lingard and Holmes, 2001). Albert and Hallowell (2013) proposed that cutting power lines, adhering to instructions, and limiting equipment operation are all ways to prevent injuries was a costly strategy but incredibly successful at preventing injuries. As a result, investments in safety interventions do not create economic benefits but create non-monetary benefits like less turnover and decrease social costs related to injuries. Training

and reinforcement help to reduce workplace accidents. Additionally, internal safety programs are ineffective without systematic evaluation (Komaki et al., 1980).

Organizational Commitment

Organizational commitment is the employee's emotional attachment to the organization. Meyer and Allen divided three dimensions of organizational commitment: affective commitment, continuance commitment, and normative commitment. Affective commitment is the employee's emotional connection, involvement, and identification with the organization. Continuance commitment is based on the employee's attitudes toward the costs of leaving an organization. Normative commitment is the obligation of employees to the organization. Employees who have strong affective commitment will stay in the organization because they have the willingness to remain in the organization. Continuance committed employees will stay in the organization because they need to stay in the organization concerned with the costs of leaving an organization. Employees with normative commitment will stay in the organization because they have a moral obligation to remain in the organization (Meyer and Allen, 1991).

Employees who feel more supported by their organization are more committed, attached, and loyal to it (Kim et al., 2012). This paper focuses on affective commitment because employees with strong affective commitment have a higher level of productivity (Cohen, 1993). Al Zefeiti and Mohamad (2017) suggested that when workers have a strong commitment to the company and are psychologically connected to it, they will produce high-quality work. Jackofsky (1984) suggested that highly committed employees lead to better employee performance. Job performance is defined as a collection of an employee's achievements and output that are acknowledged by the company where they work and are represented by their skills, efforts, and working environments. (Ling and Bhatti, 2014).

Job Performance

Kahya (2009) suggested that job performance is the most significant dependent variable in industrial and organizational psychology. According to the Oxford English Dictionary, performance is the act of carrying out each regularly scheduled task. This definition relates to inputs and outputs and shows that performance is closely related to the results of work (Chamanifard et al., 2014). Dries (2013) suggested that since performance outputs are the result of inputs, they are expressed as feelings and actions that can either encourage or discourage. Employee performance is to achieve organizational goals and targets (Rothman and Coetzer, 2003).

Focusing on increasing worker productivity as a yardstick for performance is one of the biggest issues facing construction companies. The characteristics of these companies include heavy workloads, unfavorable working conditions, poorly designed human-machine systems, and other factors. Employee performance is impacted both directly and indirectly by workplace conditions like extreme heat or cold, chemical fragrances, noise, poor lighting, vibration, and dust. Those circumstances reduce the focus of employees on their tasks, which lowers their performance (Kahya, 2007).

Relationship between Occupational Health and Safety Practices and Organizational Commitment

Supportive and appropriate working environments increase the level of commitment and productivity of employees. High degrees of job insecurity and dissatisfaction between employees have been linked to lower levels of safety compliance and motivation, as well as higher rates of workplace injuries and accidents, on the other hand, employees who have a positive view of their workplace safety have fewer accidents (Hofmann and Stetzer, 1996). An organization should provide its employees with first aid training, clean restrooms, rest areas, water, and safety clothing. It is obvious that controlling hazards, providing good physical working conditions, offering attractive rewards and recognition, fostering friendly relationships, and requiring job fitness create a productive and effective workplace. Organizations should create work environments that increase commitment and motivation within the organization, which will improve employee outcomes (Danish et al., 2013). Based on the former studies, this study proposes the following hypotheses.

H1: Safety procedures and risk management have a positive and significant effect on affective commitment.

H2: Safety and health rules have a positive and significant effect on affective commitment.

H3: First aid support and training have a positive and significant effect on affective commitment.

H4: Occupational hazards prevention has a positive and significant effect on affective commitment.

H5: Organizational safety support has a positive and significant effect on affective commitment.

Relationship between Organizational Commitment and Job Performance

Jackofsky (1984) suggested that highly committed employees lead to better employee performance. Numerous studies indicated that employees with affective commitment show more effort in performing their job (Meyer and Allen, 1991). In a meta-analysis, Riketta (2002) discovered a strong link between affective commitment and employees' job performance. According to Jain and Sullivan (2020), when compared to employees who feel little obligation or devotion to their organization, employees with higher affective commitment tend to perform better in their jobs. Based on the previous studies, this study proposes the following hypothesis.

H6: Affective commitment has a positive and significant effect on job performance.

Research Model

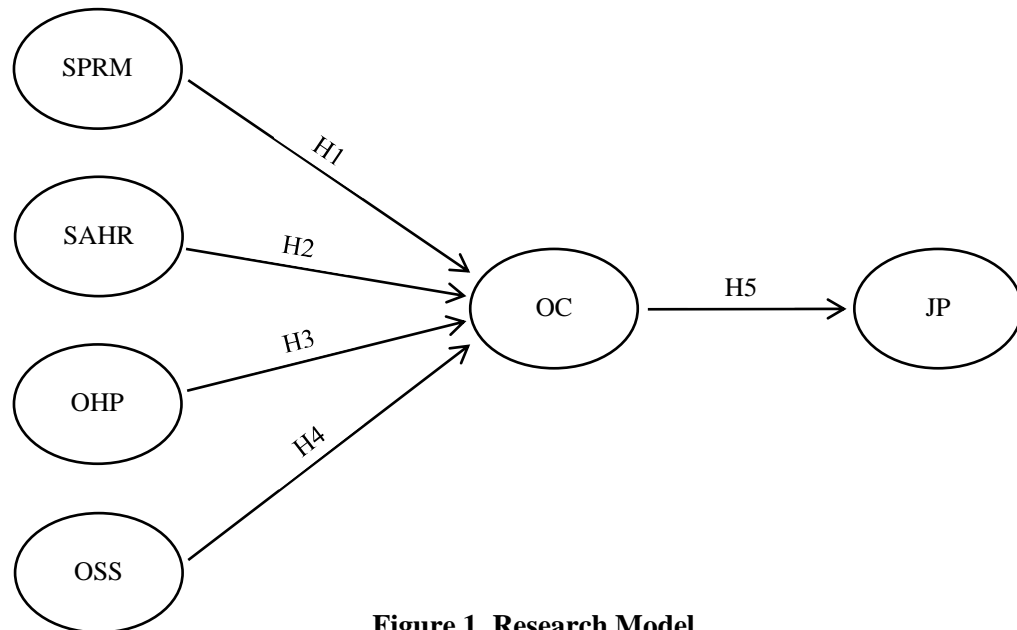


Figure 1. Research Model

SPRM = Safety Procedures and Risk Management

SAHR = Safety and Health Rules

OHP = Occupational Hazard Prevention

OSS = Organizational Safety Support

OC = Organizational Commitment

JP = Job Performance

METHOD

The research design of this study is quantitative research. The survey was distributed to 110 workers in the construction industries which are located in Mandalay Division, Mandalay Region, Myanmar. However, only 105 responses are relevant to use in the analysis. To collect the data, a structured questionnaire was used. A questionnaire that has already been written is a set of questions to which respondents record their answers, typically using a limited number of options. (Uma Sekaran and Rogers Bougie, 2013). It was prepared as a printed version of the questionnaire. The questionnaire had two sections and a total of 37 questions in its format.

The practices of Occupational health and safety were adapted from (Glendon & Litherland, 2001) and (Christopher et al., 2012). The scale of Allen and Meyer (1990) was used to measure the organizational commitment of employees. Job performance was based on the scale of (Koopmans et al., 2014). The first part of the research collected data on the respondents' profiles, while the second part tested the hypotheses. Occupational health and safety practices include the following four fundamental dimensions: Safety Procedures and Risk Management (SPRM), Safety and Health Rules (SAHR), Occupational Hazard Prevention (OHP), and Organizational Safety Support (OSS).

For this study, it was decided to employ a Likert scale. The Likert scale, which ranges from extremely positive to extremely negative perceptions of an object, allows respondents to indicate how strongly they agree or disagree with carefully chosen words (Zikmund et al., 2010). The resulting data were examined in this study using Smart PLS.

RESULTS AND DISCUSSION

Characteristics of Respondents

In this research, the respondent’s gender, age group, educational background, and marital status are all examined.

Table 1. Characteristics of Respondents by Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	68	64.8	64.8	64.8
	Female	37	35.2	35.2	100.0
	Total	105	100.0	100.0	

Among 105 respondents, 65% are male and 35% are female.

Table 2. Characteristics of Respondents by Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 20	21	20.0	20.0	20.0
	25-30	33	31.4	31.4	51.4
	30-35	26	24.8	24.8	76.2
	35-40	11	10.5	10.5	86.7
	Above 40	14	13.3	13.3	100.0
	Total	105	100.0	100.0	

In terms of age, 31% of the responders are the age of 25 to 30 years, 25% are 30 to 35 years, 20% of respondents are under 20 years, 13% of the respondents are above 40 years, and 11% are age 35 to 40 years.

Table 3. Characteristics of Respondents by Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	30	28.6	28.6	28.6
	Secondary	48	45.7	45.7	74.3
	High School	13	12.4	12.4	86.7

Graduated	13	12.4	12.4	99.0
Post Graduated	1	1.0	1.0	100.0
Total	105	100.0	100.0	

With regards to education, 46% of the respondents are secondary level, 29% of the respondents are primary level, both high school and graduate is 12.5% and 1% is post graduated.

Table 4. Characteristics of Respondents by Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	33	31.4	31.4	31.4
	Married	72	68.6	68.6	100.0
	Total	105	100.0	100.0	

In terms of marital status, most of the respondents are married 69% and 31% of the respondents are single.

Data Analysis

The Partial Least Squares (PLS) method has been used to test hypotheses and analyze data. PLS has two sub-models: the outer model and the inner model, which can both be used to study the path of latent variables.

Convergent Validity

According to Hair et al. (2013), convergent validity refers to how well a measure agrees with other measures of the same construct. Researchers evaluate convergent validity using the indicators' outer loadings and the average extracted variance. Consider removing indicators with outer loadings between 0.40 and 0.70 from the scale whether eliminating them will increase the AVE score and composite reliability or not. Meanwhile, it is necessary to remove indicators with extremely low outer loadings of less than 0.40.

Table 5: First Stage Outer Loading Values

Variable	Indicator	Loading Factor
Safety Procedures and Risk Management (SPRM)	SPRM1	0.875
	SPRM2	0.569
	SPRM3	0.839
	SPRM4	0.639
	SPRM5	0.852
Safety and Health Rules (SAHR)	SAHR1	0.748
	SAHR2	0.589
	SAHR3	0.618
	SAHR4	0.789

Occupational Hazard Prevention (OHP)	OHP1	0.075
	OHP2	0.454
	OHP3	0.470
	OHP4	0.782
	OHP5	0.803
	OHP6	0.611
Organizational Safety Support (OSS)	OSS1	0.867
	OSS2	0.895
	OSS3	0.896
	OSS4	0.690
Organizational Commitment (OC)	OC1	0.906
	OC2	0.916
	OC3	0.957
	OC4	0.885
	OC5	0.932
Job Performance (JP)	JP1	0.819
	JP2	0.872
	JP3	0.868
	JP4	0.892
	JP5	0.878

Source: Data processed

After processing the data with PLS Algorithm, the results of the first stage outer loadings and AVE are obtained as shown in the above table. Several indicators are considered valid, outer loading values below 0.60 in the first stage are eliminated to increase the AVE score in this study. Therefore, SPRM 2, SAHR 2, OHP 1, OHP 2, and OHP 3 are eliminated. This model will continue to be evaluated and reprocessed until the loading factor value can increase the AVE value and composite reliability.

Table 6: Second Stage Outer Loading Values and AVE

Variable	Indicator	Loading Factor
Safety Procedures and Risk Management (SPRM)	SPRM1	0.816
	SPRM3	0.870
	SPRM4	0.715
	SPRM5	0.933
	SAHR1	0.786
Safety and Health Rules (SAHR)	SAHR3	0.634
	SAHR4	0.785
	OHP4	0.844
Occupational Hazard Prevention (OHP)	OHP5	0.860

	OHP6	0.516
	OSS1	0.867
Organizational Safety Support (OSS)	OSS2	0.895
	OSS3	0.896
	OSS4	0.690
	OC1	0.906
Organizational Commitment (OC)	OC2	0.916
	OC3	0.957
	OC4	0.885
	OC5	0.932
	JP1	0.819
Job Performance (JP)	JP2	0.872
	JP3	0.868
	JP4	0.892
	JP5	0.878

Source: Data processed

Based on the results of the last data processing with the PLS Algorithm, the indicators have met the requirements and can be said to be valid and they can be used to measure the variables. An acceptable AVE is 0.50 or higher indicating that the construct is at least 50 percent of the variance of its items. An AVE of less than 0.50 indicates that more error remains in the items than the variance explained by the construct (Hair et al., 2013).

Table 7: Reliability Test Results (AVE)

Variable	AVE
Safety Procedures and Risk Management (SPRM)	0.701
Safety and Health Rules (SAHR)	0.545
Occupational Hazard Prevention (OHP)	0.573
Organizational Safety Support (OSS)	0.708
Organizational Commitment (OC)	0.846

Job Performance (JP)	0.750
----------------------	-------

Source: Data processed

The AVE values of each variable are higher than 0.50 according to the above table. As a result, it can be taken as valid and these variables can be measured for this study. The path coefficient test is run after the data has been determined to be valid and reliable. To determine the value of the path coefficient or the degree of influence between the research variables, test the path coefficients. The bootstrapping method is used to examine the hypotheses and determine whether the independent and dependent variables are correlated. If the t-statistic value is greater than 1.96 and the p-value is less than 0.05, a significant correlation exists between the independent and dependent variables (Hair et al., 2013).

Table 8: Hypothesis Test Result

<i>Hypothesis</i>		<i>Original Sample</i>	<i>T-Statics</i>	<i>P- Value</i>	<i>Information</i>
H1	Safety Procedures and Risk Management (SPRM) → Organizational Commitment (OC)	0.022	0.244	0.807	Not Supported
H2	Safety and Health Rules (SAHR) → Organizational Commitment (OC)	0.295	2.912	0.004	Supported
H3	Occupational Hazard Prevention (OHP) → Organizational Commitment (OC)	0.150	1.560	0.119	Not Supported
H4	Organizational Safety Support (OSS) → Organizational Commitment (OC)	0.384	3.055	0.002	Supported
H5	Organizational Commitment (OC) → Job Performance (JP)	0.747	11.065	0.000	Supported

Source: Data processed

The Effect of Occupational Health and Safety Practices on Organizational Commitment

Based on the hypothesis test that has been carried out, safety procedures and risk management have a positive and insignificant effect on the organizational commitment of employees. The finding of this study is in contrast with the previous research by Kaynak et al. (2016). Occupational hazard prevention has a positive and insignificant effect on organizational commitment. The finding of this study supports the finding of Kaynak et al. (2016).

What causes safety procedures and risk management practices and occupational hazard prevention practices have a positive and insignificant effect on organizational commitment? Why safety procedures and risk management practices and occupational hazard prevention practices do not influence organizational commitment? The possible interpretation of these results may be the fact that employees may believe safety procedures and risk management and occupational hazard prevention as hygiene factors. Company policy and management, supervision, interpersonal relationships, working conditions, and salary are examples of hygiene factors. People won't be satisfied when these factors are adequate, but they also won't be satisfied either (Robbins and Judge, 2017). Therefore, safety procedures and risk management practices do not influence the organizational commitment of employees.

By examining the important values, namely p-values and T-Statistics, the findings demonstrate the impact of safety procedures and risk management practices on organizational commitment. The p-value in the first hypothesis is 0.807 which is greater than 0.05 and the T-statistics value is 0.244 which does not meet the required standard, which is above 1.96. Therefore, it can be concluded that safety procedures and risk management practices have a positive and insignificant effect on organizational commitment. The first hypothesis is rejected.

By looking at the p-value and T-statistics, the result shows the influence of occupational hazard prevention practice on organizational commitment. The p-value in the third hypothesis is 0.119 which is greater than 0.05 and the T-statistics value is $1.560 < 1.96$. Therefore, the result does not meet the standard criteria and it can be concluded that occupational hazard prevention practice has a positive and insignificant effect on organizational commitment. The third hypothesis is rejected.

Safety and health rules have a positive and significant effect on organizational commitment. The finding of this study is in line with the previous research (Taiwo, 2010) and Kaynak et al. (2016). Organizational safety support has a positive and significant effect on the organizational commitment of employees. The finding of this study supports the finding of Kaynak et al. (2016).

What causes safety and health rules and organizational safety support have a positive and significant effect on organizational commitment? Organizations that support the safety and health of employees in the workplace can achieve to get the organizational commitment of employees by giving timing sufficient rest and an appropriate workplace, removing the conditions threatening the health and safety of employees, giving adequate compensation in case of injury, and giving enough time to recover if the employee has work-related illness. Why safety and health rules and organizational safety support provided by the organization can increase the organizational commitment of employees? The safety and health of the employee is important in every organization, especially in construction industries, mining industries, production industries, and so on. When an organization support the health and safety of employees, employees may feel that their organization cares and values their well-being and it can result in affective organizational commitment of employees.

DeJoy et al. (2010) suggested that employees can see that management values and supports them through the organization's policies and actions that show a commitment to safety and health. Procedures

used to boost the safety climate may result in more committed and loyal employees. Perceived organizational support has been recognized as an important factor in the organizational commitment of employees. Employees with supportive perceptions show greater affective commitment, participation, and loyalty as a result (Gyekye and Salminen, 2007).

The result shows the influence of safety and health rules on the organizational commitment of employees by examining p-value and T-statistics. The p-value in the second hypothesis is 0.004 which is less than 0.05 and the T-statistics value is 2.912 which is greater than 1.96. Therefore, the result meets the standard criteria. Based on the finding, it can be concluded that safety and health rules have a positive and significant effect on organizational commitment. The second hypothesis is supported.

By examining the p-value of the fourth hypothesis is $0.002 < 0.05$ and T-statistics is $3.055 > 1.96$, it can be concluded that organizational safety support has a positive and significant effect on the organizational commitment of employees. The fourth hypothesis is supported.

The Effect of organizational commitment on job performance

Organizational commitment has a positive and significant effect on job performance. If the organizational commitment continues to increase, job performance of employees can increase. Organizational commitment is the employee's emotional attachment to the organization where when employees have commitment to their organization, they will perform better for the organization. The result of this study is in line with the previous research by Kaynak et al. (2016) and (Suharto et al., 2019).

What causes organizational commitment to have a positive effect on organizational performance? High committed employees will involve in organizational goals and they will perform their best for the organization and it can help to gain competitive advantage for the organization. Why organizational commitment can increase job performance of employees? Employees who are committed will perform better in all areas of work performance, including safety, as well as organizational citizenship (Meyer et al., 2002). Employees who have a high level of affective commitment show an emotional connection to, identification with, and participation in the company. These individuals are also less likely to engage in withdrawal behaviors, such as absenteeism, poor performance, and turnover (Dixit and Bhati, 2012).

By examining the p-value of the fifth hypothesis 0.000 which is less than 0.05 and T-statistics is 11.065 which is greater than 1.96. Therefore, it can be concluded that organizational commitment has a positive and significant effect on the job performance. The fifth hypothesis is supported.

CONCLUSION

Based on the results of data processing and testing that has been carried out in this study, the influence of the four dimensions of occupational health and safety on organizational commitment and the effect of organizational commitment on job performance of employees by using Smart PLS as an analytical tool can be described as follows:

1. Safety procedures and risk management have a positive and insignificant effect on the organizational commitment.
2. Occupational hazard prevention has a positive and insignificant effect on organizational commitment.
3. Safety and health rules have a positive and significant effect on organizational commitment.
4. Organizational safety support has a positive and significant effect on the organizational commitment.
5. Organizational commitment has a positive and significant effect on job performance.

The management of the organization should provide organizational support to influence the attitudes and behaviors of the employees. Perceived organizational support is important to achieve organizational commitment of employees and that effects their job performance. Many organizations have always aimed to achieve high performance through productivity and efficiency. As effective human resources are difficult to replicate, providing organizational support can help to develop more effective human resources and help the organization gain competitive advantages in the highly competitive business environment.

This study used a cross-sectional research design to examine the relationships between various variables. Future research should use a longitudinal research design to establish causality and address the problem of common method variance. This study only examines the four dimensions of occupational health and safety practices. Future study can investigate the five dimensions of occupational health and safety practices including first-aid training practice. The data for the current study was provided by the 105 respondents who are employed in the construction industries. If costs and time permit, additional studies can be conducted in other areas, such as mining, manufacturing, gas station, airline, and harbor industries, using a larger sample size. This will increase the validity and reliability of survey results.

ACKNOWLEDGEMENT

We would like to express our gratitude to the anonymous referee whose suggestions significantly enhanced this paper. However, we alone are accountable for any errors that may still be present.

REFERENCES

- Al Zefeiti, S. M. B., & Mohamad, N. A. (2017). The Influence of Organizational Commitment on Omani Public Employees' Work Performance. *International Review of Management and Marketing*, 7(2), 151–160.
- Albert, A., & Hallowell, M. R. (2013). Safety risk management for electrical transmission and distribution line construction. *Safety Science*, 51(1), 118–126.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18.

- Amponsah-Tawiah, K., Ntow, M. A. O., & Mensah, J. (2016). Occupational Health and Safety Management and Turnover Intention in the Ghanaian Mining Sector. *Safety and Health at Work*, 7(1), 12–17.
- Bacon, N., & Blyton, P. (2000). High road and low road teamworking: Perceptions of management rationales and organizational and human resource outcomes. In *Human Relations* (Vol. 53, Issue 11).
- Chamanifard, Raheleh, Nikpour, A. C. S. (2014). Investigating the impact of competitive intelligence on organizational performance in commercial banks. *International Journal of Scientific Management and Development*, 2(11), 652–657.
- Christopher, C. O., Paul, Ogunyomi, O., & Badejo, A. E. (2012). Promoting Ethical Human Resource Management Practices in Work Organizations in Nigeria: Roles of HR Professionals. *International Journal of Human Resource Studies*, 2(2), 116.
- Cohen, A. (1993). Organizational Commitment and Turnover: a Meta-Analysis. *Academy of Management Journal*, 36(5), 1140–1157.
- Danish, R. Q., Ramzan, S., & Ahmad, F. (2013). Effect of Perceived Organizational Support and Work Environment on Organizational Commitment; Mediating Role of Self-Monitoring. 1(4), 312–317.
- DeJoy, D. M. (1985). Attributional processes and hazard control management in industry. *Journal of Safety Research*, 16(2), 61–71.
- DeJoy, D. M., Della, L. J., Vandenberg, R. J., & Wilson, M. G. (2010). Making work safer: Testing a model of social exchange and safety management. *Journal of Safety Research*, 41(2), 163–171.
- Dixit, D. V., & Bhati, M. M. (2012). A Study about Employee Commitment and its impact on Sustained Productivity in Indian Auto-Component Industry. *European Journal of Business and Social Sciences*, Vol., 1(6), 34–51.
- Dries, N. (2013). The Psychology of Talent Management: A review and research agenda. *Human Resource Management Review*, 23(4), 286–289.
- Fernández-Muñiz, B., Montes-Peón, J. M., & Vázquez-Ordás, C. J. (2009). Relation between occupational safety management and firm performance. *Safety Science*, 47(7), 980–991.
- Glendon, A. I., & Litherland, D. K. (2001). Safety climate factors, group differences and safety behaviour in road construction. *Safety Science*, 39(3), 157–188.
- Guastello, S. J. (1993). Do we really know how well our occupational accident prevention programs work? *Safety Science*, 16(3–4), 445–463.
- Gyekye, S. A., & Salminen, S. (2007). Workplace Safety Perceptions and Perceived Organizational Support: Do Supportive Perceptions Influence Safety Perceptions? *International Journal of Occupational Safety and Ergonomics*, 13(2), 189–200.
- Hair, J. F., M, G. T., Ringle, C. M., & Sarste, M. (2013). A Primer on Partial Least Squares Structural Equation Modeling. In *Long Range Planning* (Vol. 46, Issues 1–2).

- Hofmann, D. A., Morgeson, F. P., & Gerras, S. J. (2003). Climate as a moderator of the relationship between leader-member exchange and content specific citizenship: Safety climate as an exemplar. *Journal of Applied Psychology*, 88(1), 170–178.
- Hofmann, D. A., & Stetzer, A. (1996). A cross-level investigation of factors influencing unsafe behaviors and accidents. *Personnel Psychology*, 49(2), 307–339.
- Jackofsky, E. F. (1984). Turnover and Job Performance : An Integrated Process ModeF. 1, 74–83.
- Jain, A. K., & Sullivan, S. (2020). An examination of the relationship between careerism and organizational commitment, satisfaction, and performance. *Personnel Review*, 49(8), 1553–1571.
- Kahya, E. (2007). The effects of job characteristics and working conditions on job performance. *International Journal of Industrial Ergonomics*, 37(6), 515–523.
- Kahya, E. (2009). The effects of job performance on effectiveness. *International Journal of Industrial Ergonomics*, 39(1), 96–104.
- Kaynak, R., Tuygun Toklu, A., Elci, M., & Tamer Toklu, I. (2016). 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(5), 146.
- Kim, B. C., Lee, G., Murrmann, S. K., & George, T. R. (2012). Motivational effects of empowerment on employees' organizational commitment: A mediating role of management trustworthiness. *Cornell Hospitality Quarterly*, 53(1), 10–19.
- Komaki, J., Heinzmann, A. T., & Lawson, L. (1980). Effect of training and feedback: Component analysis of a behavioral safety program. *Journal of Applied Psychology*, 65(3), 261–270.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., van Buuren, S., van der Beek, A. J., & de Vet, H. C. W. (2014). Improving the Individual Work Performance Questionnaire using Rasch analysis. *Journal of Applied Measurement*, 15(2), 160–175.
- Ling, S., & Bhatti, M. (2014). Work Stress and Job Performance in Malaysia Academic Sector: Role of Social Support as Moderator. *British Journal of Economics, Management & Trade*, 4(12), 1986–1998.
- Lingard, H., & Holmes, N. (2001). Understanding of occupational health and safety risk control in small business construction firms: Barriers to implementing technological controls. *Construction Management and Economics*, 19(2), 217–226.
- Mathieu, J. E., & Zajac, D. M. (1990). A Review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171–194.
- May, D. R., & Schwoerer, C. E. (1994). Employee Health By Design: Using Employee Involvement Teams in Ergonomic Job Redesign. *Personnel Psychology*, 47(4), 861–876.
- Mearns, K., Hope, L., Ford, M. T., & Tetrick, L. E. (2010). Investment in workforce health: Exploring the implications for workforce safety climate and commitment. *Accident Analysis and Prevention*, 42(5), 1445–1454.

- Meyer, J. P., & Allen, N. J. (1991). A THREE-COMPONENT CONCEPTUALIZATION OF ORGANIZATIONAL COMMITMENT. *1*(1), 61–89.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, *61*(1), 20–52.
- Murphy, K. R. (1989). Is the Relationship Between Cognitive Ability and Job Performance Stable Over Time? *Human Performance*, *2*(3), 183–200.
- Pagell, M., Johnston, D., Veltri, A., Klassen, R., & Biehl, M. (2014). Is safe production an oxymoron? *Production and Operations Management*, *23*(7), 1161–1175.
- Parker, S. K., Axtell, C. M., & Turner, N. (2001). Designing a safer workplace: importance of job autonomy, communication quality, and supportive supervisors. *Journal of Occupational Health Psychology*, *6*(3), 211–228.
- Pradhan, S., & Pradhan, R. K. (2015). An Empirical Investigation of Relationship among Transformational Leadership, Affective Organizational Commitment and Contextual Performance. *Vision: The Journal of Business Perspective*, *19*(3), 227–235.
- Riketta, M. (2002). Attitudinal organizational commitment and job performance: A meta-analysis. *Journal of Organizational Behavior*, *23*(3), 257–266.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior*. In Pearson.
- Rothman, S., & Coetzer, E. (2003). The big five personality dimensions and job performance. *SA Journal of Industrial Psychology*, *29*(1), 68–74.
- Shikdar, A. A., & Sawaqed, N. M. (2003). Worker productivity, and occupational health and safety issues in selected industries. *Computers and Industrial Engineering*, *45*(4), 563–572.
- Suharto, Suyanto, & Hendri, N. (2019). The impact of organizational commitment on job performance. *International Journal of Economics and Business Administration*, *7*(2), 189–206.
- Uma Sekaran and Roger Bougie. (2013). *Research Methods for Business: A Skill-Building Approach*. In *Leadership & Organization Development Journal* (Vol. 34, Issue 7).
- Wachter, J. K., & Yorio, P. L. (2014). A system of safety management practices and worker engagement for reducing and preventing accidents: An empirical and theoretical investigation. *Accident Analysis and Prevention*, *68*, 117–130.
- Westgaard, R. H., & Winkel, J. (2011). Occupational musculoskeletal and mental health : Significance of rationalization and opportunities to create sustainable production systems e A systematic review. *Applied Ergonomics*, *42*(2), 261–296.
- Zikmund, W., Babin, B., Carr, J., & Griffin, M. (2010). *Business Research Methods Eight Edition*. South Western Educ Pub, 668.
- Zohar, D. (2002). The effects of leadership dimensions, safety climate, and assigned priorities on minor injuries in work groups. *Journal of Organizational Behavior*, *23*(1), 75–92.