The Role of Management Commitment in Employee's Safety Behavior - Pakistan



By:

Name: Naveed Ashraf Cheema Enrollment # 01-122141-017

Supervisor:

Oazi Abdul Subhan

A research project submitted in partial fulfillment of the requirement for the degree of \overline{MBA}

Department of Management Sciences

Bahria Institute of Management and Computer Sciences

Bahria University Islamabad

2016

Acknowledgement

"Be informed that there is no way bringing success than thinking well of Allah, for He is according to what His believing servant thinks of Him: good for good and vice versa. Be informed that there are venues which lead to Allah and which number as many as the beings themselves. For each of Allah's creation there are as many paths leading to Him as many as there are beings. A wretch is one who sees the mercy of Allah as straitened though it encompasses everything"

My deepest and sincere gratitude is to my supervisor, Qazi Abdul Subhan, Assistant Professor Bahria University Islamabad, for providing me the opportunity to learn and enhance my knowledge. I have been fortunate enough to have a supervisor, who gave me the liberty to explore on my own. He taught me to question my thoughts and express my idea. His patience and support helped me overcome many difficult situations and finish this dissertation.

Thanks to my loving parents and well-wishers, this wouldn't be possible without their love and patience. My family and friends, to whom I am dedicating this dissertation, have always been a permanent source of love, concern, support and strength all these years. I would like to express my heart-felt gratitude to my family. They helped me during my most difficult times and it is because of their determined efforts that I am here at this position today.

Abstract

The organization's success or failure largely depends on the management commitment to safety. An organization without matured safety culture along with no management commitment to safety might face serious financial losses as a result of large scale accidents. The management can achieve organizational targets with much ease by providing necessary support and guidance to the workforce in order to improve its safety culture. Therefore, the purpose of this research work is to find out the level of relationship between two factors "management commitment to safety" and "employees safety behaviors" in different organizations of Pakistan by using questionnaire. A theoretical model was designed in order to investigate and test the relationship between "management commitment to safety" and "employee's safety behavior". The data (n_102) were collected using personal relations in different well known organizations of Pakistan.

This research will be helpful for those organizations, which are planning to develop and improve their workplace safety cultures. During this research work, the respondents were requested to answer twenty three questions, divided into three sections of questionnaire. The twelve questions were related to the "management's commitment to safety" in their respective organizations and eleven questions were related to the workforce safety Behavior exhibited as a result of management commitment. The result concludes that "management commitment to safety" has a strong influence on the "employee's safety behavior" in almost all the organization chosen for this research. The management system comprises of policy, and operating procedures that implemented in the organizations along with the coordination of employee involvement adds safety knowledge in activities and help to change the employees' safety behavior. However, few employees of the surveyed organizations were strongly disagreed with current level of management commitment to safety.

Key Words:

Management commitment, safety, safety behavior, safety culture, performance, employee's safety behavior etc.

Table of Contents

Chapter 01

1.	Introduction	07
	1.1 Background	07
	1.2 Problem Statement	10
	1.3 Research Objectives	10
	1.4 Research Questions	11
	1.5 Rationale and Significance of the Study	11
<u>Chap</u>	<u>oter 02</u>	
2.	Literature Review	13
	2.1 Management Practices	13
	2.1.1 Employee Participation	13
	2.1.2 Safety Training.	14
	2.1.3 Hiring Practices.	15
	2.1.4 Reward System	15
	2.1.5 Management Commitment	16
	2.1.6 Communication and Feedback	16
	2.2 European Union Framework Directive	16
	2.3 Structure of OSHMS	17
	2.3.1 Initiation	17
	2.3.2 Formulation	17
	2.3.3 Implementation	18
	2.3.4 Evaluation	18
	2.3.5 Improvement	18
	2.4 Management Commitment	18
	2.4.1 Visibility and Participation	18
	2.4.2 Recognizing Concerns of Non-Action	19
	2.4.3 Workforce engagement	19
	2.4.4 Best Practices Implementation	19

	2.4.5 Create a Mishap Review Committee	19
	2.4.6 Becoming a Safety Champion	20
	2.5 Employees Safety Behavior	28
Chap	<u>pter 03</u>	
3.	. Theoretical Framework	34
	3.1 Variable	34
	3.2 Theoretical Framework	34
	3.3 Research Hypothesis	35
Chap	<u>pter 04</u>	
4.	Research Methodology	36
	4.1 Population	36
	4.2 Research Approach	36
	4.3 Sampling Size	36
	4.4 Questionnaire Construction	38
Chap	<u>pter 05</u>	
5.	5. Data Analysis and Findings	39
	5.1 Measurement Analysis	39
	5.1.1 Age	39
	5.1.2 Gender	40
	5.1.3 Company	41
	5.1.4 Designations	42
	5.1.5 Experience	43
	5.1.6 Management Commitment Grand	44
	5.1.7 Employee's Behavior Grand	47
	5.2 Descriptive Statistics	50
	5.3 Data Reliability	50
	5.4 Co-relation Analysis	51
	5.5 Regression Analysis	52
	5.5.1 Equation of Regression Line	55

	5.6 Hypothesis Testing	56
Chapt	<u>ter 06</u>	
6.	Conclusion and Recommendations	57
	6.1 Conclusion	57
	6.2 Recommendations	59
Chapt	<u>ter 07</u>	
7.	Reflections	60
	7.1 Limitation of the Study	60
	7.2 Suggestion for Further Research	60
Refere	ences	61
Apper	ndix	.63