

# Employee Work Place Safety, Job Satisfaction and Organizational Commitment

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*The research is not financed by any body*

## Abstract

The purpose of this study was to determine workplace safety, employee job satisfaction and organizational commitment of Ambo mineral factory employees. The research design was descriptive survey research design and a structured questionnaire, observation and interview were used to collect data. The instruments were pilot tested and the reliability results were above 0.7 which is acceptable and have adequate internal consistency. Out of the targeted 241 respondents, 171 employees completed the questionnaires and participated in the study representing a response rate of 71%. The sampling technique used was census sampling technique. The results of the study showed that from the three behavioral dimensions of work place safety, indicated by respondents showed that their coworkers highly practice safe work behaviors, their supervisors were highly practicing safety at the work place and the management of organization also highly applies work place safety practices. This study has identified high level of perception of workplace safety dimensions among the employees in Coworker safety, Supervisor safety, management's safety and Safety Program components. There were moderate and positive relationship between workplace safety and job satisfaction which was statistically significant. There was statistically significant relationship between work place safety and organizational commitment. Work place safety accounted for 45.3 per cent of the variance in the job satisfaction of employees which were statistically significant as well as work place safety accounted for 17.4 per cent variance in the organizational commitment which were significant. Therefore, since workplace safety has positive relationship and significant influence on job satisfaction and organizational commitment, it is recommended that employee safety management should be given due attention to enhance employee job satisfaction and commitment to their organization.

**Keywords:** employee workplace safety, job satisfaction and organizational commitment.

**DOI:** 10.7176/RHSS/9-5-07

**Publication date:** March 31<sup>st</sup> 2019

## Introduction

Though employees require their organization take necessary measure to enhance their safety at the work place, different work related injuries and accidents occur in organizations. As it is indicated in Kwesi, Michael, Justice (2016) workers like any human in developing countries assume their organizations will take all the necessary measures to ensure that they return home safely at the end of the work day, yet work-related injuries and deaths continue to occur at an alarming rate. Most organizations have poor occupational health and safety review mechanisms, inadequate health and safety policies and infrastructure, as a result most employees are exposed to workplace injuries and illnesses as well as repetitive strain injury (RSI); an umbrella term of injuries affecting the soft tissues of the neck, upper and lower back, chest, shoulders and arms which occurs from continuous and repetitive physical movements (Bernardin, 2007).

There are more than 250 million work-related accidents every year, workplace hazards and exposure cause over 160 million workers to fall ill annually, while it has been estimated that more than 1.2 million workers die as a result of occupational accidents and diseases (International Labour Organization Annual report, 2011). Due to globalized economic trends, the subject of safety in the workplace has taken on such importance that international conventions have been instituted by the international organization for standardization to help regulate and bring about improved workplace conditions and services. Small mistakes can have a major effect and disasters do not have borders or nationalities, which is why nations should unite and promote occupational health and safety vigorously to reach the common goal of quick warning, prevention, and protection systems for all (Kwesi, Michael & Justice, 2016). That is why safety of employee should be regulated and organizations need to reach on common understanding on how to promote safety of their employee.

Ethiopia is one of the countries in which industries and government organization services are growing up and at the same time information, concerning on occupational safety to workers is minimal, as well work related injuries are likely to rise among workers with less information (Takele, 2011). In developing countries including Ethiopia, the risk of having work-related injury is 10 to 20 times higher than that of developed counties (Kassu & Daniel, 2016). This is because in developing countries, majority of the workforce is employed in small and medium scale industries that do not meet the minimum standards and guidelines set by the WHO and the ILO for occupational health, safety and social protection (Tadesse and Kumie, 2007). Based on these, much concern should

be given to employee safety at the work place.

Paul (2009) stated Job satisfaction as one of the most researched areas of Industrial/ Organizational psychology, in part because it has long been viewed as relevant for organizational effectiveness. According to Indakwa (2013) employees who suffer accidents are unsatisfied with their jobs, and have higher levels of job tension and lower organizational commitment. The study of job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. Every organization could last by their employees. Employees in organizations play major roles and make significant contributions to the organizations which eventually will lead to achieving organizations' visions and goals. Rosse and Saturay (2004) indicated that employees who are not satisfied at work show different behaviors of work withdrawal: includes more short-term means of escaping from noxious work conditions, such as arriving late or leaving work early, being absent, or minimizing time spent on task.

Organizational commitment has been linked with less turnover, less voluntary absence, better performance (with self-reports and objective measures), and higher levels of organizational citizenship behavior (Meyer & Allen, 1997). Employees who are strongly committed to the organization have a stronger intention to remain in the organization than the employees with weak commitment (Allen and Grisaffe, 2001). Previous research has showed that organizational commitment (OC) has positive effects on organizations such as reduced turnover, lower absenteeism, and increased productivity and OCBs (Jernigan, Beggs, and Kohut, 2002).

Despite the fact that employers are required to protect the employees' health and safety as stipulated in the Occupational Safety and Health Act (2007) most workplaces still pose risks to the workers. Considering the comprehensive workplace safety problems still facing today's organizations, the need for further research in this area is urgent (Malin, 2015). Based on this, it is strategically important for businesses organizations to know whether work place safety may lead to high-level of job satisfaction and organizational outcomes and so on. If so, then what were the linkages? This study attempted to investigate issues related with safety in the work place, job satisfaction and organizational commitment (OC). This study was designed to examine work place safety, job satisfaction and organizational commitment among employee of Ambo Mineral Water Factory. Therefore, this study was intended to answer the following research questions.

- To identify the practices of workplace safety in the factory.
- To determine the level of workplace safety, job satisfaction and organizational commitment.
- To assess the relationship between workplace safety and job satisfaction and organizational commitment of employees in Ambo mineral factory.
- To examine job satisfaction and organizational commitment differences of employees in terms of age and sex.
- To determine the influence of workplace safety on job satisfaction and organizational commitment of employees in Ambo mineral factory.

## **Methods and Materials**

### **Research Design**

Descriptive survey research design was used to investigate Workplace safety, job satisfaction and organizational commitment of employees' in Ambo mineral water factory. A concurrent mixed research approach (quantitative and qualitative) was used for the purpose of providing a better understanding of the research problem than either type by itself.

### **Description of the Study Area**

Ambo Mineral Water has been bottled since 1930 E.C. and found 114 km from Addis Ababa, capital city of Ethiopia. The Company has more than 80 years of services to our nation in making the carbonated and refreshing mineral water. In the past Ambo Mineral Water Factory is one of the few modern states owned Soft drink factories in Ethiopia. But currently, The Company is sold to Coca Cola Beverage Company currently. Ambo natural mineral water is a natural mineral water. This is what makes it the most refreshing spring mineral water that tastes and feels new every time when you drink it. The company has 269 employees which 109 were male and 160 were female and it works for 24 hours per day.

### **Participants**

The Population of this study was Ambo mineral water factory employees. The total number of population was 269 employees. The census sampling technique was used to select the entire employee and attempt to gather information about every individual in a population. Census sampling technique was used for the purpose of presenting full and reliable picture of the study population as well as to reduce the non-response rate of the participants so that to get generalizable results. After piloting the instruments on 28 employees to check the validity and reliability of research, 241 questionnaires were distributed to obtain more representative results. Out of 241 questionnaires that were sent out to the respondents, 171 of them completed and returned their questionnaires. This

represented a 71% response rate against the targeted sample population. Accordingly, the analysis of this study was based on the number of questionnaires collected.

### Measures

The data collection instruments were work safety scale of Hayes et al (1998), job satisfaction survey scale of Spector (1997) and organizational commitment scale of Meyer and Allen (1997). Work place safety, job satisfaction and organizational commitment were measured using structured questionnaire on 5 point likert scale ranging from 1 Strongly disagree to 5 strongly agree. For the three scales the number of questions were reduced and adapted. Those questions which were overlapped and give similar meaning while interpreted were reduced and pilot study was conducted to test the reliability of the scales after the items were adapted.

Pilot test was conducted to check the validity and reliability of research. to check its validity, prior to implementation of data collection, experts (Instructors of psychology, my advisor and co advisor, and other researchers) was provided with access to the measurement tool and asked to provide feedback on how well each question measure the construct in question. The experts judged the appropriateness, meaningfulness, usefulness and effectiveness of each question to determine how accurately the measurement tool taps into the various aspects of the questions. Their feedback was then analyzed and the measurement tool was accordingly adapted. In order to determine the reliability of the questionnaire, Cronbach alpha was computed for this study. Cronbach Alpha was used as a measure of reliability and internal consistency.

Table 1: Reliability of the Work Safety Scale, Job Satisfaction survey and Organizational commitment scales in the present study

Scale	adapted $\alpha$	No of items
Job safety	0.82	6
Coworker's safety	0.73	4
Supervisor's safety	0.81	5
Management's safety	0.70	5
Safety Program/policy	0.83	3
Job Satisfaction Survey	0.83	22
Affective Commitment	0.77	3
Continuance Commitment	0.78	3
Normative Commitment	0.82	3

Simple Observation was also used to collect data regarding the practices of work place safety in the factory. Semi-structured interview was developed to address the issues of work place safety, job satisfaction and organizational commitment. The quantitative data was collected first using questionnaires. Concurrently during collection of the quantitative data, qualitative data was gathered through observation and semi-structured interview in parallel. The method of simple observation and semi-structured interview allowed further interpretation of the quantitative results.

### Translation and Scoring of the Instrument

Not only piloting the measuring instruments, the questionnaire was first prepared in English and then translated into Afan Oromo and Amharic by professional translators-individuals who have Psychology knowledge to ensure clarity of understanding by respondents and was administered by the researcher. To create scores where a person with a score just above the cut line would be considered high whereas someone just below would be considered low, and for the purpose of analysis and interpretation of the results, the procedure used by Rohani, et al. (2012) was adapted for the five point likert scale.

### Data Analysis

Once the measuring instrument was identified; it is necessary to analyze the data that was collected. The statistical software program used to conduct data analysis for this research study was the Statistical Package for the Social Sciences (SPSS) version 20.0 for Windows. For the purpose of this research data was analyzed by making use of both descriptive statistics and inferential statistics. Descriptive statistics were analyzed using SPSS to examine the mean score, standard deviation, and cumulative percentage distribution. In analyzing descriptive statistics the procedure used by Rohani et al.(2012) was used , thus mean scores found between 1.00-2.6= as low workplace safety, dissatisfied and not committed; mean scores between 2.61-3.40= were moderate and mean scores between 3.40-5.00 as high level of work place safety, satisfaction and commitment. Inferential analysis such as Independent sample t-test, Pearson Product Moment Correlation coefficient, Simple Linear Regression Analysis and One way ANOVA were used. Qualitative data were analyzed using thematic analysis.

## Results

**Table 2: Descriptive statistic of coworker, supervisor, management and safety program subscales of workplace safety (N=171).**

Work place safety dimensions	Mean	Std. Deviation
Job safety	3.19	.76
Coworker safety	4.08	.68
Supervisor safety	3.86	.89
Management's Safety	3.56	1.05
Safety Program	3.76	1.00
Overall safety	3.69	0.88

The practices of work place safety were analyzed using Behavioral-type items. According to Hayes et al, (1998) behavioral type items constitute Coworker, Supervisor, and Management subscales. With regard to the dimensions of work place safety questions, respondents' with a ( $\bar{X}$  =4.08 & SD= .68) showed that their coworkers highly practice safety at the work place. With regard to supervisor's safety practices, respondents with a ( $\bar{X}$  =3.86 & SD=.89) confirmed their supervisors were highly practicing safety at the work place. The results of this study further indicated the extent of management's safety practices where respondents with a ( $\bar{X}$  =3.56 & SD=1.05) replied the organization's management highly apply work place safety practices.

Table 2 showed the mean and standard deviation scores of respondents to the items or statements in the five workplace safety scale dimensions with regard to the level of work place safety in the organization. The finding showed that employees response for Job safety were ( $\bar{X}$  = 3.19 & SD=.76) which is moderate. The result of the study revealed that there were high level of Coworker safety with ( $\bar{X}$  = 4.08 & SD=.68) as respondents indicated about their coworkers pay attention to safety of their colleagues. Their Supervisor safety were also high ( $\bar{X}$  = 3.86 & SD=.89) which showed supervisors are seen as one of the key element in safety management at the workplace in ensuring safety. Furthermore, the result has revealed that Management's Safety result of the study showed high level of perception of work place safety ( $\bar{X}$  = 3.56 & SD=1.05). Employees indicated that Safety Program applied in the organization were also high ( $\bar{X}$  = 3.76 & SD=1.0).

**Table 3: The level of respondents' job satisfaction (N=171)**

Job Satisfaction Survey Facet	Mean	Std. Deviation
Pay	2.23	1.02
Promotion	2.21	1.12
Supervision	3.16	.89
Contingent Reward	2.75	1.25
Fringe benefits	2.86	1.30
Operating procedures	3.08	.64
Coworker	3.85	1.06
Nature of work	3.54	1.28
Communication	3.03	.95
Overall Job Satisfaction	2.90	.67

The data in table 3: reveals that there is moderate level of job satisfaction among majority of the respondents. This is indicated by the overall job satisfaction mean score which is 2.90 with a standard deviation of 0.67. Additionally, the level of job satisfaction among employee in each facet can be determined from mean score for each facet of the job satisfaction survey.

Respondents indicated that they were less satisfied with promotion procedure in the organization ( $\bar{X}$  =2.21 & SD=1.12) followed by Pay ( $\bar{X}$  =2.23 & SD=1.02). However, respondents indicated that they were satisfied with their Coworker ( $\bar{X}$  =3.85 & SD=1.06) and nature of work ( $\bar{X}$  =3.54 & SD=1.28). Employees of the organization are moderately satisfied with the rest of job satisfaction facets of supervision, contingent reward, fringe benefits, operating procedures and communication with mean values of  $\bar{X}$  =3.16 & SD=.89,  $\bar{X}$  =2.75 & SD=1.25,  $\bar{X}$  =2.86 & SD=1.30,  $\bar{X}$  =3.08 & SD=.64,  $\bar{X}$  =3.03 & SD=.95 respectively.

**Table 4: The level of Employee Organizational Commitment (N=171)**

organizational commitment	Mean	Std. Deviation
Affective Commitment	3.85	1.02
Continuance Commitment	3.49	.95
Normative Commitment	3.77	.87
Overall Organizational Commitment	3.70	0.94

The data in Table 4 shows the mean and standard deviation scores of respondents to the items or statements in the three organizational commitment component scales. The result of this study showed high level of organizational commitment among the employees in the three components with mean score of  $\bar{X} = 3.85$  & SD=1.02,  $\bar{X} = 3.49$  & SD=.95 and  $\bar{X} = 3.77$  & SD=.87 for affective, continuance and normative commitment respectively. The overall organizational scores of this study showed  $\bar{X} = 3.70$  and SD= 0.94. This indicates that majority of respondents have high level of commitment to their organization.

**Table 5: Relationship between workplace safety, job satisfaction and organizational commitment of the respondents**

JSS and OC	Work place safety	Significant
Job Satisfaction	.392	.044
Organizational Commitment	.362	.000

\*. Correlation is significant at the 0.05 level (2-tailed).

In Table 5, the results indicate a moderate, positive relationship between workplace safety and job satisfaction ( $r = .392$ ,  $p < 0.05$ ) which was moderate and statistically significant at 95% confidence level. With regard to the relationship between work place safety and organizational commitment, the results indicate a moderate positive relationship between workplace safety and organizational commitment ( $r = .362$ ,  $p < 0.05$ ) which was statistically significant at 95% confidence level.

**Table 6: Respondents job satisfaction in terms of age**

Respondents age category	N	Respondents Mean job satisfaction	SD
18-29	35	2.897	0.70
30-39	73	2.887	0.73
40-50	52	2.893	0.79
>50	11	3.092	0.61
Total	171	2.904	0.67

  

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.37	3	0.12	.273	.845
Within Groups	76.88	167	0.36		
Total	77.26	170			

As presented in Table 6, the ANOVA test results demonstrated a statistically no significant difference between the groups,  $F(3,167) = .273$ ,  $p = .845 > 0.05$ . This indicates, no significant difference of job satisfaction is found in terms of age.

**Table 7: Respondents organizational commitment in terms of age**

Respondents age category	N	Respondents Mean OC	SD
18-29	35	3.479	0.93
30-39	73	3.788	0.78
40-50	52	3.737	0.67
>50	11	3.757	0.54
Total	171	3.707	0.77

  

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.37	3	0.79	1.322	.269
Within Groups	99.89	167	0.59		
Total	102.26	170			

To assess the respondents' Organizational Commitment scores ANOVA analysis with their age category were computed. As presented in Table 7, the ANOVA test results showed that there is no statistically significant

difference of employee organizational commitment based on their age category.

Table 8: Independent Samples t-test showing Sex based difference in job satisfaction and organizational commitment

Variable	sex of respondents	Mean	SD	t	df	Sig.
Job Satisfaction	Male	2.93	0.61	.543	169	.588
	Female	2.87	0.72			
Organizational Commitment	Male	3.65	0.73	-.815	169	.416
	Female	3.75	0.80			

An independent-sample t test was calculated comparing the mean score of male and female participants with regard to their level of job satisfaction. No significant difference was found ( $t(169) = .543, p > .05$ ). The mean of male ( $\bar{X} : 2.93$  &  $SD=.61$ ) was not significantly different from the mean of female ( $\bar{X} = 2.87$  &  $SD=.72$ ). An independent sample t-test was used to compare organizational commitment level of the study participants based on Sex. As shown in table 8 mean scores for male and female employees towards organizational commitment do not significantly differ ( $t(169) : -.815, p > .05$ ). The mean of male ( $\bar{X} : 3.65$  &  $SD=.73$ ) was not significantly different from the mean of female ( $\bar{X} = 3.75$  &  $SD=.80$ ).

Table 9: The Impact of work place safety on job satisfaction

Variables entered	Constant	R	R <sup>2</sup>	Betta	F	Sig.
Work place safety	4.91	.673	.453	.474	.283	.049

\*  $p < 0.05$

Table 9, presents the results of the regression analysis of work place safety scale variables against job satisfaction. Results indicate that the R-value is .673. The R-Squared value of .453 indicates that approximately 45.3% of the variance in job satisfaction can be accounted for by work safety scale variable. The remaining unexplained 54.7 per cent could be due to other factors that were not considered in this study. The F-statistic of 2.283 is statistically significant at the 0.05 level. The regression analysis results shows that workplace safety is positive and significant predictor of employee job satisfaction,  $\beta=.474, p < .05$ . The regression equation of the result is  $Y'=a + bX$ . Therefore, regression equation in this case to explain the linear model and participants predicted job satisfaction is equal to is  $Y'= 5.91 + .474X$ .

Table 10: The Impact of Work place safety on organizational commitment

Variables entered	Constant	R	R <sup>2</sup>	Betta	F	Sig.
Work place safety	4.398	.417	.174	.272	6.945	.000

\*  $p < 0.05$

Table 10, depicts the impact of work place safety on organizational commitment. The result indicate that R is .417, with the R-squared being .174. This indicates that approximately 17.4% of the variance in organizational commitment can be attributed to the work place safety variable entered into the regression. The remaining unexplained 82.6 per cent could be due to other factors that were not considered in this study. The result of the study is significant at the 0.05 level. The regression analysis results shows that workplace safety is positive and significant predictor of employee organizational commitment,  $\beta=.272, p < .05$ . The regression equation of the result is  $Y'=a + bX$ . Therefore, regression equation in this case to explain the linear model and participants predicted organizational commitment is equal to is  $Y'= 4.39 + .272X$ .

## Discussion

Identifying the practices of workplace safety was the first objective of the study. The practices and level of workplace safety in the organization were assessed using work place safety scale. Accordingly, respondents indicated that their coworkers highly practice safety at the work place. The study further revealed that the coworkers of the respondents follow safety rules, care about safety of others, encourage others to be safe, and keep work area clean. Therefore, Majority of the respondents indicated that their coworkers highly practices safe work behaviors. This implies that most of respondents perceived their coworkers positively.

For supervisor's safety practices, respondents indicated that their supervisors were highly practicing safety at the work place. With regard to the importance of employees' involvement in workplace safety programs, Tomas et al. (1999) found that supervisors played an important role in the accident prevention process by transferring the elements of safety climate to members of workforce. That is, supervisors have great influence towards the behavior of their subordinates and could improve safety at the work place by emphasizing safety in interaction. Hence, employees need to be engaged while safety goals are prepared and settled.

Regarding management's safety practices, respondents indicated that the organization's management highly applying work place safety practices. Safety training is provided in the organization which helps employees to

protect themselves from unsafe practices. This helps to strengthen the culture of workplace safety in the organization. Employees has to be rewarded while properly follow safety rules so that employee in the organization motivated to safely work their task. Research has indicated that employees who observe that the management is supportive and concerned about the well-being of the employees when it comes to safety issues tend to reciprocate by engaging in safe behaviors at work (Ali et al., 2009). Hayes, et al. (1998) state that management safety practices as well as commitment to safety plays an effective role in reducing workplace injuries. Therefore, the management of the organization needs to carefully apply safety practices at the work place. Because, as stated by Tavares (2009), the role of management is an important factor in achieving the safety behavior in organizations that is, safety behaviors from management influence the behavior of workers to prevent accidents, and therefore for employees to follow safety practices, the management commitment to safety practice is valuable.

The result of **observation findings** also showed that the company provides Personal Protective Equipment (PPE) used by employees. The most common Personal protective equipment found in the company identified through observation were: Hearing protection/ear plug, Safety shoes/boots, Industrial gloves, Helmet, Vest/clothing, Eye goggle, Dust Mask, Welding Mask, Safety harness/belt. These most of the employees wear the personal protective equipments found in the company because safety first was their motto. However, some of the employees do not wear the PPE. Those who didn't wear PPE were asked why they did not wear those materials during interview and they stated that the equipments were not of good quality to use. Regarding this, one of the respondents said *"I don't want to wear the PPE because I feel discomfort while I wear that equipment the organization provides. The safety shoes are heavy which didn't allow me to actively do my job"*. Another respondent similarly mentioned that he does not like to wear the face mask because it is not comfortable.

Occupational health and safety coordinator was found in the company who work on employee safety which facilitate for better productivity of the company. Even though training on safety is provided by occupational safety and health coordinator, respondents of the organization, during interview, stated they were less satisfied with the training program. Training was not provided in a timely that is not based on already setted plan. Training is important especially for employees to protect their health and safety so as to make them safely work their job. Thus safety training program need to be given to employees for safe work performance. Regarding the importance of training, Saleemi (2009) states that, safety education and training develops safety- consciousness among employees and results in safe handling of equipment. It ensures safe work performance on the part of the employee by developing his skill in the use and operation of safety equipment.

Identifying workplace illnesses and incidents, and recognizing hazards that are present, or that could have been anticipated is a critical element of effective safety program. The most common potential hazards assessed in the company which is identified through interview were laceration (injury) by bottle breakage, hit by/ hit against, falling objects, risk of head bumping, hair entanglement, Dust gas, chemical or metal splash, cuts and punctures, electric shock, skin infection.

### **Provision of Safety and Health Services**

Regarding the importance of providing medical service for employees, Indakwa (2013) argues that organizations must provide adequate emergency care and hospitalization facilities. Accordingly, one of the facilities for employees' safety and health in Ambo Mineral water Factory is the provision of services through clinic found in the factory. The company has its own Clinic with employed nurses who work on emergency treatment provisions. However, the clinic was not fully furnished with full materials and pharmaceuticals, if employee encounter serious safety and health problem which was difficult to treat at the clinic level, they are referred to Ambo Hospital found in Ambo town, Betazata Hospital and Kidus Gabriel Hospital found in Addis Abeba with the expense of the company.

Determining the level of workplace safety, job satisfaction and organizational commitment was the next objective of this study. Results of the level of workplace safety in the organization showed that there is high level of perception of workplace safety dimension of coworker safety, supervisor safety, and management's safety and Safety Program items components among the employees. But, they have a moderate perception of safety at the work place for their job. This study is consistent with a study conducted by Syed (2012) who found that the coworker safety scored the highest mean with 3.87 followed by supervisor safety with a mean 3.84, management safety with a mean 3.79 and safety programs with a mean of 3.76 and job safety scored the lowest of 3.35 compared to the other variables. In Job safety, employees look at how well they are informed on hazards and risk associated with job description and measures implemented to decrease those hazards and risk. Thus, work nature or environment that protects every worker from any unwanted accident or incidents during work is quit important. This can be done if the management of the organization plays major role in making the job safe, because as Gyekye (2007) maintained that when the management implements safety practices such as providing the right job equipment, visiting workplaces to alert the employees of dangerous work practices as well as informing hazards, and praising and rewarding safety behaviors, the employees are encouraged and motivated to work safely. Coworker safety focuses on the way employees of the organization pay attention to safety of their colleagues and

since employees work together caring for each other's safety is advantageous. Supervisors are seen as one of the key element in safety management at the workplace in ensuring safety. In their study, Yule et al (2007) noted that employees conformed to safety rules and procedures when they perceived that the action of their supervisor is fair and congruent with organization policy on safety. The management of the organization was the highest body in the organization and they could play major role for employee to be safe. Employees indicated that safety program is applied in the organization. Vassie and Lucas (2001) indicated that safety programs are crucial to all workers and an important aspect of effective health and safety management. Good safety program plays important role in making the employee feel secure and reducing accident rates. A good health and safety program fosters a sense of security (Ria et al., 2012). Hence, safety program in the organization should be properly implemented so as to make the workplace safe and the employees productive.

The result of the study showed that there is moderate level of job satisfaction among the respondents. Additionally, the level of job satisfaction among employee in each facet indicated that they were less satisfied with promotion procedure in the organization followed by Pay. However, respondents indicated that they were satisfied with their Coworkers and nature of the work. Employees of the organization are moderately satisfied with the rest of job satisfaction facets (supervision, contingent reward, fringe benefits, operating procedures and communication). Attention need to be given to enhance employee job satisfaction, because this dissatisfaction of employees with their job may result in such negative outcomes as leaving organization, absenteeism, and poor health and low productivity. Connolly and Myers (2003) further maintain that a lack of job satisfaction has been associated with symptoms like anxiety, depression and poor physical and psychological health, which have concomitant consequences for absenteeism and lack of commitment. Job satisfaction is also associated with absenteeism, as Aziri (2011) indicated when satisfaction is high, absenteeism tends to be low; when satisfaction is low, and absenteeism tends to be high. Therefore, the organization must focus on how to enhance employee job satisfaction to reduce absenteeism, retain employee in the organization and improve work related attitudes and behavior.

The level of organizational commitment of employees showed high level of organizational commitment among the employees in the three components (affective, continuance and normative commitment). This result is consistent with the result of study conducted by Jasmine (2010) about the level of organizational commitment for the three components of organizational commitment. Employees who are committed to the organization have a stronger intention to remain in the organization than the employees with weak commitment (Allen and Grisaffe, 2001). Having commitment to their organization makes employees timely to their job and productive. Previous research has showed that organizational commitment (OC) has positive effects on organizations such as reduced turnover, lower absenteeism, and increased productivity and organizational citizenship behavior (Jernigan, Beggs, and Kohut, 2002). Therefore, the result of current study is essential for the organization to be productive. In line with the quantitative results, interviewees of the organization have replied that they want to engage in their current organization.

"One of the respondents responded that, I want to continue serve in this organization whatever benefits I get from this organization. Because I served this organization for more than 10 years, I am psychologically attached and see this organization as my family. This organization is my life, my family and my everything, because I learnt many skills here in this organization, therefore I continue to serve this organization without precondition with the hope that everything which couldn't satisfy me in this organization will change. I need to meet the responsibility expected of me for the betterment of this organization". Interview results implicate that employee of the organization have strong attachment towards their organization and they stated no precondition for them to be organizationally committed.

Assessing the relationship workplace safety has with job satisfaction and organizational commitment of employees been another objective of this study. The relationship between workplace safety and job satisfaction results indicated a moderate, positive relationship between workplace safety and job satisfaction which was statistically significant at 95% confidence level. This indicates that as employee's work place safety perception and practices change, their job satisfaction also changes to the same direction. This might be because of employees of the organization would relate safety with job satisfaction because job satisfaction is a context-related phenomenon influenced by a variety of contextual factors (Hart et al., 2002). This study is consistent with studies conducted by Robin & Walker (2000) who revealed that occupational health and safety management not only provides a sense of security to employees, but also leads to a reduction of accident rates and ultimately increases job satisfaction.

The relationship between work place safety and organizational commitment was found moderate, positive and significant. This implies that as the safety of employee increase within a company, employee's commitments to their organization also moderately increase. Therefore, to enhance employees' commitment to their organization employees should experience safety in their workplace. This is supported by Sinclair et al (2005) who state that when organizations fail to address poor working conditions such as health and safety issues, workers are more likely to judge the costs of staying with the firm as exceeding the costs of leaving. The finding is consistent with



a study conducted by Kwesi and Justice (2016) in Ghana to explore the relationship between occupational health and safety management and organizational commitment found statistically significant association between occupational health and safety management organizational commitment.

Assessing Job satisfaction and Organizational Commitment Differences in terms of Age and sex was one of the objectives of this study. A One way ANOVA has revealed no statistically significant job satisfaction differences in terms of age. The finding is related with the idea that age does not significantly explain the difference in job satisfaction levels (Alavi & Askaripur, 2003; Siu, 2002). Additionally, the means test results indicate a difference in respondents mean organizational commitment based upon their age category but not statistically significant.

Job Satisfaction and Organizational Commitment Differences in terms of Sex were also examined. The result of job satisfaction differences with regard to sex showed the mean of male was not significantly different from the mean of female. The reason behind the absence of significant difference between male and female participants in their job satisfaction might be due to the similarity in their benefit from the workplace which they mentioned during interview. That is, both male and female jobs are often not different in terms of pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, communication. The result of this study is consistent with a study conducted by Alavi and Askaripur (2003) that found no significant variance in job satisfaction among male and female employees. Organizational commitment differences in terms of sex have revealed that the mean scores for male and female employees towards organizational commitment do not significantly differ. The mean of male was not significantly different from the mean of female. This could be attributed to that both male and female employees are not given certain different work behaviors which is not differently given based on their sex. This result is consistent with Schroeder (2003) findings who did not find significant Sex differences in organizational commitment.

Determining the influence of work place safety on job satisfaction and organizational commitment was the last objective of this study. The contribution of work place safety on job satisfaction results have showed that approximately 45.3% of the variance in job satisfaction can be accounted for by the work place safety variable and the remaining unexplained 54.7% could be due to other factors that were not considered in this study. A good work place safety enhances employee job satisfaction. To enhance job satisfaction of employees, therefore, the organization should keep the work station and the job in a safe and conducive manner. Because, as Rhoades & Eisenberger (2002) revealed, employees who perceive and feel the work environment to be adequate, safe and healthy will feel valued and work with satisfaction.

The impact of work place safety on organizational commitment showed that approximately 17.4% of the variance in organizational commitment can be attributed to the work place safety variable entered into the regression and the remaining unexplained 82.6 per cent could be due to other factors that were not considered in this study. This finding is supported by Kwesi and Justice (2016) who found the contribution of statistically significant work place safety on organizational commitment using the regression analysis. If the work places are safe, employees of the organization will become organizationally committed. Therefore, the organization has to put high commitment towards safety concern, promote health and safety programs, emphasize safety environment, and more concern on safety issues, and then it will also increase employee organizational commitment.

## Conclusion

From the three behavioral dimensions of work place safety, coworkers highly practice safe work behaviors. It is confirmed that supervisors and managements were also highly practicing safety at the work place and they implicated their supervisors' and management's roles and support as crucial to their work safety.

The company provides important Personal Protective equipment, but some employees do not wear most of the personal protective equipment found in the company, because it was not suitable for their health and they thought the materials were not quality products. The company has its own Clinic for employee safety and health and safety training is provided in the organization. High level of perceived workplace safety dimensions among the employees found in Coworker safety, Supervisor safety, Managements safety and Safety Program components. But, they have a moderate perception of safety at the work place for their job. With regard to job satisfaction, employees of the organization were moderately satisfied with their coworker-people they work with and nature of the work of their jobs and dissatisfied with pay and remuneration, and promotion opportunities of their jobs in the company. Employees of the organization have high level for the three organizational commitment of affective, normative and continuance commitment components from highest to lowest respectively.

The relationship between workplace safety and job satisfaction were moderate and positive which was statistically significant at 95% confidence level. This indicates that as employee's work place safety perception and practices change, their job satisfaction also changes to the same direction. The overall organizational commitment relationship with work place safety was moderate, positive and statistically significant at 95% confidence level.

There was no statistically significant difference of job satisfaction and organizational commitment based on

age. Independent-sample t test demonstrated that there is no significant mean difference male and female employee in terms of job satisfaction and organizational commitment.

With regard to the contributions of work place safety on job satisfaction as well as organizational commitment, it is concluded that the work safety scale variable significantly explain 45.3% of the variance in job satisfaction. About 17.4% of the variance in organizational commitment can be attributed to the work place safety variable.

### Recommendations

Based on the results and conclusions of the study, the researcher suggests the following recommendations.

The organization need to continue implementing safety program so that employee of the organization could be safe and health. For a safety program to succeed, workers must participate in implementing every element of the safety program. This has to be emphasized and attention should be given to safety program. To participate meaningfully in the program, workers must feel that their input is welcome and their voices will be heard.

The use of personal protective equipment should not be regarded as an alternative for work and should be provided and maintained continuously as it has been provided now. Effective action should continue to be taken by the employer to ensure that control measures are developed and applied in order to eliminate or minimize the risk. The Personal protective equipment provided should be suitable for its purpose. There should also be a sufficient supply of PPE and readily available in the workplace for workers who require it and need to be supervised. Employees are required to wear protective equipment with full instruction of how to properly use it.

Since work place safety is positively associated with job satisfaction, the organization should work on this area for better satisfaction and to retain capable employees.

As effective work place safety is associated with organizational commitment, it is important for Ambo mineral Water Factory to enhance the commitment of its employees by effectively managing their workplace safety.

Further research is recommended by conducting the same study in other mineral water factories, with a larger sample of participants. A larger pool of participants may help achieve statistically significant results as the reliability and validity of the study would be further cemented.

### ACKNOWLEDGEMENTS

While there are several people who have helped me in one way or another to achieve the completion of this thesis, it would have not been possible without the guidance, support and expertise of my advisor Dr. Solomon Masho. My special appreciation is also extended to the staff members of Ambo Mineral Water Factory employees for their co-operation in filling the questionnaire and in providing the necessary data.

Finally, I cannot afford to leave out the precious support of Dareje Abebe, who showed much devotion to the success of my study especially in distributing and collecting the measuring instruments.

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