



**THE EFFECT OF OCCUPATIONAL HEALTH AND SAFETY
PRACTICES ON WORK MOTIVATION AND
TASK PERFORMANCE OF EMPLOYEES: A CASE STUDY OF
MAX (MYANMAR) MANUFACTURING CO., LTD.**

A Thesis Presented

by

MIN MIN SOE

Submitted to the Swiss School of Business Research
in partial fulfillment of the requirements for the degree of

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**

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MIN MIN SOE

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ABSTRACT

The study examined how occupational health and safety practices affect work motivation. It focused on six independent variables: workplace safety, management commitment to workplace safety, safety policies and programs, personal protective equipment (PPE), organizational hazards in the workplace and health and safety training, and their influence on task performance. The study used a quantitative approach with a descriptive study design. It was conducted at Max (Myanmar) Manufacturing Co., Ltd., with the company's employees as the study population. The simple random sampling method was used to select 200 samples, which successfully responded to the questionnaires used for data collection. The quantitative data collected through the questionnaire was analyzed using SPSS (Statistical Package for the Social Sciences). The results indicated that PPE, organizational hazards in the workplace and health and safety training had a positive and significant effect on work motivation. Work motivation had a positive and significant effect on task performance. The study concluded that occupational health and safety measures are important and should be implemented due to their significant contribution to task performance. It recommended regular training on health and safety practices, improving and maintaining safe working conditions, and taking disciplinary action for safety rule breaches among employees.

Keywords: Occupational health and safety, work motivation, task performance, PPE, organizational hazards in the workplace and health and safety training.

TABLE OF CONTENTS

Chapter	Particular	Page
	Acknowledgements	i
	Abstract	ii
	Table of Contents	iii
	List of Tables	v
	List of Figures	vi
	Abbreviations	vii
I	INTRODUCTION	1
	1.1 Background of the Study	1
	1.2 Problem Statement of the Study	3
	1.3 Objectives of the Study	3
	1.4 Research Questions of the Study	4
	1.5 Scope and Limitation of the Study	4
	1.6 Organization of the Study	4
II	THEORETICAL BACKGROUND	5
	2.1 Occupational Health and Safety Practices	5
	2.2 Work Motivation	11
	2.3 Task Performance	12
	2.4 Empirical Studies	13
	2.5 Conceptual Framework of the Study	16
III	RESEARCH METHODOLOGY	17
	3.1 Research Methods	17
	3.2 Research Design	17
	3.3 Data Collection Method	18
	3.4 Data Analysis Method	18

3.5	Health and Safety Practices of Max (Myanmar) Manufacturing Co., Ltd	20
3.6	Ethical Consideration	22
IV	ANALYSIS ON OHS PRACTICES, WORK MOTIVATION AND TASK PERFORMANCES AT MAX (MYANMAR) MANUFACTURING CO.LTD	23
4.1	Demographic Characteristics of Respondents	23
4.2	Reliability Test	27
4.3	Multiple Regression Analysis on The Effect of Influencing Factors on Employee work motivation	37
V	CONCLUSION	42
5.1	Findings and Discussions	42
5.2	Suggestions and Recommendations	45
5.3	Needs for Further Research	46
	REFERENCES	
	APPENDIX	

LIST OF TABLES

Table	Particular	Page
3.1	Internal Consistency Description based on Cronbach's Alpha Test	19
4.1	Respondents by Age	23
4.2	Respondents by Gender	24
4.3	Respondents by Education Level	24
4.4	Respondents by Job Position	25
4.5	Respondents by Years of Service	25
4.6	Respondents by Departments	26
4.7	Respondents by Work Shift	27
4.8	Respondents by Marital Status	27
4.9	Summary of Reliability Statistics	28
4.10	Analysis of Workplace Safety	29
4.11	Analysis of Management's commitment to Workplace safety	30
4.12	Analysis of Safety Policies and Programs	31
4.13	Analysis of PPE	32
4.14	Analysis of Organizational Hazards in the Workplace	33
4.15	Analysis of Health & Safety Training	34
4.16	Analysis of Work Motivation	35
4.17	Analysis of Task Performance	36
4.18	Influencing Factors on Employee Work Motivation	37
4.19	Effect of Work Motivation on Task Performance	39

LIST OF FIGURES

Figure	Particular	Page
2.1	Conceptual Framework of Samban et al.	14
2.2	Conceptual Framework of Bandara & Perera	14
2.3	Conceptual Framework of Nkrumah et al.	15
2.4	Conceptual Framework of the Study	16

ABBREVIATION

OHS - Occupational Health and Safety
OSH - Occupational Safety and Health
PPE - Personal Protective Equipment
SPSS - Statistical Package for the Social Sciences
ILO - International Labor Organization
OSHA - Occupational Safety and Health Administration

CHAPTER I

INTRODUCTION

Workplace safety should always come first since employee well-being significantly affects organizational efficiency. Workplace safety must be ingrained in all company cultures to increase productivity. Workers are more content and productive in an environment free from accidents and injuries, and they are drawn to such workplaces. A safe workplace is vital for businesses as well as employees. No matter how big a firm is, employee safety is crucial. Every business, regardless of size, must prioritize safety in the workplace. Safety precautions are effectively implemented, protecting both industrial equipment and employees. Employers have an obligation to ensure the safety and well-being of their staff members.

Occupational Safety and Health (OSH), according to (Alli, 2022), is the scientific study of workplace dangers and their potential effects on employees' general health and well-being. Occupational safety and health practices refer to the plans, guidelines, plans of action, and protocols that an organization uses to ensure the safety of its workers.

Health hazards and several health problems have been associated with cement factories. Health problems in the production process are related to exposure to dust, exposure to high temperatures, potential allergic reaction to powders, and noise exposure. Health and safety practices are the number one priority for the cement industry for its employees, contractors, end-users and those who are neighbors to its operations.

This study explores how the health and safety practices effect on work motivation and task performance of employees at Max (Myanmar) Manufacturing Co., Ltd.

1.1 Background of the Study

Employees are a company's most valuable resource, and they contribute to all business operations. It's critical that workers feel secure and at ease in their surroundings while at work. Employees are morally obliged to protect their own health and safety by complying with workplace safety rules and regulations including

other measures. When faced with a challenge at work, their motivation may decrease, and their performance may suffer.

A company's ability to motivate its employees is mostly dependent on how committed, innovative, and energetic its employees are during the workday. (Robbins, 2005) defined work motivation as the willingness to exert high levels of effort towards organizational goals, conditioned by the effort's ability to satisfy some individual needs. Organizations value motivation because it results in improved employee performance, which raises overall productivity within the company. Task performance refers to the ability to successfully complete a specific task or assignment (Butera, 2017). Task performance describes the core job responsibilities of an employee.

According to an official from the Ministry of Industry, there are a total of 19 cement factories in Myanmar – 11 out of them are active and operated by the government and private companies. During the year 2022-2023, more than 8.12 million tons of cement were produced, and the amount was able to meet the local demand. The suspended factories are small-scale ones and are being upgraded from wet to dry production processes to reopen (MITV, 2023).

Mindful of its Max (Myanmar) Manufacturing Co., Ltd. started operations on April 2005. It is one of the private cement manufacturers in Myanmar. Its product is Max Cement which is commercially available in Yangon, Mandalay and Nay Pyi Taw. Its tagline “Let’s Build Together!” is a wholehearted commitment to developing the country. With the strategic restructuring program, the cement plant at Taung Philar has been upgraded to the more energy-efficient and productive 2100 TPD (Dry Process).

Work accidents and occupational diseases have an enormous impact on the health of workers and considerable economic and social impacts. Workers in cement plants are exposed to a variety of occupational hazards that can lead to illness and injury. Cement dust is a significant source of air pollution. Cement dust often affects three primary organs: the eyes, lungs, and skin, resulting in a range of respiratory, skin, and eye issues. Given the above, it was determined to investigate possible work interruptions for cement industry employees exposed to cement dust. Lime is an alkali-based component that damages human cells, silica hurts the skin and may cause lung damage (silicosis), and chromium can induce allergies (pulmonary and skin).

Max Cement constantly monitors the environmental and community impacts of its quarrying and cement operations. In the upgrade of its cement plants to enhance cement production, Max Myanmar Manufacturing actively engages with reliable and effective contractors, and suppliers to apply contemporary practices. This study investigates a comprehensive overview of the health and safety background at Max Cement Factory covering industry risks, regulatory context, specific measures taken by the factory, employee training, technological investments, and community consideration.

1.2 Problem Statement of the Study

Cement production and cement factories are particularly important for Myanmar as a developing country for rapid development, necessitating robust infrastructure such as roads, bridges, schools, hospitals, and housing. Cement is a critical material for these construction projects, supporting the country's infrastructure growth.

It creates employment opportunities and stimulates local businesses, from raw material suppliers to construction companies, enhancing economic activity. This can lead to the establishment of industrial zones, contributing to economic diversification and stability.

By adopting eco-friendly practices, the cement industry in Myanmar can promote sustainable development. This includes using alternative fuels, reducing carbon emissions, and implementing environmentally responsible manufacturing processes.

However, on the other hand, employees in cement plants are exposed to several hazards in their workplaces. Employees in cement plants are exposed to a variety of occupational hazards that can lead to illness and injury. When an occupational injury or disease occurs, the employer will cost both direct and indirect expenses. Occupational safety and health system with effective and efficient framework for the workforce can help minimize and prevent workplace accidents, injuries, hazard, medical illnesses and death. This study aims to analyze the relationship between the occupational health and safety practices and work motivation and task performance of employees at Max (Myanmar) Manufacturing Co., Ltd.

1.3 Objectives of the Study

The objectives of the study are as follows:

- (1) To examine the effect of occupational health and safety practices on work motivation in Max (Myanmar) Manufacturing Co., Ltd.; and
- (2) To analyze the effect of work motivation on task performance in Max (Myanmar) Manufacturing Co., Ltd.

1.4 Research Questions of the Study

This study attempts to answer the following questions:

- (1) How do occupational health and safety practices effect on work motivation in Max (Myanmar) Manufacturing Co., Ltd.?
- (2) How does work motivation effect on task performance in Max (Myanmar) Manufacturing Co., Ltd.?

1.5 Scope and Limitation of the Study

It would have been appropriate if the study could cover the cement production industry in Myanmar as a whole, but due to time and financial constraints, the researcher chose to concentrate the study on health and safety practices for Max (Myanmar) Manufacturing Co., Ltd. The data is collected from employees who are working in Max (Myanmar) Manufacturing Co., Ltd. The factory is in Taung Philar region, where is 9 miles away from Yangon – Mandalay Highway, in the East of Tharwutthi, Lewei Township, Mandalay Division. The present study focuses on health and safety practices at Max (Myanmar) Manufacturing Co., Ltd. The study has been restricted only employees from Max Myanmar Manufacturing Co., Ltd. The sample size is limited, as the study targets only 200 employees. The conclusion of this research study would be limited and constrained to unique factors associated with Max (Myanmar) Manufacturing Co., Ltd. in Myanmar. Consequently, the conclusion may not be the same as other cement production factories.

1.6 Organization of the Study

The research is divided into five chapters. Chapter one includes an introduction with the background of the study, statement of the study, objectives of the study, research questions, scope and method of the study, and the organization of

the study. Chapter two consists of the theoretical background, previous studies, and the conceptual framework of the study. Chapter three includes methodology, research method, design, data collection, and analysis. Chapter four analyzes the health and safety practices, work motivation, and task performance. Finally, Chapter five is the conclusion, which consists of findings and discussions, suggestions and recommendations, and the need for further research.

CHAPTER II

THEORETICAL BACKGROUND

This chapter begins with the concepts of occupational health and safety (OHS) practices including work safety, management commitment on safety, safety policies and programs, plant and equipment/ personal protection equipment, organizational hazards, and health and safety training. Additionally, the concepts of work motivation and task performance are presented. Following this, previous research papers on OHS practices, and conceptual framework of the study are also presented.

2.1 Occupational Health and Safety Practices

Occupational Health and Safety (OHS) refers to the policies, procedures, and practices put in place to protect the health, safety, and well-being of employees within the workplace. It involves identifying, assessing, and controlling risks that could potentially harm employees, with the goal of preventing injuries, illnesses, and fatalities related to work activities. OHS encompasses a wide range of preventive measures and standards aimed at creating a safe and healthy work environment, including proper training, safety protocols, ergonomic workplace design, and compliance with regulatory laws. The broader purpose of OHS is not only to safeguard employees' physical and mental health but also to enhance productivity and morale by ensuring that work environments are secure and supportive.

Occupational safety and health are critical yet sometimes contentious issues, playing a key role in achieving business success and development. The German philosopher Arthur Schopenhauer (1788–1860) (Schopenhauer, 1818) highlighted the importance of health, noting that 'health is not everything, but without health, everything is nothing.' Thus, a comprehensive view of occupational health and safety

(OHS) is seen as a holistic approach to enhancing employees' overall well-being in the workplace. While 'health' encompasses physical, mental, and social aspects, 'safety' focuses specifically on protecting individuals from physical harm. Together, OHS promotes the highest standards of physical, mental, and social well-being for workers across all professions.

A significant aspect of OHS is estimating the economic costs associated with workplace injuries and illnesses. Occupational accidents and diseases result in substantial human suffering and impose serious economic burdens on businesses and society. These losses include reduced productivity, lower work capacity, and costs related to compensation, medical expenses, property damage, lost profits, and replacement training. According to the International Labour Organization (ILO, 2012), these direct and indirect costs amount to approximately 4% of the world's Gross Domestic Product (GDP).

Today, there is a growing awareness of the profound impact that occupational accidents and diseases have not only on productivity and competitiveness but also on the reputation of businesses and the livelihoods of workers and their families.

It includes the systematic processes and procedures that organizations implement to protect employees' health, safety, and welfare at work. These practices are designed to minimize the risk of workplace injuries, illnesses, and accidents, ensuring a safe and healthy work environment. OHS practices aim to foster a culture of safety within the organization, enhance employee well-being, and improve productivity by reducing workplace accidents and health risks. By integrating these practices, companies not only comply with regulatory standards but also contribute to a healthier, more engaged workforce.

According to (Vinodkumar, 2010), Occupational Health and Safety (OHS) practices encompass strategies, policies, activities, and procedures implemented by organizations to ensure employee safety. These practices include various components related to health and safety.

2.1.1 *Work Safety*

Workplace safety refers to the prevention of illness, injury, and hazards in the workplace for all employees (Venkata Subbiah, 2018). Work safety involves the preventive measures, protocols, and practices put in place to protect employees from

potential hazards, injuries, and accidents in the workplace. It aims to create an environment where employees can perform their tasks without facing unnecessary risks, while emphasizing the physical, mental, and emotional well-being of all workers. Creating a safe, healthy, and risk-free environment for all employees is the main goal of workplace safety. Assessing, analyzing, preventing, and getting rid of potentially harmful materials from the workplace are all part of occupational safety. Programs for workplace safety assess and eliminate risks and hazards that affect employees' and other pertinent parties' health, safety, and well-being.

Cement production is a complex process that involves various stages, each presenting unique safety risks for workers. The nature of cement production exposes employees to physical, chemical, and mechanical hazards, making occupational health and safety (OHS) a critical priority for industry operators. This section explores the key work safety practices employed in cement production to minimize risks and ensure a safe working environment.

2.1.2 *Management Commitment on Safety*

Management commitment to safety is a cornerstone of effective Occupational Health and Safety (OHS) practices. (Babakus, 2003) defined management commitment as an employee's assessment of the organization's commitment to maintaining, developing, supporting, and appreciating each employee with the aim of achieving good service. Strong leadership and commitment from management are essential for establishing a safety-focused organizational culture, ensuring that safety policies are implemented effectively, and fostering employee engagement in safety practices.

The priority that an organization and its senior management place on workplace health and safety, along with the proactive role managers play in advocating compliance with occupational health and safety policies, significantly influences employees' adherence to established safety standards. Senior managers are responsible for shaping and fostering a strong health and safety culture within the organization. (Simard, 1998) outlined key considerations that senior managers should keep in mind when establishing the foundation of this culture. The emphasis placed on health and safety largely depends on management behaviors, which guide the

organization's overall safety framework. This framework includes clearly defined roles for all employees and instructions for fulfilling safety responsibilities.

Supervisors receive clear guidance from management and are well-trained to carry out their health and safety responsibilities, as well as to instruct employees effectively. Safety objectives are frequently assessed, monitored, and feedback on required improvements is routinely gathered by both managers and supervisors

2.1.3 *Safety Policies and Programs*

Organizational safety policy, according to (Aswathappa, 2004), specifies the company's safety goals and designates the responsibilities and authority for their achievement. Safety policies are a fundamental component of any effective occupational health and safety management system. These policies outline the commitment of an organization to protecting the health, safety, and well-being of its employees, visitors, and other stakeholders. They provide clear guidelines on how risks are identified, assessed, and controlled, ensuring that both organizational goals and legal requirements are met. Safety policies typically define the roles and responsibilities of employees, supervisors, and management in maintaining a safe working environment. They also serve as a framework for implementing safety practices, training programs, and emergency procedures, with the ultimate aim of preventing accidents and injuries.

The establishment of comprehensive safety policies is crucial for creating a culture of safety that encourages compliance, minimizes hazards, and fosters a proactive approach to risk management across all levels of the organization. The cement production industry operates under rigorous conditions, involving various stages such as material extraction, grinding, heating, and packing, each of which carries inherent risks. Therefore, implementing robust safety policies and programs is essential to protect workers from potential hazards and ensure compliance with occupational health and safety (OHS) standards

(Ghahramani, 2023) believed that by designating and implementing effective safety policies and safety systems, paying more attention to incentive plans can improve the occupational health and safety performance of enterprise employees, and implementing the requirements of occupational health and safety management policies can effectively improve occupational health and safety performance and

reduce occupational injuries. A written statement from senior management emphasizing the importance of safety and establishing the organization's dedication to a safe work environment. Policies that align with international and national standards, such as OSHA, ISO 45001, or local labor laws, to ensure adherence to established safety guidelines.

Clearly defined responsibilities for all employees, including managers, supervisors, and line workers, to establish accountability in maintaining safety standards. Policies that mandate regular review and improvement of safety practices in response to evolving risks or incidents. Safety policies provide a foundation upon which specific safety programs are built, guiding practices that protect workers from common cement production hazards. Cement production facilities implement a range of safety programs designed to mitigate risks and promote safe working conditions. Safety policies and programs rely heavily on effective employee training to foster a culture of safety and ensure compliance. Effective safety programs lead to fewer workplace accidents and injuries, promoting a safer work environment.

Workplace safety programs are essential activities that businesses use to provide a healthy and secure place of work (Knight, 2019). These programs include various activities and treatments to avoid occupational diseases and injuries, foster physical and mental health, and improve employee health in general (Gupta, 2019). They often include safety training, danger recognition and reporting, PPE usage, and adherence to safe work practices (Janes, 2021).

2.1.4 *Personal Protection Equipment*

Occupational safety and health administration (OSHA) defines personal protective equipment, commonly known as "PPE", as equipment worn to minimize exposure to a variety of hazards and recommends a battery of protective gear to construction workers (Sehsah, 2020). It includes eye and face protection (safety glasses, goggles, or face shields), foot protection (safety shoes), hand protection (gloves), head protection (hard hats) and hearing protection (earplugs/earmuffs). Specialized clothing or equipment intended to protect employees from occupational hazards is referred to as personal protection equipment. PPE is a critical component of occupational health and safety, helping to prevent injuries, illnesses, and accidents by

reducing exposure to potential hazards. In high-risk industries like construction, manufacturing, and chemical processing, PPE is a mandatory part of safety protocols.

PPE is typically a part of a broader safety program that includes training on the correct usage and limitations of each type of equipment. Although PPE is vital, it should be considered the last line of defense, following hazard elimination, engineering controls, and administrative measures. Using personal protective equipment (PPE) correctly is essential for workers' safety and can make the difference between accidents and safety; in fact, a few studies have shown a strong correlation between work-related injuries and non-use of PPE.

2.1.5 *Organizational Hazards*

A hazard is anything that can cause a level of threat to life, property or environment. Occupational health hazard refers to the identification and control of the risks arising from physical, chemical, psychological and other hazards in order to establish and maintain a safe and healthy working environment (Ganapathi, 2013).

Organizational hazards are workplace risks stemming from structural, procedural, or managerial factors that influence employee health, safety, and well-being. Workplace risks are caused by a variety of factors, such as human behavior, equipment features, dust, and chemical composition. Unlike physical hazards, these risks may be less apparent but can have substantial impacts on employee health, workplace culture, and overall productivity. Mitigating organizational hazards not only fosters a safer workplace but also enhances employee satisfaction, boosts productivity, and supports the organization's sustainable success.

2.1.6 *Health and Safety Training*

Health and safety training on health and safety are essential for developing the skills, knowledge, and attitudes needed to perform tasks safely. Training at all levels, including management and employees, is crucial for the effectiveness of safety programs. According to (Mamoria, 2011), safety education promotes positive attitudes towards safety measures and precautions, while training focuses on imparting job-specific knowledge, skills, and safe work practices. This process raises awareness of potential hazards, helps understand the causes of accidents, and teaches

preventative measures, as well as the importance of maintaining good housekeeping practices and safe material handling.

It encompasses a variety of programs, ranging from basic orientation for new hires to specialized training for high-risk tasks, such as operating machinery or handling hazardous materials. Effective training programs not only focus on compliance with legal safety requirements but also emphasize the development of a safety culture where employees are actively involved in identifying and mitigating risks. Continuous training and periodic refresher courses are essential to keeping employees up to date with new safety procedures, regulations, and technological advancements. By providing employees with proper training, organizations can significantly reduce the likelihood of accidents, enhance employee morale, and promote long-term health and safety in the workplace.

Furthermore, safety training allows employees to acquire greater competencies to control their work, leading them to perform their jobs more safely. According to ((HSE), 2009), safety education and training develop 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. Training should be continuous to ensure effectiveness. (Reynolds, 1976) found that the response to safety campaigns and training was very good in the short term but later, the safety behavior of employees normalized. Management should therefore ensure regular and frequent refresher courses to produce long-term results.

2.2 Work Motivation

The guarantee of occupational safety is a factor in increasing the work motivation of employees. Organizations need to create a safe and healthy working environment for all workers to ensure high levels of motivation and enhancement in efficiency (Stricoff, 2012) .Work motivation is the level of a person's willingness to put forth and maintain an effort in support of organizational goals (Eniyew Tegegne, 2014). (Butkus, 1999) defined work motivation as a means to persuade, push, and move to act in accordance to needs satisfaction. Occupational health and safety management have focused on safety motivation, which remains a subset of motivation

factors in itself to explain the influence of OHSM on safety performance (Ying & Hongguo, 2020).

The level of connection with the employee working environment is improved by effective safety systems and policies. The degree of task accomplishment at work, safety compliance, and safety participation among employees is likely to be influenced by employees' motivation. The work of motivation of employees influences the degree of task accomplishment at work, safety compliance, and safety participation among employees. Work motivation determines the degree of workers' ability to conform to safety procedures and undertake safety initiative while performing their various tasks and as well the ability to perform effectively.

A motivated employee is a content employee, and contented employees perform better. Therefore, companies should try to look for employees' interests by identifying and meeting their requirements so that they can always be motivated to work. The higher the motivational levels of workers, the higher the influence of OHSM practice on work performance and vice versa (E. N. Kwame Nkrumah, 2021). Employees' level of connection with their working environment is improved by effective safety systems and policies.

Occupational safety must be implemented to prevent work accidents while performing a task. Because workers are an important asset to the business, they must be protected while performing their duties. Because an organization cannot function without workers or employees. Additionally, a lack of workplace safety will affect the business by perhaps leading to losses. When work safety equipment is available, employees will feel secure and at ease while performing their duties, which might inspire them to work more productively and efficiently. Additionally, tasks can be finished efficiently and effectively.

2.3 Task Performance

According to (Borman, 1993), job performance consists of two main factors. These are task performance and contextual performance. Task performance describes the core job responsibilities of an employee. It is also called "in-role prescribed behavior" and is reflected in specific work outcomes and deliverables as well as their quality and quantity. Contextual performance goes beyond formal job responsibilities. Also referred to as "discretionary extra-role behavior" contextual performance is

reflected in activities such as coaching coworkers, strengthening social networks within an organization and going the extra mile for the organization. (Koopmans, 2011)

Task performance can be defined as the effectiveness with which an employee performs activities that contribute to the organization's technical core, either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services (Borman, 1993). The ability of employees to effectively carry out their primary responsibilities as required by the company is known as task performance. It describes the extent to which work performance contributes to the aims and objectives of the business. These include worker's proficiency in job skills, job knowledge, work quantity, and work quality. Thus, employees' task performance describes the performance of job responsibilities devoid of mistakes, handling of job demands, and always taking the right decisions.

Specific work results and deliverables, along with their amount and quality, are indicators of task performance. An organization's broad approach to improve task performance is required, with the importance of workplace health and safety for employee success (Gilley, 2013). Maintaining workplace safety promotes occupational safety and health. To give the business and its employees the opportunity to execute at a high level, managers and employees must fully understand workplace safety, including what they are doing and how they are supposed to do it.

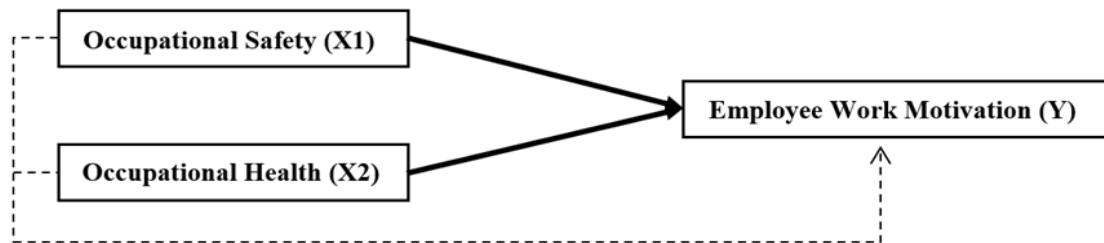
Effective health and safety practices at workplace increase task performance of employees because of job safety. By supporting health and safety education towards a hazardous-free workplace, health and safety practices improve employee task performance by boosting performance and skills for safely completing activities. Task performance is impacted by employees' exposure to violence, accidents, and workplace dangers. Therefore, the effect of workplace safety and health practices on work motivation and task performance is important for every organization.

2.4 Empirical Studies

There are too many research papers related to the link between occupational health and safety practices, work motivation and employee performance. The first paper is the effect of occupational safety and health on employees' work motivation (Case study of PT. Tropica Cocoprime Lelema) conducted by (Yonatan W. A.

Samban, 2021). The objectives of this paper were to reveal the effect of occupational safety on employee work motivation partially, to reveal the effect of health on employee work motivation partially, and to reveal the effect of occupational safety and health on employee work motivation simultaneously. The sample of respondents was 100 permanent employees. The conceptual framework of (Yonatan W. A. Samban, 2021) is shown in Figure (2.1).

Figure (2.1) Conceptual Framework of Samban et al.

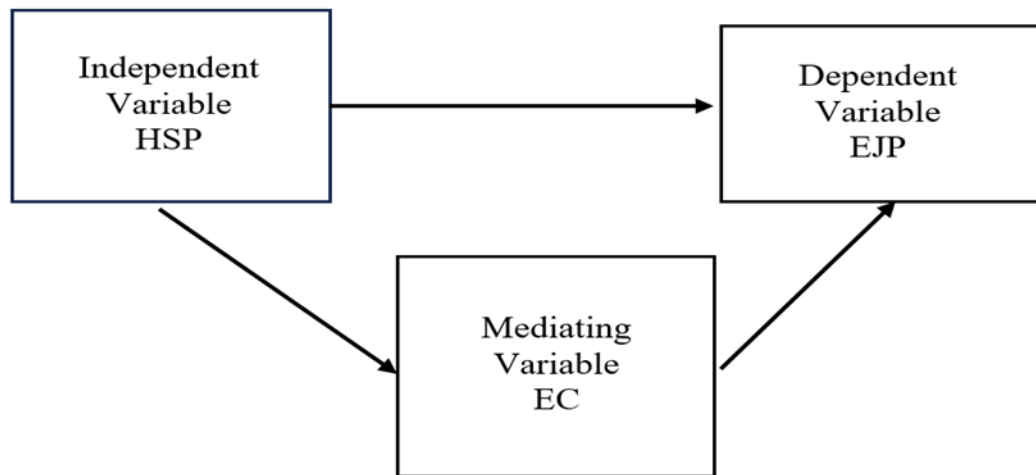


Source: Samban et al., 2021

The findings showed that occupational safety had a partial effect on employee work motivation and occupational health had a partial effect on employee work motivation. Simultaneously, occupational safety and health have a significant effect on employee work motivation.

(Bandara, 2022) studied “Impact of Health and Safety Practices on Employee Job Performance: Mediating Role of Employee Commitment in Selected Building Construction Companies in Sri Lanka”. The study aimed to examine the mediating effect of employee commitment to the relationship between health and safety practices and employee job performance. The study was conducted on a sample of 175 skilled labors. The conceptual framework of (Bandara, 2022) is shown in Figure (2.2).

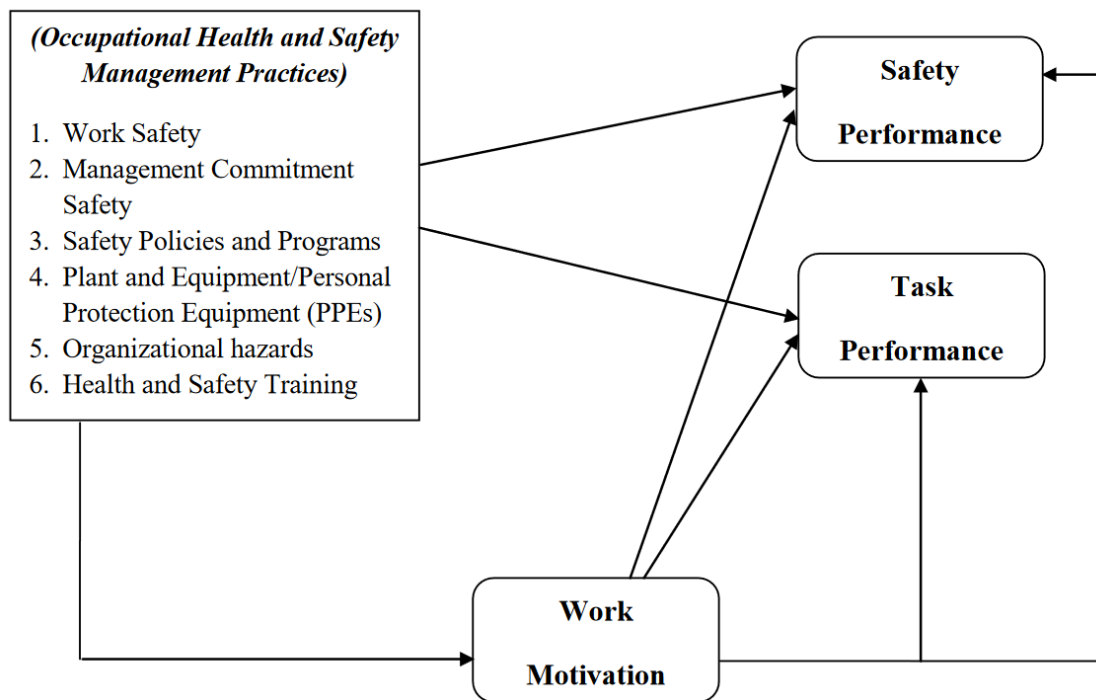
Figure (2.2) Conceptual Framework of Bandara & Perera



Source: Bandara & Perera, 2022

(Nkrumah, 2021) investigated research “Improving the Safety–Performance Nexus: A Study on the Moderating and Mediating Influence of Work Motivation in the Causal Link between Occupational Health and Safety Management (OHSM) Practices and Work Performance in the Oil and Gas Sector”. The objectives were to examine moderating and mediating effects of work motivation on the causal link between OHSM practices and work performance in the oil and gas sector. A total of 1,310 participants were selected as the sample size.

Figure (2.3) Conceptual Framework of Nkrumah et al.



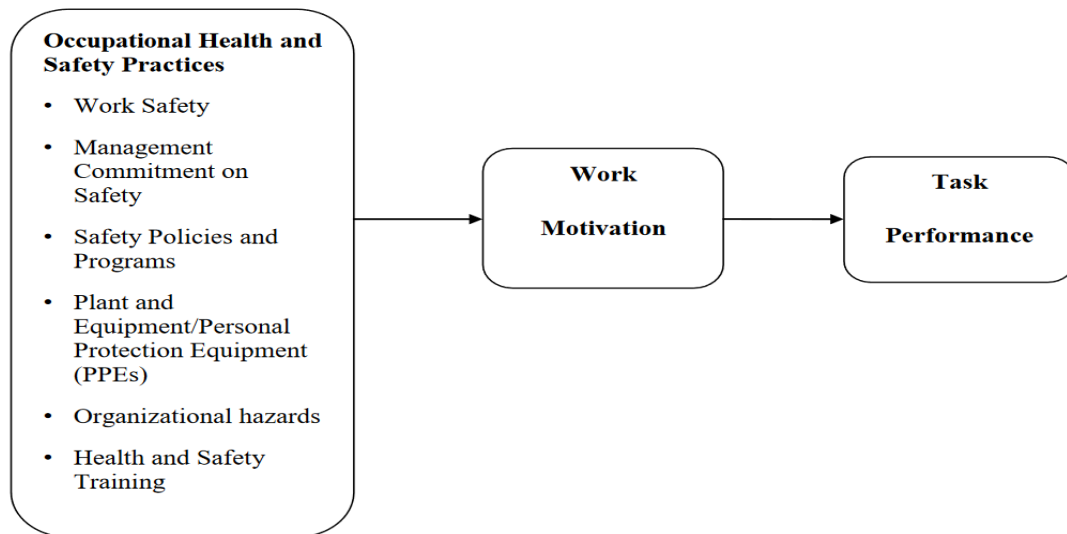
Source: Nkrumah et al., 2021

The findings from the path estimate through the SEM analysis suggested that OHSM practices positively and significantly influenced both safety performance and task performance of employees. However, OHSM practices indicated a higher positive significant influence on task performance than safety performance. The significant influence of OHSM practices on both task and safety performance was significantly moderated and partially mediated by work motivation, while both task performance and safety performance were significantly determined by work motivation.

2.5 Conceptual Framework of the Study

Based on the previous research papers, the conceptual framework of the study is built. The conceptual framework of the study is mainly developed from (Nkrumah, 2021). This study focuses on the effect of health and safety practices on work motivation and task performance at Max (Myanmar) Manufacturing Co., Ltd. Figure (2.4) shows the conceptual framework of this study.

Figure (2.4) Conceptual Framework of the Study



Source: Adapted from Nkrumah et al., 2021

According to conceptual framework, variables such as OHS practices, work motivation and task performance are included in the study. OHS practices are measured by management commitment, safety training and education, accident prevention measures and health practices. In the first part of the conceptual framework, the independent variables are occupational health and safety practices whereas the dependent variable is work motivation. In the second part, work motivation is independent variable and task performance is dependent variable.

CHAPTER III

RESEARCH METHODOLOGY

This chapter begins with research methods. Following that, the research design, data collection method, and the demographic profile of the respondents, and the reliability test are presented. Finally, the chapter concludes with a descriptive analysis of the Occupational Health and Safety Practices at Max (Myanmar) Manufacturing Co., Ltd based on the results of the questionnaire.

3.1 Research Methods

The procedures, strategies, and frameworks used to gather and examine data to produce new knowledge or gain a deeper comprehension of a subject are known as research methods. Depending on the goals of the study, one of three research method types—qualitative, mixed-method, or quantitative—can be used. Data on people's attitudes and behaviors are gathered, examined, and interpreted using qualitative research techniques. These techniques, which are frequently exploring and open-ended, are frequently employed in social research. A systematic approach to gathering and evaluating numerical data in order to test hypotheses and reach conclusions is through quantitative research methodologies. The goal of mixed methods research is to better comprehend a research question by combining quantitative and qualitative research methodologies. It is frequently employed in behavioral, health, and social sciences.

Mixed research methods are used in this study. The researcher distributed the questionnaire to respondents using 5-point Likert scale to analyze the collected data and to evaluate the health and safety practices, work motivation, and task performance. The primary data are obtained from the point of view and information directly from employees who are working in Max (Myanmar) Manufacturing Co., Ltd.

3.2 Research Design

According to (Selltiz, 1965), a research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy and procedure. Descriptive, correlational, causal comparative/quasi-experimental, and experimental research are included in quantitative research. Grounded theory, ethnographic, narrative research, historical, case studies, and phenomenology are several types of qualitative research designs.

This study adopted descriptive methods to address objectives and to assess the current health and safety conditions, work motivation, and task performance. The researcher uses a simple random sampling method to collect data from all levels of employees, including management, supervisors, and workers. Total sample

respondents are 200 numbers using Raosoft sample size calculator. The respondents are selected by using simple random sampling methods. The study focuses on health conditions, safety incidents, use of personal protective equipment (PPE), and awareness of safety protocols, work motivation and task performance.

3.3 Data Collection Method

The present study depends on primary data, which is collected through survey methods by using a questionnaire. A survey method of data collection through questionnaire is used to collect data for this study because (Krishnaswamy, 2007) recommended that the advantage of this method is that it is less expensive, permits anonymity and may result in more responses that are honest. The respondents are asked to rate each statement using Likert scales of 1 to 5. In addition, Secondary data is collected from textbooks, previous research papers and thesis from journals and international publications, internet websites.

3.4 Data Analysis Method

The social science statistical software package (SPSS) is intelligent, user-friendly, and able to communicate with a variety of databases. The data that is gathered and processed to fulfill the goals of the research is known as evaluation information. Furthermore, instances of information gathering and the selection of tactics for informative, representational, visible, and exhibited information can be used to identify the confirmation technique that information analysis offers. In this manner, SPSS is used in the research to examine the data gathered.

Dependent and independent variables are tested for reliability using reliability tests. Descriptive statistics and linear regression analysis are used to analyze the collected data. Descriptive statistics is used to analyze the demographic profile of respondents and employee perception on health and safety practices, work motivation and task performance of employees in Max (Myanmar) Manufacturing Co., Ltd. Multiple regression method is used to analyze the effect of practices health and safety on work motivation of employees and linear regression method is used to analyze the effect of work motivation on task performance of employees in Max (Myanmar) Manufacturing Co., Ltd.

3.4.1 *Reliability Analysis*

Reliability analysis allows identifying the critical items on a measure that affects the consistency of the test and thus should no longer be used within a tool. The reliability of a tool can be measured with several empirical tools, where the temporal stability and equivalent measurements are tested. Table (3.1) shows internal consistency description based on Cronbach's alpha test.

Table (3.1) Internal Consistency Description based on Cronbach's Alpha Test

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent (High-Stakes testing)
$0.7 \leq \alpha < 0.9$	Good (Low-Stakes testing)
$0.5 \leq \alpha < 0.7$	Acceptable
$\alpha < 0.5$	Unacceptable

Source: Hansjosten, 2015

Alpha can take values from zero to one. Values under 0.5 are considered unacceptable, indicating a high unreliable test. In practice values between 0.5 and 0.7 are acceptable with values between 0.7 and 0.9 considered the best indicators of the internal stability of a tool (Hansjosten, 2015).

3.4.2 *Descriptive Statistics*

Descriptive statistics in Occupational Health and Safety (OHS) provide valuable insight into workplace safety metrics, allowing organizations to track, evaluate, and enhance their safety practices. These statistics condense key information such as incident rates, injury types, compliance performance, and workforce exposure levels, offering a clear picture of trends and potential risks. Indicators like frequency and severity rates highlight the prevalence and impact of workplace incidents, while measures such as mean, median, and standard deviation reveal variations across departments or timeframes. Additionally, data from safety audits, training sessions, and employee feedback contribute to assessing the effectiveness of safety measures and the workplace safety culture. By analyzing these metrics, organizations can pinpoint areas requiring attention, measure the outcomes of safety initiatives, and foster a proactive approach to ensuring a safer and healthier work environment.

3.4.3 *Regression Analysis*

Regression analysis is a valuable statistical method in Occupational Health and Safety (OHS) for examining the relationships between workplace safety metrics and contributing factors. By evaluating variables such as incident rates, training hours, audit compliance, and exposure levels, regression models help identify significant predictors of safety performance. For instance, the analysis can demonstrate how increased safety training or higher audit scores correlate with a decrease in workplace incidents or severity levels. This analytical approach enables organizations to measure the effectiveness of safety initiatives, identify patterns, and forecast potential risks. Utilizing regression analysis empowers decision-makers to allocate resources strategically, focus on critical risk areas, and implement data-driven measures to improve safety outcomes and foster a healthier work environment.

3.5 Health and Safety Practices of Max (Myanmar) Manufacturing Co., Ltd

A healthy and safe work environment will make employees happier and the organization more productive. Everyone who works in an organization needs to know how to work safely and without risks to health. There are some workplace safety management factors such as management commitment, safety training and education, accident prevention measures and health practices that Max (Myanmar) Manufacturing Co., Ltd applies.

3.5.1 *Management Commitment*

Max (Myanmar) Manufacturing Co., Ltd provides sufficient resources for effective implementation and maintenance of safety-related activities. Financial resources are allocated for training for everyone in the company and for purchasing and providing appropriate PPE for everyone on job sites. Investing in systems for collecting and analyzing statistics on incidents and close to miss statistics and reporting adjustments also virtually demonstrates management's dedication to prevention and continuous development of the jobsite safety climate. Management actively participates in meetings where hazards are reviewed and initiate discussion on safety in other meetings. Max (Myanmar) Manufacturing Co., Ltd presents a possibility for verbal exchange between personnel and management and help reveal to all personnel that the organization values and understands safety.

3.5.2 *Safety Training and Education*

The popular Cement Plant Safety Training requires general education for all personnel who perform work at the same time as safety. The employees are trained by a qualified person, and the training includes information about the Importance of Safety in the Cement Industry and an overview of Safety Regulations and Standards (OSHA, ISO 45001) with Safety Management Systems (SMS). Additional training is provided to the employees for common hazards in cement plants, safety protocols and procedures, Fire Safety and prevention, Machinery and Equipment safety and Occupational health. This additional training is provided by a competent person and covers the safe means for accomplishing the tasks above. The training also focuses on practical and interactive training methodology to ensure a thorough understanding of safety practices and maintenance activities. Other additional training on Personal Protective Equipment (PPE) usage for Proper Selection and Maintenance of PPE. When issued new equipment, employees will be instructed how to use the equipment properly and safely. Additional items may be issued depending on specific job site requirements. Prior to using any new PPE, the employee must demonstrate an understanding of how to use it correctly.

3.5.3 *Accident Prevention Measures*

Proper Selection and Maintenance of PPE ensures that employees in the cement factory are well-trained in emergency practices. Safety signs and signals are strategically placed and regularly maintained to promote consistent usage, clear communication, and a comprehensive understanding of safety protocols. Based on the results, employees expressed satisfaction with the quality and safety of the personal protective equipment (PPE) provided.

The factory conducts regular inspections of mobile construction equipment (e.g., forklifts, bulldozers, aerial lifts, and cranes) and transportation vehicles (e.g., cement mixers, trucks). Inspection results are systematically communicated to managers, supervisors, and workers to prevent the recurrence of issues. All PPE is maintained in a sanitary and reliable condition, with rigorous testing conducted before use to ensure it meets safety standards on-site.

Damaged PPE is promptly replaced with suitable alternatives to maintain safety. In the event of an equipment failure or incident, a root cause analysis is

performed to identify hazards, and corrective actions are immediately implemented to control or eliminate risks. Securing the affected area promptly after an incident ensures that conditions remain unchanged during the investigation. These practices underscore the factory's commitment to safeguarding its employees and maintaining a safe working environment.

3.5.4 *Health Practices*

In the case of workplace injuries, employees receive prompt emergency treatment at the clinic. The company allows sufficient recovery time to ensure the well-being of the injured employees. In cases of injury, appropriate compensation is provided in accordance with company policies and legal requirements. The organization adheres to occupational safety regulations and offers referral services for medical cases that require specialized care or additional attention.

3.6 Ethical Consideration

Communicate the study's purpose, scope, and potential impact to participants, ensuring informed consent is obtained. Participation must be voluntary, with the freedom to withdraw at any time without repercussions. Maintain confidentiality by anonymizing data and storing it securely, accessible only to authorized personnel. Ensure no participant feels coerced due to their role and avoid any harm—physical, psychological, or social—throughout the study. Provide equitable participation opportunities and treat all participants respectfully, free from discrimination. Secure approval from Max (Myanmar) Manufacturing Co., Ltd., clearly outlining the study's objectives and benefits. Adhere to local laws, safety regulations, and international ethical standards while considering cultural sensitivities. Finally, share findings responsibly, respecting confidentiality, and highlighting potential improvements to health and safety practices.

CHAPTER IV

ANALYSIS ON OHS PRACTICES, WORK MOTIVATION AND TASK PERFORMANCES AT MAX (MYANMAR) MANUFACTURING CO.LTD

This chapter focuses on the analysis of work motivation on task performance at Max (Myanmar) Manufacturing Co., Ltd. For this study, OHS practices, work motivation and task performance are measured by the responses from 200 employees in the factory by using structured questionnaires. By assessing various data points and feedback from the workforce, this chapter aims to highlight the correlation between a safe working environment and enhanced task performance.

4.1 Demographic Characteristics of Respondents

To facilitate data interpretation, general information about the respondents from Max (Myanmar) Manufacturing Co., Ltd. was collected during the administration of the structured questionnaire. This included key demographic and employment characteristics such as age, gender, education level, job position, years of service, department, work shift, and marital status.

4.1.1 Respondents by Age

The respondents are classified into five groups: (1) 18 – 25 years, (2) 26 – 35 years, (3) 36 – 45 years, (4) 46 – 55 years and (5) 56 and above years.

Table (4.1) Respondents by Age

Sr. No.	Age Range	Frequency	Percent
1	18-25	7	3.5
2	26-35	48	24.0
3	36-45	121	60.5
4	46-55	22	11.0
5	56 and above	2	1.0
	Total	200	100.0

Source: Survey Data, 2024

Referring to Table (4.1), the distribution of respondents by age revealed that 7 individuals were aged 18-25 years, 48 were 26-35 years, 121 were 36-45 years, 22 were 46-55 years, and 2 were above 56 years. Notably, the majority (60.5%) of the respondents fell within the 36-45 age range.

4.1.2 Respondents by Gender

Gender of respondents is divided into two groups based on 200 respondents. The results are shown in Table (4.2).

Table (4.2) Respondents by Gender

Sr. No.	Gender	Frequency	Percent
1	Female	63	31.5
2	Male	137	68.5
Total		200	100.0

Source: Survey Data, 2024

Table (4.2) indicates that 68.5% of the respondents are male, while 31.5% are female, highlighting that males constitute the majority. This demonstrates that the proportion of male respondents is slightly more than double that of female respondents.

4.1.3 Respondents by Education Level

The education level of respondents is classified into three groups: undergraduate, graduate, and postgraduate level.

Table (4.3) Respondents by Education Level

Sr. No.	Education Level	Frequency	Percent
1	Undergraduate	7	3.5
2	Graduate	175	87.5
3	Postgraduate	18	9.0
Total		200	100.0

Source: Survey Data, 2024

As shown in Table (4.3), respondents were categorized based on their educational levels: undergraduate, graduate, and postgraduate. The majority of respondents (87.5%) were graduates, making this the largest and most significant group. Postgraduates accounted for 9%, while undergraduates represented the smallest proportion at 3.5%.

4.1.4 Respondents by Job Position

Based on the respondents, job positions are divided into six positions. The results are shown in Table (4.4).

Table (4.4) Respondents by Job Position

Sr. No.	Job Position	Frequency	Percent
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1	Entry-level	14	7.0
2	Mid-level	27	13.5
3	Senior-level	26	13.0
4	Managerial/ Supervisory	106	53.0
5	Executive	24	12.0
6	Others	3	1.5
Total		200	100.0

Source: Survey Data, 2024

Table (4.4) shows the distribution of respondents based on their job positions. Out of 200 respondents, the largest group, comprising 53.0%, held managerial or supervisory roles. This was followed by mid-level positions at 13.5% and senior-level positions at 13.0%. Executive roles made up 12.0% of the respondents, while entry-level roles accounted for 7.0%. The smallest category, labeled as "Others", represented only 1.5%. This data emphasizes the substantial proportion of respondents in managerial and supervisory positions within the sample.

4.1.5 Respondents by Years of Service

In this study, the years of service of respondents are classified into four categories based on the survey results.

Sr. No.	Years of Service	Frequency	Percent
1	Less than 1 year	10	5.0
2	1-3 years	33	16.5
3	4-6 years	11	5.5
4	More than 7 years	146	73.0
	Total	200	100.0

Table (4.5) Respondents by Years of Service

Source: Survey Data, 2024

Table (4.5) presents the respondents categorized by their years of service. Out of 200 respondents, the largest group, 73.0%, had more than 7 years of service, emphasizing the prevalence of long-term employees. This was followed by 16.5% with 1-3 years of service. Employees with 4-6 years of service made up 5.5%, while those with less than 1 year of service represented the smallest group at 5.0%. These findings demonstrate that the workforce is predominantly composed of individuals with substantial experience and tenure.

4.1.6 Respondents by Departments

This study is mainly based on the employees of production departments. Departments are categorized into six types: production, quality control, human resources, health and safety, maintenance, and others. Others include the employees from accounts, sales, supply chain, warehouse, and marketing department.

Table (4.6) Respondents by Departments

Sr. No.	Departments	Frequency	Percent
1	Production	70	35.0
2	Quality Control	32	16.0
3	Human Resources	11	5.5
4	Health and Safety	15	7.5
5	Maintenance	23	11.5
6	Others (Account/Sale/Supply chain/Warehouse/Marketing)	49	24.5
	Total	200	100.0

Source: Survey Data, 2024

Table (4.6) provides an overview of the respondents categorized by their departments. Among the 200 respondents, the largest group (35.0%) belonged to the Production department, reflecting its central role in the organization. This was followed by 24.5% of respondents working in various other departments, including Accounts, Sales, Supply Chain, Warehouse, and Marketing. The Quality Control department accounted for 16.0% of the respondents, while Maintenance represented 11.5%. Smaller proportions were seen in the Health and Safety department (7.5%) and the Human Resources department (5.5%). These results highlight the diverse departmental representation within the organization, with a notable focus on production-related roles.

4.1.7 Respondents by Work Shift

Employees are assigned into two shifts. These are day shifts and rotational shifts. Employees from office staff are included in rotational shifts.

Table (4.7) Respondents by Work Shift

Sr. No.	Work Shift	Frequency	Percent
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1	Day Shift	177	88.5
2	Rotational Shifts	23	11.5
	Total	200	100.0

Source: Survey Data, 2024

Table (4.7) highlights the distribution of respondents according to their work shifts. The majority, comprising 88.5% (177 respondents), work during the day shift, while a smaller proportion, 11.5% (23 respondents), are on rotational shifts. Out of a total of 200 respondents, this data reflects a clear predominance of day shift assignments among employees.

4.1.8 Respondents by Marital Status

The marital status of respondents is divided into single and marriage. The results are shown in Table (4.8).

Table (4.8) Respondents by Marital Status

Sr. No.	Marital Status	Frequency	Percent
1	Single	53	26.5
2	Married	147	73.5
	Total	200	100.0

Source: Survey Data, 2024

Table (4.8) displays the marital status of respondents, showing that 73.5% (147 individuals) are married, while 26.5% (53 individuals) are single. Out of a total of 200 respondents, the data indicates that married employees make up the larger portion of the group surveyed, reflecting their greater prevalence in the population.

4.2 Reliability Test

The reliability of the scales used in the questionnaires can be examined by using Cronbach's alpha reliability test. Reliability refers to the extent to which it is a consistent measure of a concept of the study and the Cronbach's alpha (α) is one way of measuring the strength of that consistency. Cronbach's alpha (α) is used to assess reliability, and it indicates if the designed study is accurately measuring the variable of interest. In the study, employee perception on OHS such as work safety, management commitment, Safety policies, PPE, organization hazards, safety training and work motivation and task performance are measured. Each factor includes a different number of items, and each item is measured on five-point Likert scale. A

scale consists of more than one item only when item within the scale is internally consistent, they can be reliable. Because of Cronbach Alpha value can be interpreted as a correlation coefficient, it ranges in value from 0 to 1. Cronbach's Alpha values near to zero indicate low reliability while the values close to one indicate high reliability. Cronbach's Alpha value is a measure of internal consistency. If alpha value is equal or more than 0.6, this value is accepted as a reliable variable.

The summary of the reliability test based on Cronbach Alpha Coefficient for the sale items in the study mentioned in Table (4.9).

Table (4.9) Summary of Reliability Statistics

Sr. No.	Scale Items	No. of Items	Cronbach's Alpha
1	Workplace safety	5	0.677
2	Management's commitment to workplace safety	5	0.954
3	Safety Policies and Programs	5	0.982
4	Personal Protective Equipment (PPEs)	5	0.723
5	Organizational hazards in the workplace	5	0.984
6	Health and Safety Training	5	0.984
7	Work Motivation	5	0.683
8	Task Performance	5	0.888

Source: Survey Data, 2024

According to Table (4.9), it is found that Cronbach's Alpha values for all values are higher than the cut-off value of 0.6, indicating high reliability and thus it can be expected that the scales used in this study produce highly reliable data. Since all Cronbach's Alpha values OHS, practices are between 0.6 and 1, the test is reliable.

4.2.1 *Employee Perception on Workplace Safety in OHS Practices*

Workplace safety is a fundamental aspect of occupational health and safety (OHS) practices, ensuring that employees operate in an environment that minimizes risks and promotes well-being. The analysis of workplace safety focuses on identifying potential hazards, implementing preventive measures, and fostering a culture of safety to protect workers from injuries, illnesses, and accidents. In this study, workplace safety at Max (Myanmar) Manufacturing Co., Ltd is studied. The mean value results are shown in Table (4.10).

Table (4.10) Analysis of Workplace Safety

Sr. No.	Items	Mean	Std. Deviation
1	The company provides workplace safety trainings	3.30	0.821
2	First aid boxes are placed readily	3.30	0.821
3	Personal protective equipment (PPE) is readily available and enforced in my workplace.	3.42	0.645
4	Sufficient training was provided on how to operate the equipment safely.	3.10	0.987
5	The company provides respirators to minimize inhalation of cement dust.	3.30	0.821
	Overall Mean	3.28	

Source: Survey data, 2024

According to Table (4.10), the employees' perceptions of workplace safety measures are based on five key items. The availability of workplace safety training, first aid boxes, and respirators, as well as the enforcement of personal protective equipment (PPE), each received a mean score of 3.30 with a standard deviation of 0.821, indicating moderate agreement and consistency among responses. The provision of sufficient training for safe equipment operation had a slightly lower mean score of 3.10 and a higher standard deviation of 0.987, reflecting some variability in responses. The highest-rated item was the availability and enforcement of PPE with a mean score of 3.42 and a standard deviation of 0.645, suggesting relatively strong agreement. Overall, the mean score across all items was 3.28, highlighting a moderate level of satisfaction with workplace safety practices.

4.2.2 Analysis of Management's commitment to Workplace safety

Management's commitment to workplace safety analysis examines the management's role in establishing and enforcing safety protocols, providing necessary training and equipment, and promoting a culture of accountability and awareness. By evaluating these aspects, the study aims to understand the impact of managerial commitment on the effectiveness of workplace safety practices and employee confidence in the organization's dedication to their well-being. The results are shown in the following Table (4.11).

Table (4.11) Analysis of Management's commitment to Workplace safety

Sr. No.	Items	Mean	Std. Deviation
1	Managers/supervisors actively participate in safety meetings or discussions	3.99	0.910
2	Management enforces safety policies consistently across all departments and levels of the organization.	3.90	0.972
3	Management frequently reviews and updates safety policies to address current risks.	3.83	0.979
4	Management responds quickly to reported safety concerns or incidents.	4.17	0.895
5	Management recognizes and reward employees or teams for maintaining high safety	3.91	1.015
	Overall Mean	3.96	

Source: Survey data, 2024

Table 4.3 summarizes employees' perceptions of management's commitment to workplace safety based on five key items. The highest-rated item, with a mean score of 4.17 and a standard deviation of 0.895, indicates strong agreement that management responds promptly to reported safety concerns or incidents. Managers and supervisors' active participation in safety meetings or discussions also received a high mean score of 3.99 with a standard deviation of 0.910, reflecting consistent engagement. Similarly, management's enforcement of safety policies (mean = 3.90, SD = 0.972) and recognition of employees for maintaining safety (mean = 3.91, SD = 1.015) were positively rated. The item on frequently reviewing and updating safety policies had a slightly lower mean of 3.83 and a standard deviation of 0.979, suggesting room for improvement. Overall, the mean score of 3.96 demonstrates a generally positive perception of management's commitment to workplace safety among respondents.

4.2.3 Analysis of Safety Policies and Programs

Safety policies and programs are the foundation of an organization's efforts to ensure a secure and hazard-free work environment. These policies establish clear guidelines, standards, and procedures aimed at minimizing risks and safeguarding employees' well-being. Safety programs, on the other hand, operationalize these policies through training, awareness campaigns, regular audits, and compliance

measures. The mean value for each statement and the overall mean value are presented in Table (4.12).

(4.12) Analysis of Safety Policies and Programs

Sr. No.	Items	Mean	Std. Deviation
1	Familiarity with the safety policies and programs implemented in the workplace is ensured.	3.98	0.919
2	The company is complying with the basic requirement for health and safety standard guidelines.	4.16	0.897
3	Safety checklists such as safety warning stickers are clearly displayed.	3.90	0.987
4	The current safety policies cover the risks associated with the job.	3.83	1.047
5	There is the usage of appropriate guards (Interlocking, automatic, self-adjusting, two hands control devices...etc.).	4.12	0.866
	Overall Mean	4.00	

Source: Survey data, 2024

Table (4.12) reflects employees' views on workplace safety policies and practices, assessed using mean and standard deviation across various safety-related aspects. An overall mean score of 4.00 suggests a generally favorable perception of the safety measures in place. The highest-rated aspect, with a mean of 4.16 and a relatively low standard deviation of 0.897, indicates strong agreement that the organization meets fundamental health and safety standards. Similarly, the effective use of appropriate safety guards achieved a high mean score of 4.12, demonstrating robust physical safety implementations.

While familiarity with workplace safety policies 3.98 and the visibility of safety checklists 3.9 scored positively, these areas show potential for improvement in communication and awareness. The lowest mean score, 3.83, concerning the adequacy of safety policies in covering job-specific risks, coupled with the highest variability 1.047, highlights inconsistent employee experience and the need for targeted policy enhancements.

4.2.4 Analysis of PPE

Personal Protective Equipment (PPE) is a critical component of workplace safety, designed to minimize exposure to hazards that can cause injuries or illnesses. This analysis focuses on the adequacy of PPE provisions, employees' awareness and training in its use, and the frequency of adherence to PPE protocols, identifying areas of strength and potential improvement to enhance workplace safety and reduce risk. The results are shown in the following Table (4.13).

Table (4.13) Analysis of PPE

Sr. No.	Items	Mean	Std. Deviation
1	The supervisor replaces the bad condition PPE with good condition PPE.	3.99	0.780
2	Proper training was provided in the safe operation of the equipment used.	3.92	0.926
3	Faulty equipment is being replaced or repaired in the workplace.	3.88	0.691
4	It is understood that PPE must be worn when performing tasks in the workplace.	4.16	0.897
5	The company provides high quality and in good condition PPE in the workplace.	4.13	0.856
	Overall Mean	4.01	

Source: Survey data, 2024

Table (4.13) shows employees' views on workplace safety and equipment management. The highest mean score, 4.16, reflects employees' strong understanding of the importance of wearing Personal Protective Equipment (PPE) during tasks, indicating robust adherence to safety protocols. This is closely followed by the company's provision of high-quality PPE, with a mean of 4.13, pointing to general satisfaction with its condition and reliability. Supervisors' efforts in replacing defective PPE achieved a mean of 3.99, signaling good practices with room for minor enhancements. Training in equipment safety operations, with a mean of 3.92, highlights the importance of maintaining effective training initiatives. At the lower end, the replacement or repair of faulty equipment, scoring 3.88, emerges as a key area for improvement to bolster workplace safety. The overall mean of 4.01 suggests a positive perspective on safety measures while identifying areas where further progress can be made.

4.2.5 Analysis of Organizational Hazards in the workplace

Organizational hazards in the workplace represent significant challenges to employee safety, operational efficiency, and overall productivity. This analysis explores key aspects of workplace hazards, drawing insights from employee experience and organizational practices, to provide a comprehensive understanding of the existing challenges and opportunities for improvement. The mean value for each statement and the overall mean value are presented in Table (4.14).

Table (4.14) Analysis of Organizational Hazards in the Workplace

Sr. No.	Items	Mean	Std. Deviation
1	Taking care to address physical hazards (e.g., slip and trip hazards, moving machinery, electrical risks) in the workplace.	4.07	0.951
2	Make sure back-up alarms on all vehicles are functioning fix.	4.08	0.961
3	Identify and fall hazards, such as slippery surfaces, damaged ladders and walkway.	4.06	0.917
4	The organization encourages employees to report potential hazards without fear of retaliation.	4.10	0.951
5	Environmental hazards (e.g., extreme temperatures, poor lighting, loud noise) properly managed in the workplace.	4.09	0.952
	Overall Mean	4.08	

Source: Survey data, 2024

Table (4.14) analysis highlights employees' perceptions of safety practices related to physical and environmental hazards in the workplace. The highest mean score, 4.10, reflects strong employee confidence in their organization's encouragement to report potential hazards without fear of retaliation, underscoring a supportive safety culture. Close behind, the management of environmental hazards, such as extreme temperatures, poor lighting, and loud noise, scored a mean of 4.09, indicating effective measures in addressing these risks. Ensuring the functionality of back-up alarms on vehicles achieved a mean of 4.08, demonstrating consistent attention to vehicular safety protocols. Awareness and management of physical hazards, including slips, trips, and electrical risks, along with the identification and rectification of fall hazards, such as damaged ladders and slippery surfaces, scored mean values of 4.07 and 4.06, respectively, showing a proactive approach to workplace safety. The overall mean of 4.08 suggests that employees generally

perceive safety measures as effective, with consistent practices in managing physical and environmental risks.

4.2.5 *Analysis of Health & Safety Training*

Health and safety training is a cornerstone of effective workplace safety management, equipping employees with the knowledge and skills needed to identify, prevent, and respond to potential hazards. This analysis examines the effectiveness, scope, and accessibility of health and safety training initiatives within organizations, highlighting areas of strength and opportunities for enhancement. By evaluating employee perceptions and training outcomes, organizations can refine their programs to address evolving risks and promote a safer and more resilient work environment. The results are shown in Table (4.15)

Table (4.15) Analysis of Health & Safety Training

Sr. No.	Items	Mean	Std. Deviation
1	All employees attend basic first aid courses delivered by Myanmar Red Cross Society.	4.01	0.977
2	The training covers all the necessary safety topics (e.g., hazard recognition, emergency procedures, PPE use).	4.03	0.956
3	The employees also must attend basic training in how to handle equipment.	4.03	0.972
4	The organization prioritizes health and safety training to enable employees to recognize and report risks without fear of reprisal	4.05	0.968
5	Environmental hazards (e.g., extreme temperatures, poor lighting, loud noise) properly managed in the workplace	4.02	0.977
	Overall Mean	4.03	

Source: Survey data, 2024

Table (4.15) shows health and safety training reveals generally positive perceptions among employees, with an overall mean score of 4.03, indicating effective training practices and hazard management. The highest mean score of 4.05 reflects employees' belief that their organization fosters an open environment for reporting potential hazards without fear of retaliation, emphasizing a strong safety culture. Training comprehensiveness in covering essential safety topics, such as hazard recognition, emergency procedures, and PPE usage, along with basic

equipment handling, both scored a mean of 4.03, highlighting the relevance and adequacy of training content. Basic first aid courses delivered by the Myanmar Red Cross Society received a mean of 4.01, showcasing the importance of such initiatives. Additionally, environmental hazards, such as extreme temperatures, poor lighting, and loud noise, were reported as well-managed, scoring 4.02. These findings underline the organization's commitment to equipping employees with the knowledge and skills to maintain a safe workplace, while also identifying opportunities for continuous improvement.

4.2.6 *Analysis of Work Motivation*

This analysis delves into the key aspects of work motivation within the organization, examining employee perceptions, motivational drivers, and potential barriers. Work motivation is a factor influencing employee performance, engagement, and overall organizational success. The result of analyzation shown in Table (4.16).

Table (4.16) Analysis of Work Motivation

Sr. No.	Items	Mean	Std. Deviation
1	A safe and healthy work environment positively impacts motivation.	4.02	0.974
2	Employees are more motivated when they feel respected, supported, and valued in their work environment.	3.85	0.967
3	Public recognition and rewards for good work can significantly boost motivation.	4.08	0.961
4	Employees who maintain a healthy balance between their professional and personal lives tend to experience higher levels of motivation	4.01	0.992
5	OHS practices help maintain a positive work environment, which is critical for motivation.	4.00	0.997
	Overall Mean	3.99	

Source: Survey data, 2024

The analysis of work motivation reveals that workplace safety, recognition, and support are pivotal in fostering employee drive, with an overall mean score of 3.99 indicating generally positive perceptions. Public recognition and rewards for good work received the highest mean of 4.08, emphasizing their significant impact on boosting motivation. A safe and healthy work environment scored 4.02, underscoring its role as a key motivator. The balance between professional and personal life also emerged as crucial, with a mean score of 4.01, highlighting its influence on maintaining motivation levels. Employees feeling respected, supported, and valued

scored 3.85, reflecting the importance of a supportive work culture but suggesting potential for improvement. Lastly, Occupational Health and Safety (OHS) practices were seen as instrumental in maintaining a positive work environment, scoring 4.00. These findings suggest that while employees generally feel motivated, targeted efforts in recognition and workplace support could further enhance motivation levels.

4.2.7 Analysis of Task Performance

Task performance encompasses both the quality and efficiency of work, influenced by factors such as training, motivation, workplace environment, and management support. This analysis evaluates key aspects of task performance within the organization, exploring employee perceptions, challenges, and strengths in fulfilling their responsibilities. The result can be found in Table (4.17).

Table (4.17) Analysis of Task Performance

Sr. No.	Items	Mean	Std. Deviation
1	A safe work environment help you perform your tasks more efficiently	4.04	0.979
2	You feel your productivity improves due to effective OHS practices.	4.00	0.997
3	A well-implemented OHS system reduces workplace hazards, which lowers the chances of making mistakes or encountering operational issues.	4.05	0.960
4	Rate your overall task performance in comparison to the workplace safety measures.	4.04	0.948
5	When employees have confidence in their safety, they can focus on optimizing their tasks and improving work methods, which leads to higher efficiency and productivity.	4.04	0.979
	Overall Mean	4.03	

Source: Survey data, 2024

The analysis of task performance highlights the strong influence of workplace safety and Occupational Health and Safety (OHS) practices on employees' efficiency and productivity. The highest mean score of 4.05 reflects employees' agreement that a well-implemented OHS system reduces workplace hazards, minimizing mistakes and operational issues. Safe work environments and confidence in safety both scored 4.04, indicating their significant impact on enabling employees to optimize tasks and improve work methods. Similarly, overall task performance in relation to workplace safety measures also scored 4.04, emphasizing the correlation between safety

measures and performance. Productivity improvements linked to effective OHS practices scored a mean of 4.00, demonstrating the value of such practices. With an overall mean of 4.03, these findings underline the critical role of workplace safety in enhancing task performance and organizational efficiency.

4.3 Analysis on the Effect of Occupational Health and Safety Practices on Employee Work Motivation

This section examines the factors influencing Occupational Health and Safety (OHS) at Max (Myanmar) Manufacturing Co., Ltd. A regression analysis was conducted to evaluate the impact of these factors on employee work motivation, with the results presented in Table (4.9). The multiple regression approach identifies which variables significantly affect employee motivation. In this analysis, employee work motivation serves as the dependent variable, while the independent variables include workplace safety, management's commitment, safety policies and programs, PPE, organizational hazards, and health and safety training. Detailed results of the model are summarized in Table (4.18) & (4.19).

Table (4.18) Influencing Factors on Employee Work Motivation

Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.068	0.265		0.257	0.797	
Workplace Safety	0.025	0.032	0.021	0.774	0.440	1.029
Management's commitment	0.032	0.020	0.043	1.623	0.106	1.029
Safety Policies and Programs	-0.034	0.051	-0.018	0.659	0.511	1.053
PPE	0.182***	0.030	0.159	5.994	0.000	1.036
Organizational Hazards in the workplace	0.262***	0.020	0.367	13.139	0.000	1.144
Health & Safety Training	0.509***	0.019	0.734	26.459	0.000	1.128
R	0.932 ^a					
R Square	0.868					
Adjusted R Square	0.864					
Durbin-Watson	1.823					
F Value	212.08					

Source: Survey data, 2024

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

The regression analysis aimed to explore the connection between workplace safety factors and their influence on overall organizational safety outcomes. The model displayed robust explanatory power, with an **R-value of 0.932**, reflecting a strong relationship between the independent variables and the outcome variables. An **R Square of 0.868** and an **Adjusted R Square of 0.864** indicate that 86.4% of the variation in the dependent variable is accounted for by the independent variables. Furthermore, the **Durbin-Watson statistic of 1.823** suggests that there is no significant autocorrelation in the residuals, affirming the model's reliability.

Work Motivation = 0.086+0.182 PPE +0.262 Organizational Hazards in the workplace+ 0.509 Health & Safety Training

This equation highlights that Health & Safety Training has the highest impact on work motivation, with a coefficient of 0.509, signifying its substantial contribution to enhancing employee motivation. Similarly, Organizational Hazards positively influence motivation, with a coefficient of 0.262, indicating that addressing workplace hazards plays a crucial role in motivating employees. The use of Personal Protective Equipment (PPE) also contributes positively to work motivation, with a coefficient of 0.182, emphasizing the importance of providing and promoting the use of proper safety gear.

Among seven factors, three factors including PPE, organizational hazards, and health & safety training are significant at the 1% level, reinforcing their critical role in fostering a motivated and safety-conscious workforce. The constant term of 0.086 represents the baseline level of motivation in the absence of these factors. This model underscores the importance of these safety measures in shaping a motivated and productive work environment.

Based on the multiple regression results, the company provides personal protective equipment to employees to protect the hazards and accidents in their working environment. The employees know that their company concerns and cares them. Therefore, they are working willing their tasks with motivation.

Table (4.19) Effect of Work Motivation on Task Performance

Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.315	0.297		4.429	0.000	
Work Motivation	0.683	0.073	0.551	9.303	0.000	1.000
R	0.551 ^a					
R Square	0.304					
Adjusted R Square	0.301					
Durbin-Watson	1.509					
F Value	86.538					

Source: Survey data, 2024

Work motivation plays a pivotal role in shaping task performance within the framework of Occupational Health and Safety (OHS). A motivated workforce is more likely to adhere to safety protocols, utilize protective measures, and engage actively in creating a safe work environment. High levels of motivation drive employees to perform their tasks with diligence, minimizing risks and enhancing overall workplace efficiency.

The regression analysis highlights the impact of work motivation on task performance. The model demonstrates a significant relationship, with Work Motivation showing an unstandardized coefficient ($B=0.683$) and a standardized coefficient ($\beta=0.551$). This indicates that for every unit an increase in work motivation, task performance improves by 0.683 units. The relationship is statistically significant ($t=9.303$, $p<0.001$), affirming work motivation as a key determinant of task performance.

The model's R-value of 0.551 indicates a moderate correlation between work motivation and task performance. The R Square value of 0.304 suggests that 30.4% of the variance in task performance is explained by work motivation. The Adjusted R Square of 0.301 confirms the model's explanatory power while accounting for the number of predictors. The Durbin-Watson statistics of 1.509 suggest no significant autocorrelation in the residuals, ensuring model reliability. The overall model is

statistically significant, with an F-value of 86.538 ($p < 0.001$), underscoring the importance of work motivation in enhancing task performance.

It suggests that for every one-unit rise in work motivation, task performance improves by 0.683 units, demonstrating a strong and positive association. The constant value of 1.315 reflects the base level of task performance in the absence of work motivation. The statistical significance of work motivation at the 1% level highlights its essential role in driving and enhancing task performance outcomes.

In summary of the regression analysis highlights are

1. The regression analysis identifies three significant factors contributing to job motivation within the organization: Health and Safety Training, Organizational Hazards Management, and Provision of PPE.

Health and Safety Training: This factor has the highest impact on job motivation, with an unstandardized coefficient ($B = 0.509$) and a standardized coefficient ($Beta = 0.734$). The statistical significance ($t = 26.459$, $p < 0.001$) underscores the crucial role of training programs in equipping employees with the knowledge and confidence to perform their tasks effectively. This highlights the need for ongoing investment in comprehensive and relevant training initiatives.

Organizational Hazards Management: With an unstandardized coefficient ($B = 0.262$) and a standardized coefficient ($Beta = 0.367$), this factor significantly influences job motivation. The statistical significance ($t = 13.139$, $p < 0.001$) demonstrates the importance of proactively addressing workplace hazards. Effective hazard management reassures employees about their safety, fostering a motivated and secure workforce.

Provision of PPE: This factor also plays a significant role, with an unstandardized coefficient ($B = 0.182$) and a standardized coefficient ($Beta = 0.159$). The statistical significance ($t = 5.994$, $p < 0.001$) highlights the importance of providing high-quality and reliable protective equipment. PPE enhances employee confidence in their safety, thereby boosting motivation.

The model's R-squared value of 0.868 indicates that these factors collectively explain 86.8% of the variance in job motivation, underscoring their critical importance. This analysis provides actionable insights for organizations to focus on training, hazard management, and PPE provision to foster a motivated and productive workforce.

2. The regression analysis demonstrates a significant relationship between work motivation and task performance.

Work Motivation: It has a strong positive impact on task performance, with an unstandardized coefficient ($B = 0.683$) and a standardized coefficient ($\text{Beta} = 0.551$). This indicates that for every one-unit increase in work motivation, task performance improves by 0.683 units. The relationship is statistically significant ($t = 9.303$, $p < 0.001$), highlighting motivation as a critical determinant of task performance.

The model's R-squared value of 0.304 shows that work motivation explains 30.4% of the variance in task performance, reflecting a moderate level of explanatory power. The adjusted R-squared value of 0.301 confirms the model's reliability, accounting for the number of predictors used.

The Durbin-Watson statistic of 1.509 indicates no significant autocorrelation in the residuals, further affirming the model's robustness. The F-value of 86.538 ($p < 0.001$) signifies that the overall model is statistically significant, validating the strong influence of work motivation on task performance.

These findings underscore the importance of enhancing work motivation to improve task performance. Organizations should focus on strategies that boost motivation, such as providing effective training, fostering a supportive work environment, and recognizing employee contributions, to achieve better performance outcomes.

CHAPTER V

CONCLUSION

This chapter provides a comprehensive analysis of the findings and discussions, along with detailed implications and actionable recommendations stemming from the research study. Additionally, it offers strategic suggestions for future research aimed at advancing and refining Occupational Health and Safety (OHS) practices at Max (Myanmar) Manufacturing Co., Ltd., ensuring sustained improvements and long-term impact.

5.1 Findings and Discussions

This section offers a detailed evaluation of the relationship between job motivation and task performance at Max (Myanmar) Manufacturing Co., Ltd., based on survey data collected from 200 employees. The findings shed light on employees' perceptions of Occupational Health and Safety (OHS) practices and their influence on enhancing both motivation and performance. The discussion integrates an analysis of demographic characteristics, an assessment of OHS practices, and an exploration of the statistical link between job motivation and task performance.

The survey data reveals a predominantly male workforce, with most respondents falling within the middle age range, typically between 36 and 45 years. This demographic profile reflects a mature and experienced workforce, well-positioned to provide valuable insights into the company's practices and their effects. A significant number of employees hold graduate degrees and occupy managerial or supervisory roles, highlighting the organization's emphasis on a well-educated and capable leadership structure. Furthermore, the workforce is largely composed of long-term employees with several years of service, underscoring the stability and experience levels within the organization. This demographic consistency not only indicates an environment conducive to retention but also emphasizes the accumulated expertise among employees.

The findings suggest that employees generally have a favorable view of the company's OHS practices. Among these practices, Health and Safety Training emerged as a cornerstone, receiving high mean scores in employee evaluations. These training programs play a critical role in equipping employees with the skills, knowledge, and confidence needed to perform their tasks safely and effectively. Employees also reported strong measures in Organizational Hazards Management, which underscores the company's commitment to identifying and mitigating risks within the workplace. Additionally, the provision of high-quality Personal Protective Equipment (PPE) was rated positively, reflecting the organization's focus on ensuring safety and comfort during task execution.

These three pillars of Health and Safety Training, hazard management, and PPE form the foundation of a safe and productive work environment. Collectively, they not only ensure compliance with safety standards but also foster a culture of trust and motivation among employees. The positive perceptions of these OHS practices underscore their effectiveness in promoting a safe and supportive workplace, which is crucial for sustaining motivation and performance.

The analysis identifies Health and Safety Training as the most significant contributor to job motivation. The training programs are instrumental in building employees' confidence, enhancing their ability to recognize and manage workplace risks, and empowering them to perform their roles with greater efficiency. This aspect of OHS practices not only prepares employees for the challenges of their roles but also demonstrates the organization's investment in their professional growth and well-being.

Organizational Hazards Management also plays a substantial role in influencing motivation. By actively addressing and mitigating workplace hazards, the company reinforces employees' sense of safety and security. This proactive approach to hazard management reflects a commitment to creating a risk-free environment, which is integral to maintaining employee satisfaction and engagement.

Similarly, the availability and quality of PPE significantly impact job motivation. Providing employees with reliable and comfortable protective equipment ensures that they can perform their tasks with minimal physical discomfort and maximum safety. This tangible demonstration of the company's concern for their welfare enhances trust and motivation.

Together, these OHS factors accounted for a large proportion of the variation in job motivation among employees. The analysis underscores their collective importance in shaping a motivated workforce, making them central to any strategy aimed at improving workplace morale and productivity.

The findings reveal a moderate yet significant correlation between job motivation and task performance. As employees' motivation levels increase, their task performance improves correspondingly. The regression analysis indicates that a unit increase in motivation leads to a measurable improvement in task performance, highlighting motivation as a critical determinant of efficiency and productivity in the workplace.

Motivated employees are more likely to adhere to safety protocols, actively participate in training programs, and approach their tasks with greater diligence. This alignment between motivation and performance underscores the value of effective OHS practices in creating an engaged and high-performing workforce. Additionally, the study shows that job motivation explains a significant portion of the variance in task performance, demonstrating its direct impact on work outcomes.

The regression analysis highlights that Health and Safety Training has the most substantial impact on motivation, underscoring the need for consistent investment in training programs. Organizations should prioritize the development and delivery of comprehensive training sessions tailored to the specific needs of their workforce. These programs should cover essential topics such as hazard recognition, emergency response, and the proper use of PPE to ensure employees are well-prepared for their roles.

Addressing workplace hazards is another critical area for improvement. Companies should adopt proactive measures to identify and mitigate potential risks, fostering an environment where employees feel safe and valued. Encouraging employees to report hazards without fear of retaliation can further strengthen the culture of safety and accountability.

The availability of high-quality PPE also requires ongoing attention. Organizations should regularly assess the condition and effectiveness of protective equipment and ensure its timely replacement when necessary. By prioritizing employee safety through the provision of reliable PPE, companies can enhance motivation and reduce workplace incidents.

The findings of this study underscore the critical role of OHS practices in shaping job motivation and enhancing task performance at Max (Myanmar) Manufacturing Co., Ltd. Key drivers such as health and safety training, effective hazard management, and access to high-quality PPE have a profound impact on motivation, which directly influences employees' ability to perform their tasks efficiently and effectively.

By prioritizing these factors, organizations can create a motivated and productive workforce, reduce workplace incidents, and achieve higher levels of operational excellence. These insights serve as a valuable resource for developing targeted strategies to enhance employee motivation and optimize performance, ultimately contributing to the long-term success of the organization.

5.2 Suggestions and Recommendations

Based on the findings and discussions about the impact of job motivation on task performance, several recommendations are proposed to enhance Occupational Health and Safety (OHS) practices at Max (Myanmar) Manufacturing Co., Ltd. Strengthening health and safety training programs is essential, with a focus on comprehensive content covering workplace hazards, emergency procedures, and equipment operation. Regular updates and interactive methods, along with employee feedback, can make these programs more effective and relevant.

Improving organizational hazard management is crucial through proactive risk assessments, fostering a culture where employees feel safe to report hazards, and investing in upgraded safety infrastructure. Enhancing access to and the quality of personal protective equipment (PPE) is also recommended, ensuring availability, maintenance, and proper employee training in its use.

Encouraging management commitment to OHS is another critical area. This includes active participation in safety initiatives, consistent enforcement of policies, and recognition of employees' contributions to safety. Cultivating a positive work environment by acknowledging employee efforts, promoting work-life balance, and encouraging open communication can further enhance motivation and engagement. Continuous monitoring and improvement of OHS practices through regular feedback collection, data-driven decision-making, and benchmarking against industry standards will ensure practices remain effective and competitive. Finally, further research into

additional factors influencing job motivation and task performance, such as cultural and psychological aspects, is encouraged. Comparative studies with other organizations can provide valuable insights into best practices and innovative solutions.

To further improve job motivation and task performance, the following recommendations are proposed:

Expand Training Initiatives: Regularly update and enhance health and safety training programs to address emerging risks and technologies. Incorporate interactive and practical elements to engage employees more effectively.

Strengthen Hazard Management Systems: Develop robust mechanisms for identifying, assessing, and mitigating workplace hazards. Encourage a culture of reporting and provide clear communication channels for employees to voice concerns.

Prioritize PPE Quality and Accessibility: Conduct periodic reviews of PPE standards and ensure employees have access to equipment that meets their needs. Consider ergonomic designs to improve comfort and usability.

Implement Recognition Programs: Introduce systems to acknowledge and reward employees for maintaining safety standards and demonstrating exceptional performance. Recognition can significantly enhance motivation and engagement.

Promote Work-Life Balance: Offer flexible working arrangements and wellness programs to support employees' physical and mental well-being, which are critical for sustaining motivation.

Improve Communication: Foster open and transparent communication between management and employees regarding safety policies, procedures, and updates. This can build trust and reinforce employees' commitment to safety practices.

By adopting these recommendations, Max (Myanmar) Manufacturing Co., Ltd. can significantly enhance its OHS framework, further greater employee motivation, and achieve better task performance, contributing to overall organizational success.

5.3 Needs for Further Research

While this study provides valuable insights into the connection between job motivation and task performance within the context of Occupational Health and Safety (OHS) practices at Max (Myanmar) Manufacturing Co., Ltd., there are

opportunities for further exploration to deepen understanding and address additional dimensions.

Future research could examine how cultural and psychological factors shape employee motivation and task performance, exploring the influence of cultural norms, personal values, and psychological traits on perceptions of OHS practices. Investigating the long-term impacts of OHS initiatives on employee motivation, task performance, and overall organizational success would offer insights into the sustainability and effectiveness of such practices over time.

Comparative studies across industries or organizations could provide a broader perspective, identifying best practices and innovative strategies for OHS implementation. Similarly, the role of technological advancements, such as automation, wearable safety devices, and data analytics, in enhancing OHS effectiveness and their impact on motivation and performance warrants further investigation.

Expanding the demographic scope of research to include employees from diverse backgrounds, regions, and roles would offer a more comprehensive understanding of motivational drivers. Additionally, studying the interplay between OHS practices and work-life balance initiatives could shed light on how these factors collectively influence employee motivation and performance.

Finally, exploring targeted employee engagement strategies, such as recognition programs, team-building efforts, and leadership styles, could reveal additional pathways to enhance both motivation and task performance. By addressing these areas, future research can build on the findings of this study, offering deeper insights and actionable recommendations for organizations aiming to optimize their OHS frameworks and workforce productivity.

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APPENDIX

SURVEY QUESTIONNAIRES

Dear Respondents,

I am conducting an academic survey to understand how Occupational Health and Safety (OHS) practices affect work motivation and task performance at Max (Myanmar) Manufacturing Co., Ltd. This research is part of my thesis, and your participation is crucial for its success. I kindly ask for a few minutes of your time to complete the attached questionnaire. The survey aims to explore how OHS practices impact your daily work life, motivation, and overall job performance. Please rest assured that all responses will be kept confidential and used only for academic purposes. Your participation is voluntary, but your insights are highly valuable and will help improve workplace conditions and employee well-being.

Thank you for your time and input.

Best Regards,

Ms Min Min Soe

Swiss School of Business Research

Demographic Profile

1. Age

☐ 18-25

☐ 26-35

☐ 36-45

☐ 46-55

☐ 56 and above

2. Gender

☐ Male

☐ Female

3. Educational Background

☐ High School

☐ Undergraduate

☐ Graduate

☐ Postgraduate

4. Job Title/Position

☐ Entry-level

☐ Mid-level

☐ Senior-level

☐ Managerial/Supervisory

☐ Executive

☐ Other: _____

5. Length of Employment at Max (Myanmar) Manufacturing Co., Ltd.

- ☐ Less than 1 year
- ☐ 1-3 years
- ☐ 4-6 years
- ☐ More than 7 years

6. Department/Unit

- ☐ Production
- ☐ Quality Control
- ☐ Human Resources
- ☐ Health and Safety
- ☐ Maintenance
- ☐ Other: _____

7. Work Shift

- ☐ Day Shift
- ☐ Night Shift
- ☐ Rotational Shifts

8. Marital Status

- ☐ Single
- ☐ Married

This section deals with determinants of Export performance. Therefore, based on your exposure to pulses export, please rate the significance of each indicator in determining the export performance.

Instruction: Based on the scale below, please tick the number of your choice to indicate the extent you agree or disagree with the given statement.

(Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5)

Internal Forces

1. Workplace safety

Sr.No.	Statements	1	2	3	4	5
1	The company provides workplace safety trainings					
2	First aid boxes are placed readily					
3	Personal protective equipment (PPE) is readily available and enforced in my workplace.					
4	Sufficient training was provided on how to operate the equipment safely.					
5	The company provides respirators to minimize inhalation of cement dust.					

2. Management's commitment to workplace safety

Sr.No.	Statements	1	2	3	4	5
1	Managers/supervisors actively participate in safety meetings or discussions					
2	Management enforces safety policies consistently across all departments and levels of the organization.					
3	Management frequently reviews and updates safety policies to address current risks.					
4	Management responds quickly to reported safety concerns or incidents.					
5	Management recognizes and reward employees or teams for maintaining high safety					

3. Safety Policies and Programs

Sr.No.	Statements	1	2	3	4	5
1	Familiarity with the safety policies and programs implemented in the workplace is ensured.					
2	The company is complying with the basic requirement for health and safety standard guidelines.					
3	Safety checklists such as safety warning stickers are clearly displayed.					
4	The current safety policies cover the risks associated with the job.					
5	There is the usage of appropriate guards (Interlocking, automatic, self-adjusting, two hands control devices...etc).					

4. Plant & Equipment and Personal Protective Equipment (PPEs)

Sr.No.	Statements	1	2	3	4	5
1	The supervisor replaces the bad condition PPE with good condition PPE.					
2	Proper training was provided in the safe operation of the equipment used.					
3	Faulty equipment is being replaced or repaired in the workplace.					
4	It is understood that PPE must be worn when performing tasks in the workplace.					
5	The company provides high quality and in good condition PPE in the workplace.					

5. Organizational hazards in the workplace

Sr.No.	Statements	1	2	3	4	5
1	Taking care to address physical hazards (e.g., slip and trip hazards, moving machinery, electrical risks) in the workplace.					
2	Make sure back-up alarms on all vehicles are functioning.					
3	Identify and fix fall hazards, such as slippery surfaces, damaged ladders and walkway.					
4	The organization encourages employees to report potential hazards without fear of retaliation.					
5	Environmental hazards (e.g., extreme temperatures, poor lighting, loud noise) properly managed in the workplace.					

6. Health and Safety Training

Sr.No.	Statements	1	2	3	4	5
1	All employees attend basic first aid courses delivered by Myanmar Red Cross Society.					
2	The training covers all the necessary safety topics (e.g., hazard recognition, emergency procedures, PPE use).					
3	The employees also must attend basic training in how to handle equipment.					
4	The organization prioritizes health and safety training to enable employees to recognize and report risk without fear of reprisal.					
5	Environmental hazards (e.g., extreme temperatures, poor lighting, loud noise) properly managed in the workplace					

7. Work Motivation

Sr.No.	Statements	1	2	3	4	5
1	A safe and healthy work environment positively impacts motivation.					
2	Employees are more motivated when they feel respected, supported, and valued in their work environment.					
3	Public recognition and rewards for good work can significantly boost motivation.					
4	Employees who maintain a healthy balance between their professional and personal lives tend to experience higher levels of motivation					
5	OHS practices help maintain a positive work environment, which is critical for motivation.					

8. Task Performance

Sr.No.	Statements	1	2	3	4	5
1	A safe work environment help you perform your tasks more efficiently					
2	You feel your productivity improves due to effective OHS practices.					
3	A well-implemented OHS system reduces workplace hazards, which lowers the chances of making mistakes or encountering operational issues.					
4	Rate your overall task performance in comparison to the workplace safety measures.					
5	When employees have confidence in their safety, they can focus on optimizing their tasks and improving work methods, which leads to higher efficiency and productivity.					