

IMPACT OF HEALTH AND SAFETY PRACTICES ON EMPLOYEE MOTIVATION: A CASE STUDY OF A TEXTILE COMPANY IN SRI LANKA

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ABSTRACT

This study explores how health and safety practices impact employee motivation in a Sri Lankan textile company amidst evolving industrial demands. It investigates modern safety systems, including AI-driven risk assessments, and their direct influence on motivation. The research evaluates the effects of risk control measures, health and safety training, and employee welfare programs on motivation through quantitative analysis. The results highlight the significant role of these practices in driving motivation, emphasizing the importance of prioritizing employee well-being for enhanced organizational performance. This research underscores that a motivated workforce not only engages more effectively but also substantively fuels success across diverse industries.

Keywords: Employee, Health, Motivation, Safety, Welfare

1. Introduction

The main objective of this study is to investigate the impact of health and safety practices on employee motivation in a Sri Lankan textile company. The topic, objectives, literature review, methods, findings and discussion, conclusion and significance of the research are thoroughly analyzed in this paper.

1.1. Background of the research

Health and safety management has become critical in the wake of industries evolving and rapid technological improvements. Human safety became even more crucial due to the Industrial Revolution's advancements and advanced machinery and methods. The importance of incorporating cutting-edge health and safety management systems into organizational structures is increasing as sectors continue to change. As the industry adapts to new problems, recent trends show a spike in adopting AI-driven risk assessments and digital safety measures (Surienty et al., 2011). Once a supplemental component, health and safety training is now essential to risk and emergency preparedness, particularly considering the requirement for quick adaptive responses in the face of emerging global concerns (WHO, 2007). This emphasis on safety is linked to

employee motivation and goes beyond simply preventing accidents. An organization's ability to drive productivity and profitability largely depends on its workforce's basis (Husin, 2011). Although safety motivation has historically been assessed concerning accident rates, its more general effects on employee motivation are also being examined. The interaction between contemporary health and safety procedures and their direct influence on employee motivation is an unmet research need. By providing insights into how modern health and safety management techniques may be optimized to improve employee engagement and, consequently, organizational success, this effort aims to close this gap.

1.2. Problem statement

The study investigates the impact of health and safety practices on employee motivation in a selected Sri Lankan textile company.

1.3. Research questions

1. What is the impact of Health and Safety risk control measures on employee motivation?

Given the rising complexity of today's workplaces, it is essential to comprehend how risk management strategies affect employee motivation. Workers are more likely to be engaged and productive if they feel safe. The discipline may go from general conceptions of workplace safety to more sophisticated understandings of how particular risk management strategies directly affect motivation levels by looking into this subject.

2. What is the impact of health and safety training programs on employee motivation?

Training initiatives are a concrete way for a company to show its dedication to the welfare of its workers. However, more research needs to be done on how they affect motivation, particularly considering the constantly changing training techniques and resources. By examining this issue, training programs that are designed to maximize motivating outcomes in addition to safety might be made more successful.

3. What is the impact of employee welfare programs on employee motivation?

Welfare programs play a crucial role in the well-being of employees; nevertheless, there is still much to learn about how they relate to motivation. Since companies spend a lot of money on these initiatives, it is crucial from an economic and strategic standpoint to comprehend how they affect employee motivation. By addressing this issue, welfare programs may be created and carried out to ensure they accomplish two goals simultaneously: promoting motivation and guaranteeing well-being.

1.4. Objectives

1. To study the impact of Risk Controlling Measures on Health and Safety Practices on Employee Motivation.
2. To study the impact of Health and Safety Training Programs on Employee Motivation.
3. To study the impact of Employee Welfare Programs on Employee Motivation.

2. Literature Review

This section explores the scholarly discourse surrounding the impact of health and safety management approaches on employee motivation across diverse industries. The imperative for organizations, irrespective of size, to prioritize the health and safety of their workforce is underscored. The chapter defines, analyzes, and elucidates the reciprocal relationship between employee motivation and health and safety management practices.

2.1. Health and safety management practices

Identifying, evaluating, and minimizing workplace dangers that damage workers, the environment, and society is occupational safety and health (OSH). Morrow (2011) defines health and safety management as programs that identify, mitigate, and protect employees from hazardous substances. Safety equipment, incident response, and emergency protocols are also taught to crew members. Businesses use health and safety management strategies, policies, procedures, and practices to protect employees. Planning, assessment, specialty programs, and consulting are examples. A robust safety culture may encourage employee participation and community. Encouragement to work safely boosts morale, productivity, and teamwork (Lowe, 2010).

2.2. Hierarchy of control

Health and safety management needs risk control. Risk management lowers workplace accidents. This precaution includes isolation, substitution, engineering, administrative, and PPE controls. Elimination and replacement are the best strategies to protect them. Administrative controls and PPE protection, whereas engineering controls change procedures or equipment.

2.3. Employee welfare programs

Employers offer a wide range of incentives and services through employee welfare programs to improve the well-being of their employees. A vital component of these programs is creating a safe workplace that ensures employees can perform their duties without taking unnecessary risks (Mohamed, 2002). In addition, paid time off, ongoing professional development opportunities, insurance benefits and wellness programs help foster a positive work environment that supports physical and mental health.

2.4. Employee motivation

Employee motivation is stressed in the literature as essential to achieving organizational objectives. Intrinsic motivation from personal satisfaction and external rewards considerably affects employee behavior and performance. Health and safety management techniques depend on employee motivation (Hasel, 2011). Safety and welfare-focused companies motivate workers.

2.5. The impact of health and safety management practices on employee motivation

Within an organization, health and safety management significantly impacts how motivated employees are. These two aspects have a complex connection, including extrinsic and intrinsic motivating factors. This interaction affects how workers see their workplace, how satisfied they are with their jobs, and how committed they are overall.

When businesses put safety first, they tell their staff that their health and safety come first. A strategy like this promotes psychological security and self-assurance, which are essential for increasing intrinsic drive. This idea is supported by research by Obrenovic et al. (2020), which emphasizes how safety precautions can create a more inviting and inclusive workplace. When workers feel safe and secure in their jobs, they are inherently more driven and dedicated to their work.

Initiatives related to health and safety have a significant influence on workers' mental health in addition to the physical world. A safe and secure atmosphere reduces stress and anxiety, boosting motivation and engagement. Psychologically speaking, workers are more innovative, committed, and productive when they feel comfortable in their surroundings.

The dynamics of health and safety management may influence extrinsic and intrinsic motivation. A concrete, secure atmosphere may boost extrinsic motivation, motivated by prizes and external recognition, while a sense of worth and respect fuels internal motivation. When workers feel protected, they are more open to incentives and rewards from the company.

Knowing that managing health and safety involves more than merely following the law is critical. It includes preventative actions, including health initiatives and thorough safety instruction. Gardner et al. (2014) underscore the importance of these kinds of programs by clearly connecting improved worker performance and organizational success. These programs enhance motivation levels by promoting comprehensive well-being and physical health.

Numerous studies have examined the aspects of health and safety, such as those conducted by Obrenovic et al. (2020) and Gardner et al. (2014). However, there is a discernible difference in the methods used to address the topic. While some investigate the long-term organizational benefits, others concentrate on the immediate advantages of safety measures. However, the precise relationship between contemporary health and safety procedures and their subtle effects on various types of employee motivation must be more conspicuously present in the literature. This research aims to fill this gap by providing a comprehensive understanding that amalgamates extrinsic and intrinsic motivating factors with contemporary safety measures.

3. Methodology

3.1. Introduction

The research mainly uses quantitative methodology, emphasizing the use of numerical data to investigate its research objectives. The introduction to this chapter attempts to shed light on the significance of the methodology by highlighting its superiority over competing approaches. The study aims to create a solid foundation for examining the relationships between independent and dependent variables within the conceptual framework by taking a quantitative approach. This method offers accurate measurement and analysis, making it particularly useful for researching the relationship between health and safety practices and employee motivation. Interestingly, the researcher draws upon the knowledge of scholars who add fresh definitions, citations, and perspectives to their chosen fields of study. The researcher covers topics such as population and sample size, sampling strategies, data collection approaches, and data analysis protocols in the methodology section. The operations section provides users with a better understanding of the research tool by explaining the questionnaire production process and the classification of questions based on specific characteristics.

3.2. Conceptual framework

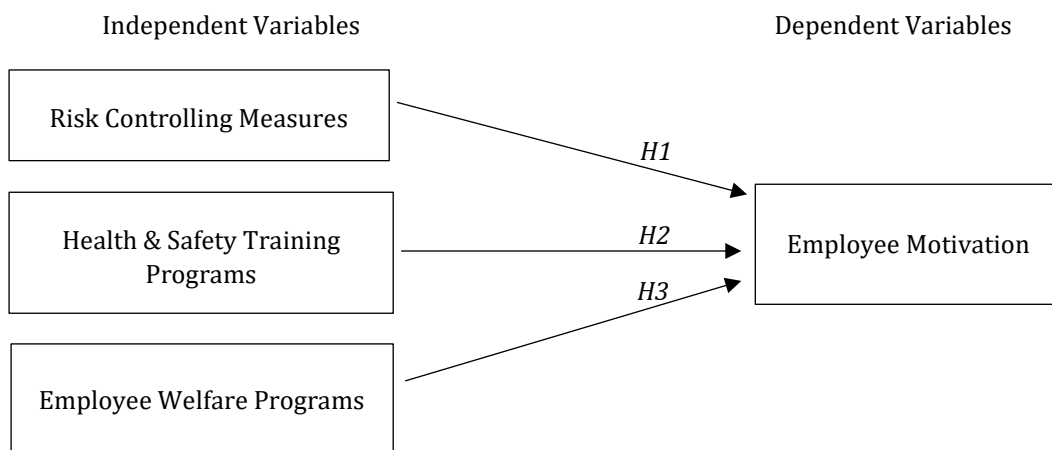


Figure 1. Conceptual framework.

3.3. Research hypotheses

The conceptual framework includes employee welfare programs, risk management, and health and safety training as independent health and safety practices. Changes in independent variables should affect employee motivation.

3.3.1. Impact of health and safety training programs on employee motivation

Employee competence, desire, abilities, and motivation need health and safety training. Companies should teach all workers about health and safety to decrease workplace accidents. On-the-job training should include housekeeping, safety gear, material

handling, and operations. Employee motivation should improve with good health and safety training.

H2 1 – There is a significant impact of Health and Safety Training Programs on Employee Motivation.

3.3.2. Impact of risk controlling measures on employee motivation

Risk management measures are essential to risk assessment, which evaluates personnel protection. Accidents and injuries may substantially influence employee enthusiasm and productivity. Identifying safety concerns and applying risk management techniques should boost employee motivation.

H1 1 – There is a significant impact of Risk-controlling Measures on Employee Motivation.

3.3.3. Impact of employee welfare programs on employee motivation

Employee welfare programs include many perks and services of organizations, including insurance plans, provident funds, and health care benefits. These initiatives increase employee motivation when designed well.

H3 1 – There is a significant impact of Employee Welfare Programs on Employee Motivation.

3.4. Research design

The study uses a quantitative research approach focusing on collecting and examining numerical data. A structured questionnaire will be used to collect primary data from the non-management employees of the selected textile company. Statistical Package for Social Sciences (SPSS) version 26 will be used for quantitative data analysis of the collected data.

3.4.1. Population of the research

A crucial component of any research is the study population, which acts as the main source from which information and insights are obtained. The demographic for this research is designated as non-managerial workers in a particular Sri Lankan textile firm. This group includes a wide range of positions, such as managers who oversee daily operations, workers who are directly involved in production, night shift workers who guarantee operations continue after regular business hours, and helpers or support management staff (often referred to as "SMS") who provide various forms of assistance to ensure smooth operations. The selection of this 800-person group is predicated on the idea that non-managerial staff members often have firsthand involvement with health and safety procedures, making their viewpoints and experiences very useful. By concentrating on one market, the research hopes to provide a comprehensive understanding of the conditions, obstacles, and driving forces faced by people at the forefront of day-to-day operations in the textile sector.

3.4.2. Sample of the research

Out of the 800 workers at the selected textile firm, 260 non-managerial individuals were chosen as the study's sample. The Krejcie and Morgan Table for estimating sample sizes was used as a methodological reference for selecting this sample size. A commonly used research tool that suggests sample sizes for various population sizes while guaranteeing that the sample is representative of the population is the Krejcie and Morgan Table. According to this table, a sample size of around 260 people is needed for a population of 800 to attain a 95% confidence level with a 5% margin of error. This methodology guarantees a high degree of accuracy and trust in the generalizability of the study results from the sample to the overall population.

3.4.3. Sampling technique

To select the sample, convenience sampling will be used. This approach was used because it is easy to use and valuable.

4. Results and Discussion

This section presents and discusses the study's results in detail, focusing on how the research has contributed to achieving its objectives. The findings and arguments are explicitly described and supported by tables and figures.

4.1. Descriptive analysis

Table 1: Descriptive analysis.

	N	Minimum	Maximum	Mean	Std. Deviation
A1_Gender	260	1	2	1.30	.459
A2_Age	260	1	5	2.56	1.227
A3_Marital Status	260	1	2	1.63	.485
A4_Educational Qualification	260	1	4	2.09	.838
A4_Working Years in Current Company	260	1	5	2.76	1.220
Employee Motivation	260	3.00	4.50	4.0077	.47418
Health & Safety Training	260	3.20	4.80	4.2623	.47708
Risk Controlling Measures	260	3.33	5.00	4.4256	.52930
Employee Welfare Programs	260	3.40	5.00	4.3972	.45615
Valid N (listwise)	260				

The textile company's non-managerial employees' demographics were found using descriptive analysis. The mean, median, minimum, maximum, and standard deviation for age, gender, marital status, education, and years at the current company were calculated. Statistics explained sample distribution and variability.

4.2. Demographic analysis

The demographic profile of the study participants revealed that a majority, constituting 70%, identified as male, while 33.8% fell within the age range of 25 to 35 years. A substantial portion, specifically 62.7%, reported being married. In terms of educational attainment, 40.8% had successfully completed high school. Furthermore, a significant segment, comprising 33.8% of the surveyed individuals, had professional experience ranging from 2 to 4 years.

4.3. Normality analysis

The results of the normality analysis supported the validity of the statistical techniques used as variables, including employee motivation, health and safety training, risk-reduction strategies and employee welfare programs were shown to follow a normal distribution.

4.4. Reliability analysis

Table 2: Reliability summary.

Variable	Cronbach's Alpha	Reliability	Conclusion
Employee Motivation	0.766	0.766 > 0.7	Reliable
Health & Safety Training	0.781	0.781 > 0.7	Reliable
Risk Controlling Measures	0.881	0.881 > 0.7	Reliable
Employee Welfare Programs	0.905	0.905 > 0.7	Reliable

Reliability analysis using Cronbach's alpha demonstrated the internal consistency and reliability of the study's constructs. Acceptable alpha values demonstrated the reliability of the survey questions for all dependent and independent variables.

4.5. Regression analysis

Table 3: Model summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.900 ^a	.809	.807	.20836	1.848

a. Predictors: (Constant), Employee Welfare Programs, Health & Safety Training, Risk Controlling Measures
b. Dependent Variable: Employee Motivation

In regression analysis, theories were tested. The R-squared value showed that employee welfare programs, health and safety education, and risk management measures explained 80.9% of employee motivation. ANOVA proved the regression model's applicability.

Table 4: ANOVA table.

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.121	3	15.707	361.812	.000 ^b
	Residual	11.114	256	.043		
	Total	58.235	259			

a. Dependent Variable: Employee Motivation

b. Predictors: (Constant), Employee Welfare Programs, Health & Safety Training, Risk Controlling Measures

4.6. Coefficient analysis

Table 5: Coefficient table.

Variable	Unstandardized Coefficient (B)	Standardized Coefficient (Beta)	t-Statistic	Significance (Sig.)	Collinearity Statistics
Constant	.340	-	2.561	.011	
Health & Safety Training	.860	.866	27.785	.000	Tolerance: 1.000, VIF: 1.000
Risk Controlling Measures	.734	.819	22.917	.000	Tolerance: 1.000, VIF: 1.000
Employee Welfare Programs	.913	.878	29.477	.000	Tolerance: 1.000, VIF: 1.000

The coefficient information in the above table is crucial to understanding how different factors affect employee motivation. Each table shows data on a particular variable (health and safety training, risk control measures, and employee welfare programs) and its relationship to employee motivation.

These coefficient tables present quantitative evidence that employee motivation is positively associated with health and safety education, risk management practices, and employee welfare initiatives. Strong standardized coefficients and highly significant t-statistics highlight these elements' importance in creating a motivated workforce. In addition, the reliability of these findings is ensured by the absence of multiple correlation problems, suggesting that companies should consider investing in these areas to increase employee engagement and overall organizational performance.

4.7. Correlation analysis

The substantial positive association between employee motivation and each independent component was validated by correlation analysis. Risk management, employee well-being, and motivation were significantly correlated.

Table 6: Correlation table.

Variable	Employee Motivation Correlation	Significance (Sig.)
Health & Safety Training	0.866**	0.000
Risk Controlling Measures	0.819**	0.000
Employee Welfare Programs	0.878**	0.000

4.8. Discussion

The discussion section of this study focuses on the main findings and their implications regarding the impact of different management styles and employee motivation. Findings from a detailed investigation highlighted the critical role played by risk management strategies, employee welfare programs and health and safety training in motivating non-managerial employees in the textile industry.

The study's results support the critical part that health and safety training plays in influencing employee motivation. This implies that when businesses prioritize spending money on comprehensive health and safety training, staff members are more prepared to tackle potential workplace risks and have an innate drive to perform well. This supports previous studies highlighting the importance of safety precautions in developing a safe and welcoming work environment.

The study's findings further highlight the importance of risk management practices in enhancing employee motivation. Coefficient analysis showed a strong positive relationship, with a highly significant t-statistic of 22.917 ($p = 0.001$) and a standardized coefficient (beta) of 0.819. Effective risk management procedures increase employees' intrinsic motivation to perform well in their jobs and reduce uncertainty in the workplace. This is consistent with the large body of literature emphasizing the value of risk-reduction techniques in developing a motivated workforce.

Coefficient analysis revealed an unequivocal positive relationship with a highly standardized coefficient (beta) of 0.866 and a highly significant t-statistic of 27.785 ($p = 0.001$).

The study results show employee welfare initiatives' critical role in motivating non-managerial employees. Coefficient analysis showed a strong positive relationship, with a highly standardized coefficient (beta) of 0.878 and a highly significant t-statistic of 29.477 ($p = 0.001$). Initiatives to promote employee well-being help create a happy work environment, which in turn has a beneficial effect on employees' intrinsic and extrinsic motivation. These results are consistent with prior research emphasizing the beneficial effects of comprehensive welfare programs on worker participation and productivity.

The more significant implications of these findings are also highlighted in the debate. Comprehensive programs that support employee health, safety and welfare can significantly improve engagement, motivation, and well-being. A corporate ethos prioritizing employee well-being is consistent with corporate social responsibility and helps motivate employees. The study's findings show that a motivated staff is more likely to be innovative, productive, and committed to the organization's goals.

The results of the study also show a strong positive relationship between risk management procedures, employee welfare programs and health and safety education. All these factors have a great impact on employee motivation in the textile sector. This highly driven staff will improve productivity and organizational success by improving overall performance.

In summary, the results of this study present empirical evidence of the significant positive correlation between health and safety education, risk management practices, employee welfare initiatives and employee motivation in the textile industry. The findings highlight how critical it is for businesses to make these investments to establish a work environment that inspires employees and ultimately leads to better productivity and organizational success. Organizations seeking to improve the motivation and well-being of their employees can significantly benefit from this study's contribution to our understanding of effective management techniques and their impact on employee motivation.

5. Conclusion and Implications

Based on empirical data, the research concludes with significant findings on how health and safety measures affect employee motivation. Employee welfare programs, risk management techniques, and health and safety training programs increase employee motivation statistically. This research confirms that these traits are crucial to motivating employees. Although the research validates these notions, it reveals the intricacies and outliers in the chosen textile business. This research has theoretical and practical implications. This research enhances the theoretical understanding of employee motivation and health and safety management in Sri Lanka's textile industry. Although the textile sector was the focus of this research, non-textile businesses may also benefit from the results. The beneficial relationship between health and safety procedures and worker motivation emphasizes the importance of putting employee well-being first in any company. Businesses outside the textile industry, such as those in technology, finance, or manufacturing, should understand the inherent connection between an engaged workforce and the implemented health and safety protocols. These companies may lower workplace accidents, raise employee satisfaction, and increase organizational performance by investing in comprehensive health, safety, and welfare programs. In summary, prioritizing employee well-being is a universal best practice that may propel success in any company sector, not simply one specific to the textile industry. Research recommends training, risk management, and welfare strategies to boost employee well-being and motivation. This research shows that employee motivation and health and safety practices benefit each other. This study meticulously examined the intricate relationship between health and safety practices and their influence on employee motivation within the textile industry. The analysis revealed a robust positive correlation between health and safety training, risk management practices, employee welfare initiatives and employee motivation. Specifically, when organizations prioritize and invest in these areas, there is a marked increase in employee engagement, satisfaction, and overall motivation. These findings are particularly significant given the research objectives, which sought to understand the dynamics of employee motivation in the context of health and safety practices. The results validate the importance of these

practices and underscore their pivotal role in shaping a motivated workforce, thereby contributing to enhanced organizational performance and productivity in the textile sector and across various industries.

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