

SAFETY MANAGEMENT AND ITS INFLUENCE ON JOB SATISFACTION THROUGH
SAFETY TRAINING PRACTICES

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THROUGH SAFETY TRAINING PRACTICES

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To my beloved parents, my lovely family, wife and children

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ABSTRACT

Today, Safety management has been acknowledged as an important part of management system in every organization. Employees are the most valuable resource of any organization, and safety management considered as one of the key activities which drive an organization to create a safe working environment. The main purpose of this study is to identify the effect of safety training practices (moderator) to the relationship of safety management on job satisfaction in Saudi Arabia. A total of 213 respondents were selected based on stratified random sampling method from a petroleum organization. A questionnaire was used to collect the data, and it was analyzed using Statistical Package for Social Science (SPSS), it comprised of descriptive statistics, simple linear regression and hierarchal regression. The finding of the study indicates that there is a significant influence of safety management on employees' job satisfaction. The result also demonstrates that safety training practices does not moderate the relationship of safety training on job satisfaction. The results obtained from the research is very useful to the petroleum's organization, especially in Saudi Arabia as there are several recommendations for the organizations and future researches to be carried out.

ABSTRAK

Hari ini, pengurusan Keselamatan telah diiktiraf sebagai satu bahagian penting dalam sistem pengurusan dalam setiap organisasi. Dimaklumi bahawa pekerja merupakan sumber yang paling utama, manakala pengurusan keselamatan adalah aktiviti utama bagi memacu organisasi mewujudkan persekitaran kerja yang selamat. Tujuan utama kajian ini adalah untuk mengenal pasti kesan amalan latihan keselamatan sebagai (moderator) kepada hubungan pengurusan keselamatan terhadap kepuasan kerja di Arab Saudi. Sebanyak 213 responden telah dipilih berdasarkan persampelan rawak berstrata dari sebuah organisasi petroleum. Soal selidik telah digunakan untuk mengumpul data, dan dianalisis dengan menggunakan Pakej Statistik untuk Sains Sosial (SPSS), yang terdiri daripada statistik deskriptif, regresi mudah dan regresi hierarki. Hasil kajian mendapati bahawa pengaruh terhadap pengurusan keselamatan dan memberi kesan kepada kepuasan pekerja. Selain itu, kajian ini juga menunjukkan bahawa amalan-amalan latihan keselamatan menyederhanakan hubungan latihan keselamatan terhadap kepuasan kerja. Keputusan yang diperolehi daripada kajian ini adalah sangat berguna untuk organisasi petroleum, terutamanya di Arab Saudi kerana terdapat beberapa cadangan untuk pertubuhan-pertubuhan dan penyelidikan masa depan yang akan dijalankan

TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	DECLARATION	ii
	DEDICATION	iii
	ACKNOWLEDGEMENT	iv
	ABSTRACT	v
	ABSTRAK	vi
	TABLE OF CONTENT	vii
	LIST OF TABLES	xii
	LIST OF FIGURES	xiv
	LIST OF APPENDIX	xv
1	INTRODUCTION	
	1.1 Introduction	1
	1.2 Background of Study	1
	1.3 Problem Statement	3
	1.4 Research Questions	5
	1.5 Research Objectives	6
	1.6 Scope of the Study	6

1.7	Significance of the Study	7
1.7.1	Body of knowledge	7
1.7.2	Organization	7
1.7.3	Future Research	8
1.8	Limitations of the Study	8
1.9	Hypotheses	8
1.10	Conceptual Definition of Terms	9
1.10.1	Safety Management	9
1.10.2	Safety Training Practices	9
1.10.3	Job Satisfaction	9
1.11	Operational Definition of Terms	9
1.11.1	Safety Management	9
1.11.2	Safety Training practices	10
1.11.3	Job Satisfaction	10
2	LITERATURE REVIEW	
2.1	Introduction	11
2.2	Job Satisfaction	11
2.2.1	Overview of Job Satisfaction	11
2.2.2	Theories of Job Satisfaction	14
2.2.3	Importance of Job Satisfaction	19
2.3	Safety Theories	22
2.4	Safety Management	25
2.4.1	Dimensions of Safety Management	26
2.4.1.1	Management Factor	26
2.4.1.2	Personal Factor	27
2.4.1.3	Machines and Equipment	28
2.4.1.4	Safety Communication	28
2.4.1.5	Safety Evaluation	29

	2.4.2	Importance of Safety Management	30
2.5		Relationship between Safety Management and Job satisfaction	32
2.6		Safety Training Practices	33
	2.6.1	Overview of Safety Training	33
	2.6.2	Importance of Safety Training	33
2.7		Relationship between Safety Training practices and Job Satisfaction	36
2.8		The Effect of Safety Training Practices as Moderator between the Safety Management and Job Satisfaction	37
2.9		Previous Studies	38
2.10		Conceptual Framework	41
2.11		Summary	42
3		METHODOLOGY	
	3.1	Introduction	44
	3.2	Research Design	44
	3.3	Population and Sample	45
	3.4	Research Instrument	47
	3.4.1	Demographic Data	48
	3.4.2	Job Satisfaction	48
	3.4.3	Safety Training Practices	49
	3.4.4	Safety Management	49
	3.5	Pilot Study	50
	3.5.1	Reliability	50
	3.5.2	Validity	52
	3.6	Data Analysis	52
	3.6.1	Descriptive Analysis	53
	3.6.2	Simple Linear Regression	54
	3.6.3	Hieratical Regression Method	55
	3.7	Operational Framework	57
	3.8	Conclusion	58

4	ANALYSES AND FINDINGS	
4.1	Introduction	59
4.2	Respondents' Background	59
4.3	Finding on descriptive analysis for job satisfaction	61
4.3.1	The Level of Job Satisfaction Dimensions	66
4.4	Findings on Descriptive Analysis of Safety Management	66
4.4.1	The level of Safety Management Dimensions	71
4.5	Safety Training Practices	72
4.5.1	The Level of Safety Training Practices	75
4.6	The effects of safety management on job satisfaction among employees in a petroleum company in Saudi Arabia.	76
4.7	Moderating effect of safety training practices to the relationship between safety management and job satisfaction	76
4.8	Summary of Analyses and Findings	78
5	DISCUSSION AND RECOMMENDATIONS	
5.1	Introduction	80
5.2	Discussion	81
5.2.1	Level of safety management among employees in a petroleum company in Saudi Arabia.	81
5.2.2	Level of job satisfaction among employees in a petroleum company in Saudi Arabia.	83
5.2.3	The effects of safety management on job satisfaction among employees in a petroleum company in Saudi Arabia	84

5.2.4	The moderating effect of safety training practices to the relationship between safety management and job satisfaction among employees in a petroleum company in Saudi Arabia.	85
5.3	Recommendation	86
5.3.1	Recommendations for Organizations	87
5.3.2	Recommendations for Future Study	87
5.4	Conclusion	88
	REFERENCES	91
	APPENDICES	109

LIST OF TABLES

FIGURE NO	TITLE	PAGE
3.1	List of Population and Sample	46
3.2	Component of the Questionnaire	47
3.3	Measurement Scale	48
3.4	Likert Scale	49
3.5	Cronbach Alpha Reliability Range	51
3.6	Summary of Reliability Test	51
3.7	The Mean Range	54
3.8	Summary of the Data Analysis Methods	58
4.1	Findings on Respondents' Demographic	60
4.2	Findings on Descriptive Analysis of Job Satisfaction	61
4.3	Findings Summary on Descriptive Analysis of Job Satisfaction	66
4.4	Findings on descriptive analysis of safety management	67
4.5	Findings Summary on Descriptive Analysis on Safety Management	72
4.6	Findings on Descriptive Statistic of Safety Training Practices	72
4.7	Findings summary on Descriptive Statistic of Safety Training Practices	75
4.8	Model Summary of Simple Linear Regression Analysis	76
4.9	Model Summary of Hierarchical Multiple Regression Analysis	76

4.10	Summary Findings Based on Research Objectives	78
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LIST OF FIGURES

FIGURE NO	TITLE	PAGE
2.1	Heinrich's Domino Theory	23
2.4	Safety Training Model	36
2.5	Research Framework	42
3.2	Statistical Path Diagram for Moderation Effect	56
3.3	Operational Framework	57

LIST OF APPENDICES

APPENDICES	TITLE	PAGE
A	Questionnaire	109

CHAPTER 1

INTRODUCTION

1.1 Introduction

This research is an attempt to study the relationship between safety management, safety, and job satisfaction. Particularly, it aims to investigate the moderation effects of safety training on the relationship between safety management and job satisfaction.

1.2 Background of Study

Many researches in the area of job satisfaction have been conducted over the last decade (Choo and Bowley, 2007; Hoole and Vermeulen, 2003; KhMetle, 2005; Luddy, 2005; Liu *et al.*, 2008; Azman Ismail *et al.*, 2009; Faizuniah Pangil *et al.*, 2011; Azizi Yahaya *et al.*, 2012). According to KhMetle (2005), job satisfaction has been an attractive topic for researchers in many areas such as industrial psychology, public administration, business, and higher education. The main reason of why job satisfaction is so extensively being researched is that it relates to deals with important associations with numerous variables like; life satisfaction, organizational commitment and job performance (Buitendach and De Witte, 2005). Nonetheless, job satisfaction is one of the most significant attitudes that influence employees' behaviour and work results. For many years, scholars have no answer on how job satisfaction is affecting and/or affected by other organizational variables (Suliman, 2007).

Employees' job satisfaction is being extensively related to the quality of service provided by the organization and client satisfaction as well. There is evidence that job satisfaction plays a main role in enhancing the organization operational performance (Yee *et al.*, 2008). This is supported by Harter *et al.* (2002) who found a positive association between customer satisfaction and employee job satisfaction. There are some factors that determine the level of employee job satisfaction such as; quality of superiors' management practices, rewards, work climate, and the organization commitment may affect or guide to job satisfaction (Spagnoli *et al.*, 2012; Wangenheim *et al.*, 2007; Yap *et al.*, 2010). One of the most important organizational commitments is the commitment to safety, which refer to the degree to which an organization's management prioritizes safety in decision-making and allocates adequate resources to safety (Wiegmann *et al.*, 2007). As a result, there is an association between job satisfaction and safety perception (Gyekye, 2005).

Safety perception can be enhanced by safety management practices in the organization. When managers and supervisors demonstrate their commitment to and support of safety, employees should respond by practicing efficient efforts to follow safe work practices and other safety related to regulations. Inherent here is the idea that management actions in support of safety helps to form an optimistic psychological environment that increases safety expectations and encourage good safety behavior among workers (Neal and Griffin, 2004). Workers' perceptions of workplace safety seem to reflect the extent to which they perceive their organizations safety management as being supportive and committed to their welfare and satisfaction (Gyekye, 2005; Huang *et al.*, 2012; Vinodkumar and Bhasi, 2010).

According to Mansor *et al.* (2012), working environment is very relevant to promote job satisfaction among the employees, and safety concern is one of the main issue of having suitable environment. In accordance with this view, Nik Wan bin Omar, *et al.* (2009), have found a relationship between working conditions and employees' job satisfaction. However, the perception of danger and risk is related to job satisfaction (Perez-Floriano and Gonzalez, 2007). And one way of feeling safe at workplace is trough the safety training. Researches give emphasis on the effectiveness of safety training which can be enhanced by complementary

involvement like performance feedback and goal-setting (Grindle *et al.*, 2000; Iyer *et al.*, 2005). Safety training is linked to safety management as one function of the organization safety management system (Rosli bin Ahmad, 2008).

Even though many studies have been conducted on job satisfaction and related factors that could be affected by or affecting to, but just few of them has considered verifying the relationship between the job satisfaction and safety management with moderating effect of safety training practices.

1.3 Problem Statement

Abu-Zinadah (2006) has found a low level of job satisfaction among Saudis employees because of the quality of work life and workplace environment. Other reasons were highlighted by Almalki *et al.* (2012), such as; heavy workload, lack of independence of making decisions, no clear job description and tasks, lack of specialized development opportunities, lack of recognition for their accomplishments, and lack of respect by the upper management. Alshammari (2012) has added the leadership styles as the reason of job satisfaction. It is surprising to note that over than 67 percent of the respondents of a study done in Saudi Arabia were highly dissatisfied with their job (Aljuhani and Kishk, 2006). In addition, employees' satisfaction is positively related to employees' retention in the Saudi workforce. As the employees' turnover is high when their job dissatisfaction is high (Achoui and Mansour, 2007).

Labour is a significant cost and the leakage of human capital through unnecessary turnover is costing the organization a lot of resources (Forrier and Sels, 2003). A study done by Alamri *et al.* (2006) found that the turnover rate among Saudis fresh graduate was about 50 percent. Similar study found that almost 40 percent of the Saudi respondents are indicating a turnover intention (Almalki *et al.*, 2012). In addition, turnover problem is becoming a serious issue, which costs the organizations a lot of money, effort and energy to certain numbers of Saudi

companies especially in the private sector. This problem might be the most important problem for "Saudization" or localization and development where job satisfaction is one cause of this problem (Achoi and Mansour, 2007; Abu-Zinadah, 2006). Hom and Kinicki (2004) and Aldhuwaihi *et al.* (2012) stated that the major problem with employee's turnover in Saudi Arabia was job satisfaction. However, safety management can influence employees' behaviour and feeling toward job satisfaction.

Safety management can determine the employees' job satisfaction and might be determining the intention to leave the organization as well. One of the major causes of accidents is poor safety management (Jannadi and Bu-Khamsin, 2001). Around 5,000 workers were killed on the job in 2010 in USA. However, in UK there were 115,000 injuries reported at the workplaces, 171 workers killed at work and there were about 200,000 reportable injuries. According to the Saudi General Directorate of Civil Defence report (2011), the number of reported safety accidents in 2007 was about 28,000 accidents with total cost quite a bit 73 million Saudi Riyal, which equals to almost 19 million USD. After one year, the number dropped down by 9 percent. In 2009, the number of accidents was sharply decreased by 10 percent and reached to around 17,000 accidents. But in 2010, it increased again to 18,000 accidents. This statistics shows that there is a safety problem since the number of the accidents is fluctuating every year; this may refer to a lacking of ways in which safety is managed in the workplace which called "safety culture".

In general, safety culture has been found to be important across a wide variety of organizations and industries such as petroleum companies (Hussin *et al.*, 2010; Mearns *et al.*, 2003). In addition, the petroleum industry is unique because of the convergence of several hazardous factors, among these the potential for fire, explosion, transit accidents and blow-outs, the work stress that can result from these threats, the attendant priority of high reliability operation, and the relative isolation of installations. Even though, a limited amount of research has identified best management practice in the industry (Mearns *et al.*, 2003). Moreover, Hubbard (2009) stated that while technological solutions have vastly improved petroleum safety in many ways, more effort is needed to improve human capacity solutions such as safety training which plays an important role in managing risks and hazards.

Huseyin and Satyen (2006) concluded that safety accidents frequently lead to injuries and sometimes to death, which can be prevented through safety training. Indeed, individuals will have a better chance of responding appropriately in hazardous cases, if they are provided with adequate safety training (Proulx, 2001). Moreover; a study conducted by Goldenhar *et al.* (2001) concluded that 79 percent of the respondents believed that safety training increased employee productivity, and 83 percent believed that employee morale was greatly increased as a result of safety training, while 100 percent agreed that safety of the work environment had increased due to their safety training. However, another study done in Saudi Arabia showed that 89 percent of workers never take work-related training courses and 18 percent of them already had accidents (Abdou, 2007). That will increase the number of workplace accidents.

The greater the level of management commitment toward safety, the more improved the safety attitudes. As long as job satisfaction has a positive association with organizational commitment, then, it seems to be a correlation between safety management and job satisfaction (Buitendach and De Witte, 2005; Josias, 2005; Firth *et al.*, 2004). However, there are some safety management practices affecting employees' job satisfaction like safety training as concludes by Pollitt (2010) that there is an improvement in the employees' job satisfaction after implementing safety training programs. Useful articles, researches and studies have been written about employees' job satisfaction, safety management and safety training, but there is little research has been done in Saudi Arabia. With the above problem statement established, it is obvious to state that it is highly significant to demonstrate how safety training moderates the relationship between safety management and job satisfaction in Saudi Arabia.

1.4 Research Questions

1. What is the level of safety management among employees in a petroleum company in Saudi Arabia?

2. What is the level of job satisfaction among employees in a petroleum company in Saudi Arabia?
3. Does safety management affect job satisfaction among employees in a petroleum company in Saudi Arabia?
4. Does of safety training practices moderate the relationship between safety management and job satisfaction in a petroleum company in Saudi Arabia?

1.5 Research Objectives

1. To identify the level of safety management among employees in a petroleum company in Saudi Arabia.
2. To identify the level of job satisfaction among employees in a petroleum company in Saudi Arabia.
3. To identify the effect of safety management on job satisfaction among employees in a petroleum company in Saudi Arabia.
4. To identify the moderating effect of safety training practices to the relationship between safety management and job satisfaction among employees in a petroleum company in Saudi Arabia.

1.6 Scope of the Study

This study focuses on identifying the relationship between safety management and job satisfaction with moderating of safety training practices. Safety management includes; human factor, machines and equipments, safety communication and safety evaluation. Job satisfaction dimensions will be; working conditions, supervision, security and the opportunity to advance. The moderator variable is the safety training practices which includes; pre job training, special training programs, updated safety knowledge, priority of safety issues and training perfectness. The targeted industry is petroleum and the company located in the

eastern part of Saudi Arabia. The research method of this study is quantitative method in which data will be collected via questionnaires. The proportionate stratified sampling method will be used to choose 287 respondents who are employees from the lower level of selected company.

1.7 Significance of the Study

1.7.1 Body of Knowledge

This study will add a valuable content to the existing body of knowledge. Even though a considerable number of researches and studies related to job satisfaction have been performed, most of the studies have been directed on the organizational dimensions like productivity (Shafritz and Ott, 2001; Wright and Bonett, 2007), efficiency (Oshagbemi, 2003), employees' retention (Giacometti 2005; Hom and Kinicki, 2004), customer's satisfaction (Yi *et al.*, 2011) or work stress (Azman Ismail *et al.*, 2009). But, there is a little emphasising on researches has been done in Saudi Arabia that links job satisfaction with safety management.

1.7.2 Organization

The targeted organization will likely benefit from this research, as it will become aware of factors affecting the employees' job satisfaction. Moreover, this will help the organization leaders to design and put into practice strategies to improve and develop working conditions of their employees. Such development will improve the employees' job satisfaction and in turn, improve their performance. Consequently, the organizational goals will be achieved. Additionally, decision makers and executives can use the findings of this study to apply new job environment strategies in the Saudi working places.

1.7.3 Future Research

The ideas of this study may be used as a reference data in conducting future researches if any researchers planning to conduct a study in the oil and gas field. Moreover, this study will serve as cross-reference that will give researchers a background or an overview of the situation of job satisfaction, safety management and safety training practices at Saudi Arabia.

1.8 Limitations of the Study

This study has some limitations. First, this study focuses on Saudi workers and the findings cannot be generalized to non-Saudis. However, this study aims to investigate the Saudi situation. Second, since the responses will be collected from petroleum organizations, the data has the limitation that it cannot represent the overall industries of Saudi Arabia employees. Lastly, data collection period is not reflecting the trends for more than one year as data will be collecting once, but it would show the real current situation of job satisfaction among Saudi employees.

1.9 Hypotheses

- Ho1. There is no significant relationship of safety management on the employee's job satisfaction.
- Ho2. The effect of safety training practices does not moderate the relationship of safety management on the job satisfaction in the petroleum company employees.

1.10 Conceptual Definition of Terms

1.10.1 Safety Management

As Wilson and Koehn (2000) underlined, safety management is a method of manipulating on-site safety policies, procedures, and practices. It involves a dynamic practice accommodating small or large adjustments done to workplace operations in order for workers to work properly without facing unexpected interruption

1.10.2 Safety Training Practices

Safety training is the process by which workers gain or expand knowledge to use it professionally and becoming skilled at new area, or acquiring incentive to perform job in a specific way to work safely (Hare and Cameron, 2011).

1.10.3 Job Satisfaction

Job satisfaction is a measure of the extent to which the employee is happy and satisfied with the job (Dawal *et al.* 2009).

1.11 Operational Definition of Terms

1.11.1 Safety Management

In this study, safety management is defined as the practices of managing safety related to certain issues in the organization. This research is going to study different dimensions of these practices which are; human factor, machines and equipments, safety communication and safety evaluation. These dimensions will be

measured by set of questionnaires designed by Vinodkumar and Bhasi (2010), and Gutiérrez (2011).

1.11.2 Safety Training Practices

In this study, safety training practices is defined as the training practices that aimed to save the employee's life at the workplace in the petroleum companies. This research is going to study the following dimensions; pre job training, special training programs, updated safety knowledge, priority of safety issues, and training perfectness. These dimensions will be measured by questionnaires designed by Vinodkumar and Bhasi (2010), and Gutiérrez (2011).

1.11.3 Job Satisfaction

In this study, job satisfaction is defined as the employee's feeling of being satisfied with their job in terms of intrinsic and extrinsic factors. Job satisfaction dimensions will be; working conditions, supervision, security, and the opportunity to advance. These dimensions will be measured by Minnesota Satisfaction Questionnaire (1967).

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