

Analysis Of Health, Safety And Welfare Measures And Their Impact On Organizational Commitment Towards Construction Companies In Chennai

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ABSTRACT

Employees' health, safety and their welfare is one of the important measures in order to maintain the good industrial relations and also improve the commitment of the employees towards the organization. Therefore, the purpose of the present research article is to analyze the various health, safety and welfare measures provided by the employer and their impact on commitment of employees towards organization with respect to construction industry in Chennai. The study is conducted with a sample size of 160 (construction employees) and analysis is done both descriptively and inferentially. The statistical tools like Independent Sample 't' test, Correlation and Multiple Regression are applied for testing of hypotheses. Based on the analysis, the study revealed that out of three measures, Safety Measures have significant impact on commitment of employees towards organization and there is a significant difference in the perception of employees on the health, safety and welfare measures provided by the organizations in the construction industry in Chennai. The study suggests the management of construction companies should take proactive steps to improve the working conditions as well as health, safety and welfare aspects of the employees. This would not only improve the commitment of employees towards the organization but also increase the overall performance of the organization.

Keywords: *Health, Safety, Welfare, Organizational Commitment, Working condition.*

INTRODUCTION

In a highly competitive business environment, employees are considered as biggest assets for any type of organization (small or medium or large) especially for construction based organization whose success or failure is purely depends upon the performance of employees. Therefore, investment in maintaining these valuable asset is vital for the

organization. Maintaining and improving the health and safety of the employees in the workplace is importance for achieving efficiency of the work done. Providing welfare measures to the employees increase their job satisfaction and boost their morale. Therefore, the present study is conducted to analyze the health, safety and welfare measures provided the employers of construction companies and their impact on employees' commitment towards their organization in Construction Industry in Chennai.

STATEMENT OF RESEARCH PROBLEM

Employees have a legal right to expect a healthy and safer work environment. Workplace health and safety is one of the important aspects for each and every employee in the construction companies whose nature of work is in outside the organization i.e., construction sites. Workplace injuries and unsafe working environments are not only affecting the physical health of the employees but also their productivity, morale, commitment, satisfaction towards job, etc. In addition to that accidents and ill-health cost businesses funds, in lost time, lost skills, insurance premium hikes, compensation, legal proceedings, new recruitment and training cost, etc.

Therefore, it is a statutory duty and moral responsibility of the management of the construction companies to take care of the health and safety of their employees at workplace. Maintaining health and safety at workplace would not only increase the wellness of the employees but also promote the wellness of employers. Welfare of the employees is also prime concern for the organization. The purpose of providing welfare to the employees is to bring about the development of the whole personality of the employees to make a better workforce. The very logic behind providing welfare schemes is to create efficient, healthy, satisfied and committed workforce for the organization. The purpose of providing such facilities is to make their work life better and also to raise their standard of living. They provide better physical and mental health to workers and thus promote a healthy work environment.

There is a direct relationship between health, safety and welfare measures provided by the organization and the commitment of employees towards the organization. Therefore, this study is conducted to analyse the health, safety and welfare measures provided the

construction companies to their employees and their impact on commitment of employees towards the organizations in construction industry in Chennai.

OBJECTIVES OF THE STUDY

The Objectives refer to the questions to be answered through the study. The objectives of this study is to analyse the health, safety and welfare measures provided the construction companies to their employees and their impact on commitment of employees towards their organizations in construction companies in Chennai.

THEORETICAL CONCEPTS

HEALTH MEASURES

Health is generally being defined as “a state of complete physical, mental and social wellbeing and not merely the absence of disease or illness”. The International Labour Organization (ILO) and the World Health Organization (1950) jointly defined the occupational health. According to them, “Occupational health should aim at the promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations; the prevention amongst workers of departures from health caused by their working conditions; the protection of workers in their employment from risks resulting from factors adverse to health; the placing and maintenance of the worker in an occupational environment adapted to his physiological and psychological capabilities; and, to summarize, the adaptation of work to man and of each man to his job”. Health measures reduces the accidents, sickness, and other health issues and improve the work performance and commitment of the employees.

SAFETY MEASURES

Safety refers to the absence of accidents. Safety refers to the protection of workers from the danger of accidents. Industrial safety or employee safety refers to the protection of the employees from the danger of industrial accidents. Employees' Safety at workplace is one of the biggest issue and it is completely the responsibility of the human resource managers and the business owners to make sure that their employees are working in safe environment or not. The management should make sure that they keep on motivating and boosting the employees to make them active in the working process.

WELFARE MEASURES

According to International Labour Organization (ILO) at its Asian Regional Conference, defined “Labour welfare as a term which is understood to include such services, facilities and amenities as may be established in or in the vicinity of undertakings to enable the persons employed in them to perform their work in healthy, congenial surroundings and to provide them with amenities conducive to good health and high morale”.

Welfare includes anything that is done for the comfort and improvement of employees and is provided in addition to the wages and salaries. Welfare helps in keeping the morale, motivation of the employees high and improve commitment towards work and organisation so as to retain the employees for longer duration. The welfare measures need not be in monetary terms only but in any kind/forms. Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families.

ORGANISATIONAL COMMITMENT

Organizational commitment is the bond employees experience with their organization. It is the individual’s psychological attachment to an organization. Organizational commitment plays a pivotal role in determining whether an employee will stay with the organization for a longer period of time and work passionately towards achieving the organization’s goal. Generally speaking, employees who are committed to their organization generally feel a connection with their organization, feel that they fit in and, feel they understand the goals of the organization. The added value of such employees is that they tend to be more determined in their work, show relatively improved productivity, increased profitability, employee retention, increase customer satisfaction, reduced customer complaints and above all improving the workplace culture.

SCOPE OF THE STUDY

The scope of study is a general outline of what the study will cover. The pivotal point of the study is to analyze the health, safety and welfare measures offered by the management and their impact on commitment of employees towards their organizations in construction companies in Chennai. The analysis, findings, suggestions and conclusion of the present study conducted by the researcher will be of immense use for the Human Resource Managers as well Construction Industry in India as well as other parts of the world and this study is also more useful for future researcher with similar studies in this nature.

This study is limited to the perception of employees working in construction companies (employees working at construction sites) in Chennai. The scope of study is limited within Chennai district. This study is conducted to suggest some measures to improve the present working environment of construction employees by providing adequate health, safety and welfare measures for the purpose of increasing the organizational commitment of employees working in construction companies in Chennai.

RESEARCH METHODOLOGY

The descriptive and exploratory research type was applied in this research. The study used qualitative as well as quantitative research approach. 200 structured questionnaires were issued to the employees working in various construction companies in Chennai and out of that 160 samples were finalized for data analysis and interpretation. The study used Convenience Sampling Method, a type of non-probability sampling since the exact population (total number of construction employees working in Chennai) of the present research is unknown. The study used both primary and secondary data. The period of the study was starting from February 2019 to April 2019. The statistical tools like Frequency table, Percentage Analysis, Independent Sample 't' test, Correlation and Multiple Regression were applied for testing of hypotheses.

DATA ANALYSIS AND INTERPRETATION

1. DEMOGRAPHIC & WORK PROFILE OF THE RESPONDENTS

TABLE 1
DEMOGRAPHIC & WORK PROFILE OF THE RESPONDENTS
(Sample Size = 160)

VARIABLES	OPTIONS	FREQUENCIES	(%)
Gender	Male	118	73.75
	Female	42	26.25
Age	18 – 30 Years	Open ended Question (Scale Variable)	36.00
	31 - 40 Years		44.00
	41 - 56 Years		20.00
Marital Status	Married	106	66.25
	Unmarried	54	33.75
Qualification	School Level	67	41.88
	Diploma	35	21.87
	UG / PG	42	26.25
	Professional	16	10.00
Monthly Salary (INR)	Upto Rs.20,000	74	46.25
	Rs.20,001 – Rs.40,000	43	26.88
	Rs.40,001 – Rs.60,000	31	19.37
	Above Rs.60,000	12	7.50
Job Experience in the present company	1 – 5 Years	89	55.62
	6 – 10 Years	46	28.75
	Above 10 Years	25	15.63

Source: Primary Data

From the above table, it is inferred that Male respondents (118, 74%) are more than female respondents (42, 26%). The range of the Age of the respondents is between 18 and 56 years. 44% of the respondents belong to the age group of 31 – 40 Years. Majority of the respondents are married (106, 66%). 63.75% (67+35 = 102) of them have school education and diplomas followed by UG/PG with 26% (42). With respect to Monthly Salary, 46% (74) of the respondents are getting up-to Rs.20,000 followed by Rs.20,001 – Rs.40,000 (43, 26.88%). As far as Job Experience in the present company is concerned, 55.62% (89) of the respondents have 1 – 5 years of experience followed 6 – 10 years (46, 28.75%).

2. HEALTH, SAFETY & WELFARE MEASURES – MEAN ANALYSIS

TABLE 2

Descriptive Analysis

VARIABLES	N	Mean	SD
Health Measures	160	18.74	3.856
Safety Measures	160	19.82	3.127
Welfare Measures	160	17.56	4.125
HEALTH, SAFETY & WELFARE MEASURES	160	56.12	6.874

Source: Primary Data

15 Questions relating to the Health, Safety and Welfare Measures (5 questions for each measures) based on 5 point Likert scale, (Strongly Disagree (1) to Strongly Agree (5)) were given in the questionnaire. Employees' perception on the Health, Safety and Welfare Measures were measured by applying descriptive analysis.

From the above table, it is inferred that the employees' perception on the Safety Measures (M = 19.82) is more than other measures and employees' perception on Welfare Measures (17.56) is lesser than other measures provided by the construction companies. It is also inferred that the Employees' perception on the Health, Safety and Welfare Measures are above the average level since the all Mean values are above 17.50 (70%) out of 25. The Overall Mean Score of the Employees' perception on the Health, Safety and Welfare Measures is 56.12 which is 74.83% ($56.12/75 \times 100$). This indicates that the overall employees' perception on the Health, Safety and Welfare Measures is above 74%.

INDEPENDENT SAMPLE ‘t’ TEST - ANALYSIS

H₀: There is no significant difference between the Male and Female respondents with respect to the Health, Safety and Welfare Measures provided by the construction companies.

An independent-samples t-test was conducted to compare the difference between the Male and Female respondents with respect to the Health, Safety and Welfare Measures provided by the construction companies.

**TABLE 3
GENDER - HEALTH, SAFETY AND WELFARE MEASURES**

VARIABLES	GENDER						t - value	p - value
	MALE			FEMALE				
	N	Mean	SD	N	Mean	SD		
Health Measures	118	19.42	3.404	42	18.33	3.321	3.586	0.000**
Safety Measures	118	19.94	3.311	42	18.56	3.432	2.063	0.036*
Welfare Measures	118	18.52	3.563	42	19.35	3.107	2.954	0.007**
HEALTH, SAFETY & WELFARE MEASURES	118	57.98	3.53	42	56.24	3.88	4.589	0.000**

Source: Primary Data
(** 1% Level of Significance)
(* 5% Level of Significance)

As the *P* values are lesser than Sig. Value (0.01 and 0.05) in Health, Safety and Welfare Measures and also in the overall score of Health, Safety and Welfare Measures, the Null Hypotheses are rejected.

The male respondents perceived more on Safety Measures (M = 19.94) and have perceived lesser on Welfare Measures (M = 18.52) than others. The female respondents perceived more on Welfare Measures (M = 19.35) and have perceived lesser on Health Measures (M = 18.33) than others.

Based on the mean scores of the Health, Safety and Welfare Measures, we can say that the Mean Score of Male respondents (M = 57.98) is more than Female respondents (M = 56.24). This indicates that the Male respondents have more perception on the Health, Safety and Welfare Measures provided by the construction companies than the Female respondents.

Hence, it is concluded that there is a statistically significant difference between Male and Female respondents with respect to the Health, Safety and Welfare Measures provided by the construction companies.

CORRELATION ANALYSIS

H₀: There is no significant relationship between the Health, Safety & Welfare Measures and Organizational Commitment.

A Pearson product-moment correlation was run to determine the relationship between the Health, Safety & Welfare Measures and Organizational Commitment in the construction companies.

TABLE 4
HEALTH, SAFETY & WELFARE MEASURES – ORGANIZATIONAL COMMITMENT

VARIABLES	N	'r' VALUE	P - VALUE	RELATION SHIP	REMARKS	
					SIGNIFICANT	RESULT
Health Measures - Organizational Commitment	160	0.586**	0.000	Positive	Significant	REJECTED
Safety Measures - Organizational Commitment	160	0.723**	0.000	Positive	Significant	REJECTED
Welfare Measures - Organizational Commitment	160	0.534**	0.000	Positive	Significant	REJECTED

****.** Correlation is significant at the 0.01 level (2-tailed).

As the P value is lesser than Sig. Value (0.001) in all the above relationships, the Null Hypotheses are rejected. There are moderate to high positive correlations between the between the perception of employees on Health, Safety & Welfare Measures and Organizational Commitment in the construction companies.

Out of three measures, Safety measures has more relationship (r = 0.723) with Organizational Commitment and Welfare measures has less relationship (r = 0.534) with Organizational Commitment when compared with others. Hence, there is a significant relationship between the Health, Safety & Welfare Measures and Organizational Commitment in the construction companies.

MULTIPLE REGRESSION ANALYSIS

Multiple Regression Analysis was carried out to determine the best linear combination of Health, Safety & Welfare Measures (Independent Variables) for predicting the Dependent Variable - Organizational Commitment.

**TABLE 5
REGRESSION COEFFICIENTS
HEALTH, SAFETY & WELFARE MEASURES – ORGANIZATIONAL COMMITMENT**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.524	.523		9.652	.000
	Health Measures	.313	.034	.333	6.126	.000
	Safety Measures	.402	.026	.456	8.254	.000
	Welfare Measures	.322	.029	.385	7.221	.000

Dependent Variable: ORGANIZATIONAL COMMITMENT

This combination of all the three independent variables (Health, Safety and Welfare Measures) significantly predicts the dependent variable i.e., Organizational Commitment, $F(3, 157) = 478.662$, $p = .000$ which is lesser than $.001$ (Sig. Value 2-tailed) and Adjusted R Square = 0.732.

Out of three independent variables(Health, Safety and Welfare Measures), Safety Measures (0.456) is the strongest influencing factor which predicting dependent variable – Organizational Commitment of employees. The beta weights suggest that the Safety Measures only contribute most (0.456 or 46%) to predict Organizational Commitment. From the unstandardized coefficient, it is found that the one unit increase in the Safety Measures would increase the Organizational Commitment by 0.402 units. Welfare Measures (0.385) and Health Measures (0.333)also strongly predict the Organizational Commitment but lesser than Safety Measures.

LIMITATIONS OF THE STUDY

The sample will be confined to 160employees working in various construction companies in Chennai. So this study cannot be regarded as “full -proof” one. This study is

confined to the selected employees who worked at construction sites in Chennai district only. Hence, the results of this study cannot be generalized to the other parts of the state as well as other parts of India. Therefore, for academics and researchers, further quantitative as well as qualitative research are required to identify the determinants of organizational commitment apart from health, safety and welfare measures using cross-district/state and cross-industry applications to predict the same in various contexts.

SUGGESTIONS AND CONCLUSION

Employees are considered as the backbone of the any organization and if in any cases the working force gets affected then the business organization will also surely get affected by those accidents and hazards. Therefore, as the employers of the company it is the primary to maintain all the safety features and keep the working environment healthy, so that all the workers can work comfortably and remain healthy and safe during the working hours in the organization.

From the results, it is concluded that the level of Health, Safety and Welfare of the employees in selected construction companies in Chennai is above the average level. The impact of Health, Safety and Welfare on Commitment of employees towards construction companies is also above the average level. Health, Safety and Welfare measures offered by the construction companies predicts Organizational Commitment of employees significantly. Out of three independent variables (Health, Safety and Welfare Measures), Safety Measures is the strongest influencing factor which predicting the Organizational Commitment of employees working in the construction companies in Chennai.

The empirical data and the statistical tests in this study support the existence of a direct causal relationship between the Health, Safety and Welfare measures and Organizational Commitment of employees. The study also showed that employees' perception on Health and Welfare measures are lesser than Safety Measures. Therefore, the management of construction companies should take more steps to improve the provision of health and welfare measures in addition to the safety measures which would bring more committed workforce.

The management of construction companies needs to conduct more safety training programs for the employees and provide adequate safety equipments wherever required and supervising to follow safety measures by the employees. The employees should be provided separate rest rooms and wash rooms for each department for both male and female employees. The management of construction companies must understand that a healthy and safer workplace is one of the major key components to improve the organizational commitment and to develop a positive corporate culture.

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