

**STUDY ON RELATIONSHIP BETWEEN OCCUPATIONAL  
HEALTH AND SAFETY MANAGEMENT AND EMPLOYEE  
TURNOVER INTENTION IN EAM MALIBAN TEXTILE (PVT)  
LTD MAHIYANGANAYA**



**D. M. S. PRIYADARSHANI**

**1699**



FCM1599



Project Report  
Library - EU SL

**DEPARTMENT OF MANAGEMENT  
FACULTY OF COMMERCE AND MANAGEMENT  
EASTERN UNIVERSITY, SRI LANKA**

**2016**



## Abstract

Effective occupational health and safety management lead to reduce turnover intention in the organizations. The garment industry is considered as one of the most important industries and it needs for effective and efficient occupational health and safety management in order to safeguard workers and the industry. Only few studies have focused on the occupational health and safety and turnover intentions in the garment industry in Sri Lanka. Hence this study aims at filling this existing empirical knowledge gap in the garment industry.

This study aims to assess the extent of occupational health and safety management, extent of employee turnover intention, relationship between occupational health and safety management and employee turnover intention, extent of relationship exist between occupational management and employee turnover intention at EAM Maliban Textile (Pvt) Ltd in Mahiyanganaya. The stratified sampling method was used to select the sample of the study and out of the 650 of employees, 200 employees from five departments in EAM Maliban Textile (Pvt) Ltd Mahiyanganaya were selected and distributed questionnaires to collect the required data and analyze the data by using SPSS 19.0 to reach above mentioned objectives of the study.

The findings exhibited that, there is a high level of health and safety management and low level of employee turnover intention in EAM Maliban Textile (Pvt) Ltd in Mahiyanganaya. The Correlation Coefficient and Regression Analysis showed that a moderate negative significant relationship exist between dimensions of occupational health and safety management and employee turnover intention through health and safety procedure, health and safety supervision, safety leadership and health and safety facilities or equipment.

Garment factories always try to keep their quality of products and keep their position in the whole market. Through this study they can get an idea about their employee's turnover intention and occupational health and safety management in the industry. And also they can identify the weak points of occupational health and safety management in the garment industry and then they can interfere to reduce them.

**Key Words:** Health and Safety, Turnover Intention, Health and Safety Procedure, Health and Safety Supervision, Safety Leadership, Health and Safety Facilities

## Table of Contents

Acknowledgement.....	I
Abstract.....	II
Table of Contents.....	III
List of Tables and Figure.....	VII
<b>Chapter -1 Introduction.....</b>	<b>1-6</b>
1.1 Background of the Study.....	1
1.2 Problem Justification.....	2
1.3 Problem Statement.....	3
1.4 Research Questions.....	3
1.5 Objectives of the Study.....	4
1.6 Significance of the Study.....	4
1.7 Scope of the Study.....	5
1.8 Chapter Organization.....	5
1.9 Chapter Summary.....	6
<b>Chapter -2 Literature Review.....</b>	<b>7-21</b>
2.1 Introduction.....	7
2.2 Occupational Health and Safety.....	8
2.2.1 The Impact of Occupational Health and Safety on Organization....	8
2.2.2 Benefits in Maintaining Effective Workplace Safety and Health Programs.....	9
2.3 Effective Health and Safety Management.....	10
2.3.1 Building an Effective Health and Safety Management System.....	11
2.4 Turnover Intention.....	14
2.5 Occupational Health and Safety Management and Employee Turnover Intention.....	16
2.6 Concept Model.....	19
2.7 Chapter Summary.....	20
<b>Chapter -3 Conceptualization and Operationalization.....</b>	<b>21-26</b>
3.1 Introduction.....	21
3.2 Conceptual Framework.....	21

3.3	Definition of Key Concepts.....	21
3.3.1	Occupational Health and Safety Management.....	21
3.3.2	Health and Safety Management Procedure.....	22
3.3.3	Health and Safety Supervision.....	23
3.3.4	Safety Leadership.....	23
3.3.5	Health and Safety Facilities or Equipment.....	23
3.3.6	Turnover Intention.....	23
3.4	Hypotheses.....	24
3.5	Operationalization.....	24
3.6	Chapter Summary.....	26
<b>Chapter - 4 Research Methodology.....</b>		<b>27-33</b>
4.1	Introduction.....	27
4.2	Study setting.....	27
4.2.1	Research Method and Research Analysis Method.....	27
4.2.2	Variable of The Study.....	27
4.2.3	Study Setting.....	27
4.2.4	Time Horizon.....	28
4.2.5	Unit of Analysis.....	28
4.2.6	Population of the Study.....	28
4.2.7	Sample.....	28
4.2.8	Sampling Technique.....	29
4.2.9	Sampling Framework.....	29
4.3	Data Collection Method.....	29
4.3.1	Questionnaire.....	30
4.4	Data Presentation.....	31
4.4.1	Data Presentation for Personal Information.....	31
4.4.2	Data Presentation For Occupational Health and Safety Management, Employee Turnover Intention.....	31
4.5	Method of Data Analysis.....	31
4.5.1	Univariate Analysis.....	31
4.5.2	Bivariate Analysis.....	32
4.5.3	Correlation Analysis.....	32

4.5.4	Simple Regression Analysis.....	33
4.6	Chapter Summary.....	33
<b>Chapter -5 Data Presentation and Analysis.....</b>		<b>34-53</b>
5.1	Introduction.....	34
5.2	Analysis of Reliability of the Instruments.....	34
5.3	Frequency Distribution Analysis of Respondents By Personal Characteristics.....	35
5.3.1	Types of Department.....	35
5.3.2	Age Level of Employees.....	36
5.3.3	Gender of Employees.....	36
5.3.4	Marital Status of Employees.....	37
5.3.5	Educational Level of Employees.....	37
5.3.6	Income Level of Employees.....	38
5.3.7	Working Experience of Employees.....	38
5.4	Objective One: Identify the Extent of Occupational Health and Safety Management.....	39
5.4.1	Mean and Standard Deviation of Occupational Health and Safety Management.....	39
5.5	Objective Two: Identify the Extent of Employee Turnover Intention.....	41
5.5.1	Mean and Standard Deviation of Employee Turnover Intention.....	41
5.6	Objective Three and Four: To Identify Extent of Relationship and Extent of Relationship Exist between Occupational Health and Safety Management and Employee Turnover Intention .....	41
5.6.1	Relationship and Significant of Relationship between Overall Occupational Health and Safety Management and Employee Turnover Intention.....	42
5.6.2	The Relationship and Significant Exists Between Dimensions of Occupational Health and Safety Management and Employee Turnover Intention.....	43
5.6.2.1	Relationship and Significant between Health and Safety Management Procedure and Employee Turnover Intention.....	45
5.6.2.2	Relationship and Significant between Health and Safety	

	Supervision and Employee Turnover Intention.....	47
5.6.2.3	Relationship and Significant between Safety Leadership and Turnover Intention.....	49
5.6.2.4	Relationship and Significant between Health and Safety Facilities or Equipment and Employee Turnover Intention.....	51
5.7	Chapter Summary.....	53
	<b>Chapter -6 Discussion</b> .....	<b>54-62</b>
6.1	Introduction.....	54
6.2	Discuss of the Employee Personal Factors.....	54
6.3	Discussion of Research Objectives.....	55
6.3.1	Objective One: To Identify the Extent of Occupational Health and Safety Management in EAM Maliban Textile Pvt Ltd Mahiyanganaya.....	55
6.3.2	Objective Two: To Identify the Extent of Employerr Turnover Intention in EAM Maliban Textile Pvt Ltd Mahiyanganaya.....	57
6.3.3	Objective Three and Four: The Relationship and Extent of Relationship of Occupational Health and Safety Management and Employee Turnover Intention.....	57
6.4	Chapter Summary.....	62
	<b>Chapter -7 Conclusion</b> .....	<b>63-66</b>
7.1	Introduction.....	63
7.2	Conclusion.....	63
7.3	Recommendations.....	64
7.3.1	Health and Safety Management Procedure.....	64
7.3.2	Health and Safety Supervision.....	64
7.3.3	Safety Leadership.....	65
7.3.4	Health and Safety Facilities or Equipment.....	65
7.4	Managerial Implications.....	66
7.5	Suggestions for Future Research and Limitation.....	66
	<b>References</b> .....	<b>67-72</b>
	<b>Appendix-01 Questionnaire</b> .....	<b>73-75</b>