THE EFFECT OF OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT ON THE JOB PERFORMANCE: THE CASE OF YEMENI INSTITUTIONS IN TURKEY

Yüksek Lisans Tezi (Master's Degree Thesis)

HAMZAH Abdulqawi Ahmed Hasan AL-NASSER

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ABSTRACT

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The purpose of this study is to investigate the influence of the practices employed within the context of occupational health and safety management (OHSM) on the job performance of non-profit organizations, as well as to depict the present status of OHSM actions in the Yemeni charity institutions in Turkey and to measure the effectiveness of these practices on the performance. The descriptive-analytical method is used to meet the study's goals, and a questionnaire is formed to gather data. The questionnaire consists of two sections with 44 questions. To select the target respondents in this research, a purposive sampling method is used, and the samples are 141 workers from Yemeni non-profit institutions in Turkey. The data for this study population are analyzed using multiple regression analysis and descriptive statistics. For the analysis, the researcher uses the following steps: Frequency for demographic data, Descriptive statistics (Mean, standard deviations, Skewness, and Kurtosis), Cronbach Alpha for reliability, CFA confirmatory factor analysis, Multiple Regression by SPSS. After the hypothesizes are tested, the findings reveal that only the psychological dimension and workplace environment has an influence on the performance. Moreover, security and prevention have no discernible influence on job performance, emergency management has no major influence on work performance, the psychological dimension has a considerable influence on job performance, and the workplace environment has a substantial influence on job performance. Finally, the study shows that institutions should pay attention to the psychological factor and improve the work environment through administrative reform in order to produce ideal working circumstances. Moving away from centralized decision-making also helps to ensure that all of the institutions' interests are served in a

seamless manner. This indicates that organizations that strategically implement OHSM procedures often see an increase in employee productivity.

Keywords: Occupational Health and Safety (OHS), Job Performance, Yemeni institutions.

ÖZET

İş Sağlığı ve Güvenliği Yönetiminin İş Performansına Etkisi: Türkiye'deki Yemenli Kurumlar Örnek

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Bu çalışmanın amacı, iş sağlığı ve güvenliği yönetimi (İSGY) kapsamındaki uygulamaların, kâr amacı gütmeyen kurumların iş performansı üzerindeki etkisini araştırmak ve İSGY uygulamalarının bu kuruluşlardaki mevcut durumunu ortaya koyarak bu uygulamaların performans üzerindeki etkinliğini ölçmektir. Betimsel-analitik yöntemin kullanıldığı bu çalışmanın amaçları doğrultusunda veri toplamak üzere bir anket oluşturulmuştur. İki bölümden oluşan ankette toplamda 44 soru yer almaktadır. Verilen toplanacağı katılımcıları seçmek üzere amaçlı örnekleme yöntemi kullanılmış olup örneklem, Türkiye'deki kâr amacı gütmeyen Yemenli kurumlarda çalışan 141 çalışandan oluşmaktadır. Örneklemden elde edilen veriler, çoklu regresyon analizi ve tanımlayıcı istatistikler kullanılarak analiz edilmiştir. Analizde demografik veriler için frekans, tanımlayıcı istatistikler (ortalama, standart sapma, basıklık ve yığılma ölçüleri), güvenilirlik için Cronbach Alpha, Doğrulayıcı Faktör Analizi ve Çoklu Regresyon araç ve yöntemleri kullanılmıştır. Hipotezlerin testleri, İSGY boyutlarından sadece psikolojik boyutun ve işyeri ortamının performans üzerinde etkili olduğunu ortaya koymaktadır. Ayrıca, emniyet önlemlerinin ve acil durum yönetiminin iş performansı üzerinde önemli bir etkisi yoktur. Diğer taraftan, psikolojik boyut ve işyeri ortamının iş performansı üzerinde önemli bir etkisi vardır. Bu araştırma, ideal çalışma koşullarının üretilmesi için kurumların psikolojik boyuta dikkat etmesi ve idari reform yoluyla çalışma ortamını iyileştirmesi gerektiğini göstermektedir. Merkezi karar alma sürecinden uzaklaşmak, aynı zamanda tüm kurumların çıkarlarına sorunsuz bir şekilde hizmet edilmesini sağlamaya da yardımcı olacaktır. Bu, İSGY prosedürlerini stratejik olarak uygulayan kuruluşların genellikle çalışan verimliliğinde bir artış gördüğüne işaret etmektedir.

Anahtar Kelimeler: İş Sağlığı ve Güvenliği (İSG), İş Performansı, Yemen kurumları.

Contents

Abbreviations

OHS – OSH: Occupational Health and Safety.

WHS: Occupational Health, or Workplace Health and Safety.

ILO: International Labor Organization.

UN: United Nations.

OHSMS: Occupational Health and Safety Management System.

WHO: World Health Organization.

1 Chapter I: Introduction

1.1 Problem Statement and Rationale

OHS has grown into a science in its own right, with the purpose of defining rules and regulations that may be applied within a legislative framework to safeguard human health and life, as well as his property, from harm. OHS has also grabbed the interest of many individuals, and it has found its way into engineering and medical frameworks. Today, there are also OHS institutions with a working team of engineers, physicians, and technicians that provide long-term advice and training for enterprises, institutions, factories, and workshops. Furthermore, OHS is the field that attempts to protect employees from all types of hazards associated with their occupations or working surroundings. This is performed by addressing the personal or technical factors that contribute to these dangers, so enhancing the work environment and conditions and assuring workers' long-term physical and mental health. (Khashim & Ali, 2020, p. 14).

Organizations occupy magnificent importance in the structure of the modern state to coordinate social activity; but the absence of occupational health and safety (OHS) methods and procedures, or ignorance or neglect them leads to some challenges and obstacles for workers in these institutions. All of these will negatively affect the functioning of work in general. Furthermore, the improper implementation of OHS systems in organizations exposes employees to a variety of occupational risks that negatively impact their job performance (Tappura, Syvänen , & Saarela, 2014, p. 42). In addition, OHS actions enhance the feeling of comfort, safety, and belonging in the minds of the employees (Kumar and others, 2014). As a result, many organizations pay great attention to OHS measures. Occupational injuries, on the other hand, cost a significant amount of time and money since they result in employment losses (Kılıç and Selvi, 2009, p.904). It is worth noting that many researchers and policymakers have turned their attention to OHS management system (OHSMS) and practices as a field of study.

In this regard, the findings of a study on OHSMS undertaken by Yoon, Lin, and others showed that implementing an OHSMS reduced the number of accidents. The findings also revealed that differences exist in the motivation for developing the OHS system, the external assistance required to integrate the OHSMS, and the challenges and feasibility of implementing the OHSMS. In another study conducted by Wambulwa and Makok, the findings indicate that OHS programs contribute to organizational growth, survival as well

as performance. A similar study by Cudjoe, on an assessment of OHS practices, findings indicates that the hospital's OHS management practices increased employee satisfaction. According to the findings of a study written by Putri, Triatmanto and Setiyadi on the effects of OHS risk, higher risks to health and well-being in the workplace increase the degree of happiness at work. Finally, the findings of a similar study by Théoneste show that OHS is critical to employee success and that there is a positive relationship between the two. What has been observed is that these studies were done in developed countries, and the focus was on industrial companies or profit organizations.

The abovementioned studies that included only for-profit companies show only one side of the coin and it is a necessity to discover the effects of OHS practices on various variables in non-industrial and non-profit institutions such as charity societies and foundations. Therefore, the focus of this study is to address the following question: What impact do the practices employed by the OHSM have on the job performance of the non-profit organizations?

1.2 Goal of the Study

The goals of this study are to depict the present status of OHSM actions in the Yemeni charity institutions in Turkey and to measure the effectiveness of these practices on the job performance of the employees in these institutions.

1.3 Scope and Importance of this Study

The significance of this study arises from its scientific and practical significance, as it is identical to trends and studies that investigate OHS and job performance. Furthermore, the study is intended to help to a better understanding of the importance of taking preventive measures and actions within the scope of OHS in businesses. In addition, the findings of this study will assist to draw the attention of those interested in these two fields. It is worth noting that, considering recent global changes, no recent study conducted on this topic in universities, research institutions, etc. in Yemen until this moment. In scientific terms, it is anticipated that this study will benefit the field of performance in general, as the importance of this study is represented by the beneficiaries, which are Yemeni institutions in Turkey, as well as the workers and stakeholders in these organizations, through the results of the study. Finally, the researcher hopes that this study will aid officials in determining the priorities of intervention related to OHS and job performance in the organizations that are being studied. The researcher also hopes that

this study will contribute to producing findings and recommendations that will benefit those who are interested in this field.

1.4 Research Variables

The availability of OHS standards has a vital impact in modern organizations, particularly considering the increasingly complex conditions, which prompted researchers in the field towards working on designing standards to measure the levels of OHS policies, practices, and applications within organizations.

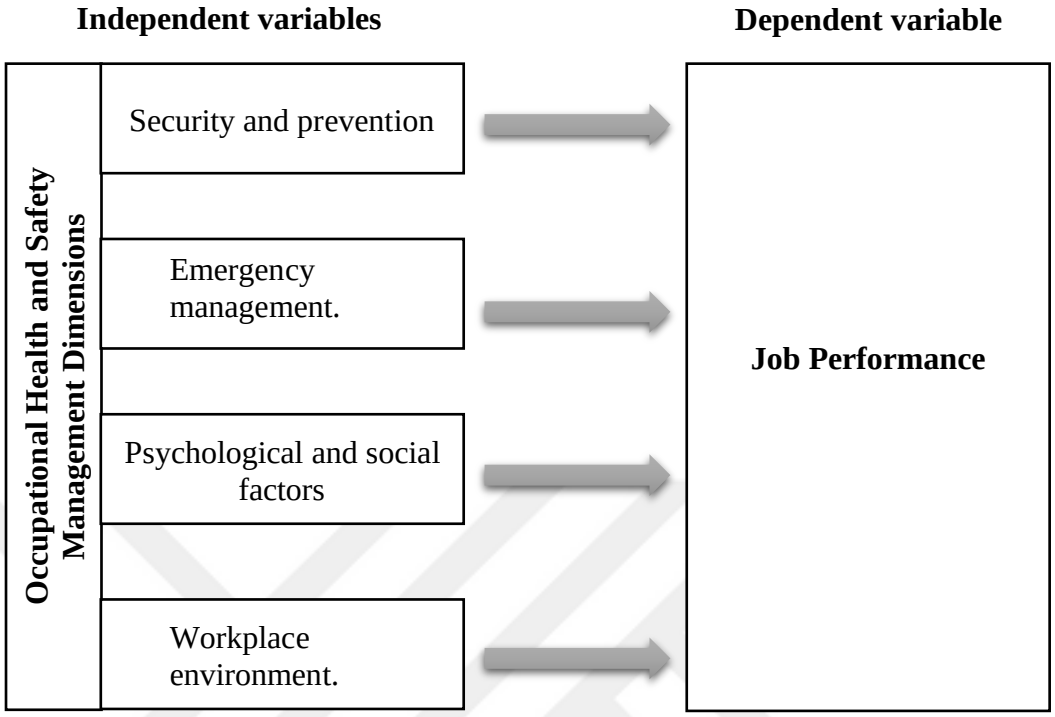
Furthermore, the researchers have dealt with a set of dimensions related to OHS regarding the services provided by the employer to employees, including the benefits and facilities provided to employees, as well as additional features that improve the work environment and motivate employees to perform better. Additionally, some researchers believe that focusing on the work environment component and identifying strategies that improve protection is critical for improving individual safety. Also, social welfare programs are a significant aspect of OHS.

Finally, despite the different focuses that researchers have within the scope of the field, the dimensions of OHS vary in names for most researchers but their contents are similar and may involve adding a dimension or merge of more than a dimension into a single dimension, depending on the different levels or nature of a place conducting the study.

The following variables were utilized for the purpose of this study because they are comprehensive in nature and are commonly used, hence they are deemed to be more relevant dimensions as per the nature of this study:

1- **Independent variables**: Occupational Health and Safety Management dimensions, which are
    - Security and prevention,
    - Emergency management,
    - Psychological and social factors,
    - Workplace environment
2- **Dependent variable:** Job Performance

The following figure depicts the research model in this study:



1.5 Previous Studies

Several studies have been conducted on OHS and its effect on performance in for profit organizations. The following introduces some of the notable studies:

A study by Théoneste (2015) aimed to determine the abilities of the employees they demonstrate inside a hospital according to OHS standards. The findings indicated that the effective management of these parameters significantly guarantees increased productivity in the hospital. Also, many occupational health and safety practices and programs have had an impact on employees' ability to produce. On the other hand, the administration in the hospital does not have sufficient interest in this department.

Clegg (2003) conducted a similar study to find out the influence of OHS on the performance in the context of its operations. According to the findings, OHS standards improve employee performance for higher productivity, and a good work environment improves employee performance. As a result, Ghana Meteorological Agency policymakers (GMet) must consider whether it is best to provide employees with personal protective equipment to improve their performance.

Njeru (2015) researched to examine the implementation of the OHS management system and analyze the factors influencing it. The findings showed that there is a need for a document outlining OHS policies.

Muhammad and Hakim (2018) conducted similar research that aims to establish a connection between OHS structures and processes to improve worker efficiency. The findings revealed that work accidents and the nature of bad work are indeed a negative factor on the performance of the workers in particular and the performance of the institution in general. Yet, they have the ability to reduce and control to some extent if they can accurately identify the factors and sources influencing, emphasizing the need for institutions to adopt Occupation-Based Training.

1.6 The Hypothesis

The main research hypotheses can be formulated as follows:

H1: There is a positive effect of OHS management on job performance in Yemeni institutions in Turkey.

Out of the main hypothesis, the following sub-hypotheses emerge:

1. There is a positive influence of emergency management on the job performance of employees.
2. There is a positive influence of the workplace environment on the job performance of employees.
3. There is a positive influence of security and prevention programs on the job performance of employees.
4. There is a positive influence of psychological and social factors on the job performance of employees.

1.7 Limitations

The limitations of the study can be stated by highlighting both the geographical and human limitations and the field of work of the organizations in the following:

The research targets Yemeni non-profit institutions in Turkey, which are represented by Yemeni institutions, associations, located in Istanbul and Ankara. The field of work of these institutions and societies is to implement development projects and community initiatives, in addition to being involved in some charity investment transactions inside and outside Turkey, and qualification and technical training are among the most prominent activities of these associations. In addition, the study will target employees and managers in institutions, who are expected to be more than 100 workers and 6 managers of 6 institutions, who are considered a sample of the study population, not the whole population.

2 Chapter II: The Literature Review

2.1 Occupational Health and Safety Management (OHSM)

Introduction

During Europe's industrial revolution, many peasants relocated to towns - to escape the servitude that they were directing from the feudal lords - where the industry was, many work injuries started to occur, harming these immigrants who had no experience of the business or its hazards. The factories in particular and the establishments in general were teeming with different types of threats. According to common belief, if an injury happens and the injured cause it, the contractor is not obligated to bear any responsibility. Furthermore, as the number of injuries skyrocketed and people continued to speak about them, rules and regulations were enacted forcing plant owners to pay the injured for accidents even though they were the cause of their occurrence. At the time, factory owners started to change workplace conditions to lower the amount of money they paid to injured workers, resulting in a decrease in the number of injuries.

Despite the changes made, the number of accidents again have increased due to the expansion of the operations carried out by the workers, as well as the failure to treat job security administratively equally with the most important objectives of the enterprise, which is profit (Reese, 2008, p. 2), , As a result, the interest in the human element appeared; human capital is now regarded as real resources and the primary axis of development in multiple job sites. Devices, instruments, and massive machines, as well as institutional work in general, would remain ineffective if the human spirit is not the one who powers, hires, and manages them.

Hence the interest in OHS increased, and in light of these laws and legislation were enacted and international and local conferences were held in various countries of the world aimed at protecting people at work, and accordingly, many agreements were made, such as the "OHS Convention" No. 155 of 1981 that aims to protect workers from accidents and health injuries resulting from work and reduce the dangers that come with working in a certain setting. These laws and procedures collectively work to create a risk-free work environment and to familiarize workers with safety rules in various institutions, whether governmental or private. Furthermore, these laws seek to achieve the highest level of occupational health while incurring the fewest financial and human losses, which

aids in increasing production and service efficiency while lowering costs. (Lingard & Rowlinson, 2005, p. 1 & 305).

OHS has been defined by the International Labor Organization (ILO) and the World Health Organization (WHO) since 1950. The Joint ILO-WHO Committee on OHS approved this definition at its first session in 1950 and amended it at its twelfth session in 1995. The focus of OHS is on three different objectives, namely, maintaining and promoting workers' health and ability to work, improving the work to make it more conducive to OHS, and establishing work structures and cultures in a way that promotes OHS at work which leads to the promotion of a healthy social environment, seamless operations, and greater productivity. In this context, work culture serves to represent the core value systems accepted by the firm in question. This culture is mirrored in the administrative processes, recruitment policies, involvement principles, programs of training, and quality management.

It is worth noting that in our current time, concern for OHS has an important place in modern business organizations, and this is evident by noting the exceptional efforts to preserve employees. Also, it should be noted that OHS is no longer a problem for some affected individuals at work, but rather a general problem that meets the increasing interest of everyone at all levels in institutions, after the development of the means of production and the means of services also developed, which in turn increased from work injuries and various occupational diseases. The issue of OHS is considered one of the primary issues that are concerned with sociologists and psychologists, by conducting scientific research and field studies to find out their causes and laying down the means that prevent their occurrence, and thus strengthening occupational security and safety measures in general (Judi, 2020, pp. 196-197).

Finally, OHS and the importance paid to it in every organization is a sign of administrative growth and good economic planning. It also represents public and institutional recognition of the significance of safety and its role in enhancing the manufacturing and service processes. Also, in its current and thorough definition, safety means protecting the key elements of manufacturing, which are the human beings both within and outside the enterprise, with all his psychological and behavioral aspects, production tools and service means, and how to reflect this on-the-job performance at the enterprise level (Ashour, 2015, p. 233).

2.1.1 Occupational Health and Safety (OHS)

The field of OHS has numerous aspects impacting job performance in institutions because of work accidents and occupational illnesses. The interest in OHS was noted at the beginning of human production activity, but its development started with the industrial revolution and the associated hazards. Countries rushed to pass laws and legislation in this field, and researchers and thinkers did not hesitate to study and analyze it, but at the institutional level, this interest manifested itself in the formation of a department for OHS that oversees everything related to it. The increased interest in this topic is due to the humanitarian, social, and economic impacts of workplace accidents and occupational illnesses, which eventually influence the production efficiency and job performance in institutions, as well as the efficiency of any country's national economy (Himmish, 2013, p. 3).

2.1.1.1 Meaning and Definition of OHS.

When the concept of occupational safety and health is discussed, it is noted that this concept is divided into both safety and occupational health. In general, the definition of safety applies to the science that aims to protect individuals, prevent risks, and mitigate the loss of life and property to a minimum.

The term OHS is described as follows:

1- Occupational Safety and Health (OSH), also known as Occupational Health and Safety (OHS), Occupational Health, or Workplace Health and Safety (WHS), is a multidisciplinary area dealing with the safety, health, and well-being of employees (Lim, 2017).

2- OHS is described by the World Health Organization (WHO) and ILO as the achievement and maintenance of the greatest level of physical, mental, and social well-being for employees in all occupations (Veltri, Pagell, Behm, & Das, 2007).

In addition, there are several definitions for OHS, with the following being the most prominent :

OHS is a field that aims to protect various categories of workers from immediate or long-term harmful health effects by addressing the personal, technical, and environmental

sources of these risks in a way that allows workers to enjoy appropriate physical, psychological, and social health (Aqila, 2002, p. 124).

In its most basic form, OHS means "providing a safe and healthy work environment, preserving three of the basic components of production elements: human, machine, and material, within the creation of a safe and tranquil atmosphere, safeguarding humans from workplace accidents and infections while also protecting other production aspects from damage and loss, lowering costs and risks" (Al-Hindawi, 1994, p. 53).

OHS is defined as a complex set of activities that necessitates many specializations and referrals, such as psychology, sociology, human engineering, and others, to eliminate the danger that may befall a worker because of work accidents and occupational diseases, and it is an area concerned with providing health and psychological well-being at work.

According to (Dolan, 2002, p. 552) OHS can be defined as the field that includes a set of human and material foundations, as well as organizational procedures, aimed at protecting human production elements from the hazards of work accidents and occupational diseases, and protecting material elements from damage that could be inflicted. This is the purpose of conserving it and boosting its efficiency of manufacturing.

For a broad perspective of OHS. the following definitions must be considered:

- Risks are conditions that can cause harm, impairment, or occupational diseases to workers because of their involvement in or exposure to them.
- Accident: Any unexpected or unplanned event or event that occurs due to dangerous working environments or procedures, which can result in damages or accidents.
- Injury is everything that results from the occurrence of accidents of physical, mental, or psychological damage or health ailments that occur during work.
- Occupational disease is a health injury which affects the worker in general or leads to a decrease in the efficiency of one of his body parts.

Based on the above, OHS can be described as *the science concerned with maintaining human life and health from the risks to which it is subjected as a result of the*

job or in the workplace, by ensuring a healthy work atmosphere free of the causes of injuries or occupational diseases. It may also be understood as a system of rules and regulations within a legal system aimed at protecting persons and property from harm or damage in various work environments (Marsh, 2009).

2.1.1.2 Importance of OHS

OHS is extremely important since it aids in facilitating the work environment, devoting the employee to quality, enhancing industrial relations, boosting performance and lowering costs, and sustaining health and safety.

There is relatively little evidence of legal compliance and moral responsibility fulfillment. Similarly, management's attention to OHS, as well as other organizational goals, the methodical handling of hazards, and the upkeep of the highest standards of housekeeping, all indicate a genuine dedication. Furthermore, it is suggested that when businesses address their employees' health and safety demands, relations between employees and union-management might improve. In certain circumstances, additional health and safety measures have been established in collective bargaining agreements (KifleMideksa, 2018, pp. 10-11).

Employee behavior may change as companies take greater responsibility for OHS, and employees may adopt a softer posture when bargaining salaries if management pays attention to housekeeping. Paying attention to workplace health and safety may have a significant beneficial influence on employee commitment. Employees will be more motivated, perform better, and be more loyal if they work in a healthy and safe environment.

(KifleMideksa, 2018) Advise steps that can be implemented in an organization to promote a safe working environment: make work enjoyable, avoid boredom, fatigue, and stress, make some simple adjustments that make the job more appealing and stimulating, add some responsibilities and increase levels of challenges that make the job more enjoyable and satisfying.

The establishment of a workplace safety committee comprised of employees and management improves employee engagement and sense of responsibility, encourages employee suggestions for improving safety and health initiatives, contributes to the regular dissemination of image-supported safety data, and provides outstanding safety and health practices for employees and teams. Finally, forming a committee helps to

ensure that employees receive regular safety training, as well as raising supervisors' and managers' knowledge and dedication.

Conducting OHS training for employees is one strategy to encourage people to participate in OHS initiatives. Supervisory and management training should be coordinated using video, television broadcasts, and Internet-based resources by the human resources office. It is strongly encouraged to print newsletters, provide staff with updated information, create safety labels, and change as needed. Scholars and practitioners in human resource management must also pay more attention to health and safety. As a holistic strategy, strategic human resource management must involve the creation and promotion of a set of OHS regulations to safeguard the organization's most important assets also its personnel (KifleMideksa, 2018, p. 11).

To summarize what has been discussed thus far, the importance of OHS in shielding economic resources from depletion is stressed by recognizing the threats and factors that contribute to them and introducing prevention steps and safeguards to stop their occurrence. OSH seeks to build a risk-free ecosystem and to protect the elements (human production, products, and manufacturing methods) from harm and destruction. Also, OHS contributes significantly to the growth of the national economy and is one of the pillars of long-term sustainability. It should be remembered that job and work environment are important health determinants. In addition, hazardous working conditions can pose several health risks. Health and job have a two-way symbiotic relationship. Health facilities contribute significantly to increasing and enhancing output efficiency, while poor workplace environments have a detrimental impact on health. According to research, workplace disorders and accidents cost the economy 4% of its gross national product. (Ahmad, Sattar, & Nawaz, 2017, p. 224).

2.1.1.3 Goals of OHS

Although work-related disorders are now examined in addition to simply occupational diseases, the fundamental concerns of OHS services remain those highlighted by the ILO/WHO in 1950. The services given are primarily preventative in nature and are listed below (Cudjoe, 2011, pp. 27-30):

1. **Job placement:**

In some occupations, people with pre-existing medical issues may be at a disadvantage. In such circumstances, a health questionnaire or pre-employment medical check may be extremely useful in diagnosing unsuitability for the work before time and money are spent on training. You may also need to assess job appropriateness on a frequent basis to ensure that the employee's health and abilities are not jeopardized. Airline pilots, for example, are subjected to routine medical examinations since a pilot with poor eyesight or an undiscovered heart illness that may lead to a heart attack could put the lives of many people in jeopardy. When a worker is declared unfit for a certain job, the health care system may provide beneficial alternate career suggestions.

2. **Safety Training:**

The OHS Service is in charge of informing all workers about potential workplace dangers. Employee health-protection measures must be properly communicated so that workers understand the need of complying with such unpleasant requirements as wearing protective clothes and face masks. First aid facilities should be established in the case of an accident or other emergency, and workers should be educated in first-aid practices.

3. **Supervision of at-risk groups:**

For example, A pregnant woman may be exposed to levels of radiation that are deemed safe for a young worker (the fetus, especially during the first trimester of development, is particularly sensitive to toxic environmental agents). Pregnant women and other susceptible groups require close medical monitoring and instructions on how to take special precautions.

4. **Control of Recognized Hazards:**

A thorough environmental and biological monitoring system has been designed to control identified occupational risks. Occupational health practice includes monitoring dangerous chemical concentrations in the environment, determining safe exposure levels, advising strategies to reduce worker exposure, and monitoring personnel for signs of overexposure. Occupational health professionals may also help with the planning and design of new equipment and plants, which can help to limit health risks.

5. **Identification of unrecognized risks:**

OHS services can assist in the early discovery of any new health concerns. Clinical observation and study may reveal a relationship between workplace exposure and illness or death patterns in groups of workers. Nickel workers' lung and nasal cancer, asbestos workers' lung cancer, and carbon disulfide workers' coronary heart disease are all instances of hazards discovered this way.

6. **Rapid treatment:**

To minimize complications and hasten recovery, workplace accidents and poisonings can be treated swiftly on-site. Because it saves travel and waiting time, this therapy can also be cost-effective. Furthermore, doctors and nurses who are inexperienced with their patients' work environments may keep workers with minor injuries off the job for longer than necessary. Professional counseling and health education are available through the occupational therapy program.

7. **Public Health Education and Surveillance:**

OHS services may be necessary for developing countries with inadequate community health facilities to provide general medical care to employees and their families. Even if public health care is available elsewhere, an OHS service can provide a high-quality, frequently low-cost health education and counseling program. By counseling employees on topics like smoking, alcohol or drug usage, exercise, and eating, and OHS service may improve worker health and efficiency while lowering illness and absence. Employee health monitoring programs for early illness detection can also be organized by the health service (Cudjoe, 2011, p. 30).

It is crucial to remember that the major aim of OHS is to minimize costs associated with losses and injury while increasing efficiency by supplying employees with a healthy working atmosphere. Occupational health is a form of public health practice that aims to:

1. preserve and promote workplace welfare by preventing and controlling industrial hazards and illnesses, as well as eliminating causes, threats, and working environments that are hazardous to worker health and safety.
2. develop and promote healthy and safe jobs, healthy work conditions, and rational work organization.

3. promote employees' physical, psychological, and social recovery while simultaneously ensuring the required resources to maintain and improve their technical and social skills.
4. enable workers to live a socially and economically prosperous life while still positively contributing to long-term growth (Mkain, Al-Hashadi, & Amr, 2006, pp. 6-8).

Occupational health is an essential means and objective of economic and social growth, and it is a mechanism that saves money and does not waste time. This scheme is treated as an urgent need by states, employers in the public and private sectors, employees, and all people and inhabitants (Aalders & Wilthagen, 1997, p. 416).

2.1.1.4 Means of Application of The OHS Program

Mkain and Amr (2006, pp.8-9) mentioned that the means that need to be followed or provided to achieve a good application of OHS are numerous, and they are focused on the premise that the worker is the root of its establishment and it is the basis for ensuring a stable and secure reality for him, including:

- **Raising Awareness**:

This is regarded as one of the most effective ways, and it is accomplished by a variety of means, including educational brochures, posters, Cinematic films, Various forms of advertising, holding exhibitions related to OHS, holding seminars and conferences on OHS.

- **Scientific Planning**:

It aims to identify the problems and necessities that the institutions need and then develop the right and appropriate solutions for them.

- **Training**:

Training is an essential factor in the success of any production or service process, and there is no doubt that the application of safety, health and professionalism is considered one of the important production and service processes in the development and protection of workers and other production elements, and therefore the training of workers must include training them on sound work methods and high performance cases and the

determination of methods of complete protection and prevention from surrounding risks in a manner that coincides with the vitality of production and raising production efficiency.

- **Establishing statistics and information centers:**

These centers describe the real problems and define them so that the administration can provide technical advice and information, as well as to conduct an analytical study of statistics to reach the development of appropriate solutions to these problems in a way compatible with the type of business.

- **Inspection and Control:**

The follow-up of the execution of OHS programs by the government and trade union inspection committees, as well as the labor safety committees present in the institutions, is an essential step on the right path towards finding solutions and developing the scientific curriculum, and finally, keeping the health conditions in the work environment under effective control.

2.1.2 Historical Background of OHS

The concern for OHS began at the reign of Babylon's king, Hammurabi, and this concern appeared through the enactment of various laws regarding the interest in action. The Babylonians imposed punishment on supervisors who caused harm to workers as a result of their mismanagement; for example, if a worker lost an arm as a result of an error or incompetence on the part of the supervisor, the supervisor's arm would be equally severed. In addition, the Babylonians were keen to implement the principle of punishment. For example, when a house collapses and its owners die, the supervisor of building the house is executed if he did not take into account the correct method. And other laws through which the Babylonians were keen to take care of the work environment.

After the Babylonian era, concern for occupational safety was evident in the ancient Egyptians from 3000 BC. They knew some diseases arising from some industries, as they developed a detailed definition of the diseases which arms makers were afflicted by inhaling flying dust, as their arms were constructed from granite stone at the time. (Reese, 2008, p. 2).

Then, most employers blamed their workers and held them responsible for workplace accidents, citing so-called laws that state:

1. The employer is not responsible when one of his co-workers causes your injury by negligence.
2. If a worker is injured as a result of his incompetence, the business owner is not liable.
3. If an employee accepts a dangerous job after being well aware of the risks involved, the business owner is not liable (Reese, 2008, p. 2).

In later years, specifically in 1802, in England, work and safety laws began to appear. And the interest in safety increased as a result of accidents and disasters, and the concept of industrial security emerged and developed to become a more comprehensive concept, which includes manufacturing and all work activities in OHS.

From these beginnings, philosophy and practice in the fields of OHS and well-being emerged. With the support of safety-conscious engineers and administrators, the National Safety Council was created in 1913 in the United States (major disasters led to changes in thinking). ILO 1959, for example, stipulated that occupational health services be provided at or near the workplace for the benefit of employees.

Later, because of the expansion that appeared in the period of the Industrial Revolution and the increase in pressure on manpower, there was an urgent need to organize and enact the necessary laws to achieve the so-called industrial security and achieve security in the business environment, so the International Labor Organization was established. And at the turn of the twentieth century there was a lot of interest in workers compensation. Since 1916, laws that have occupational health related issues have been constitutionally approved by the Supreme Court (Reese, 2008, pp. 2-7).

The ILO was founded in 1919 to define principles of international work safety and to provide information on labor issues. The most important principles of safety identified in the same year of the foundation are the first agreement for the same year of foundation, which stipulates that the working hours shall be a maximum of eight hours per day and a maximum of 48 hours per week, as well as the fourteenth agreement of 1921 regarding the weekend in the field of business commercial industry.

It is important to say that business owners between the late 19th and early 20th centuries ran their companies how they saw fit to generate a profit. They were careless

about their employees' safety and well-being. In reality, hardly one was concerned about these issues officially. Employees who have been injured on the job in the United States have had to sue for compensation, and due to the significant cost of going to court, employees were discouraged from doing so. Furthermore, employees were seldom successful; under common law, the employer is not responsible if the employee was aware of the job's risks or if the injuries were caused by the employee's or coworker's negligence. (Théoneste, 2015, p. 10).

Experiences have proven that the method that leads only to dealing with accidents and their causes at the time of their occurrence has become a sterile method for many institutions, and has failed in its results regarding accidents, disasters, and occupational safety and health problems. Since the Second World War, the development of the concept of safety management began on three axes, namely:

a) Safety is the responsibility of management by enacting binding laws for this.
b) Safety requires the active participation of all.
c) Safety means managing and controlling all potential hazards and accidents that may result in damage or destruction.
d) The trend towards preventive actions for accidents (Reese, 2008, pp. 6-7).

With this modern view, many countries have enacted laws that require systems and programs for safety management. The progress that took place in quality management systems and comprehensive quality management systems helped to understand the true cost resulting from accidents. The real cost of accidents exceeds by a large extent the direct cost resulting from the damage that occurred, which is covered by insurance. In addition to the large losses, the institution will lose its image, business and fame that it has acquired and threaten its survival As Drucker puts it *"The first duty of businesses to survive and the guiding principle of business economics is not the maximization of profit it is the avoidance of loss"* (Reese, 2008)

2.1.3 Employee rights, Duties, and Roles in OHS

Safety management refers to a company's responsibility in promoting safety, and it is typically represented in employee behavior, ideas, opinions, and expectations about OHS. The most important managerial factors are OHS. The supervisory strength of an

organization is constantly reflected in management attitudes and methods to accident prevention. As a result, if the firm owner is not worried about preventing accidents, it is doubtful that anybody else would be, because the underlying truth holds true at all levels of management and oversight. In addition, the Incident Control Program is the product of senior management's efforts, and it decides whether employee participation and engagement will be gained. This implies that management must establish information systems to monitor OHS performance and take remedial action as appropriate. Furthermore, management should ensure that protocols are followed by holding supervisors accountable for OHS performance in their areas and providing them with the necessary assistance, advice, and training. (Théoneste, 2015, p. 11).

The employer's particular responsibilities include (Théoneste, 2015, pp. 11-12):

- submitting accident reports to the government.
- sending safety alerts and regulatory information.
- educating and teaching workers on how to take preventative OHS precautions.

Employees also have responsibilities that include taking reasonable care to protect their own OHS and even the OHS of their coworkers in most circumstances.

The specific criteria are as follows:

- Personal protective equipment and clothing should be worn.
- Report any violations of the Reputation Act to the authorities.

(Théoneste, 2015) stated the following essential employee rights under the shared liability paradigm:

- The right to be informed about job hazards.
- The right to take part in OHS initiatives.
- The right to reject dangerous work if they have "reasonable cause" to believe it is dangerous.

2.1.4 OHS Approach

Most businesses and accident prevention groups have long held that mishaps are caused by a worker's failure to take safety seriously or to protect himself - themselves. This suggests that workplace safety may be improved based on modifying staff behavior through posters and accident prevention training. However, OHS is considered at the national and regulatory levels, according to the ILO-OSH 2001 Guidelines for OHSMS. The government is required to select a body dedicated to this aim at the national level, formulate policies, and enforce them through national legislation. Employers, on the other hand, must follow the government's rules and regulations while also demonstrating their dedication to the cause by adopting their own policies and processes. The owners, management people, employees, and their representatives must all participate and contribute (KifleMideksa, 2018, p. 8).

Organizations must maintain the three 'E' symbolic approaches to workplace OHS. The first one is concerned with the engineering, design, and planning of the work process. The second step is education, the third is training, with an emphasis on personnel, and the final step is enforcement, which is the execution of OHS rules and procedures.

(KifleMideksa, 2018) has guided four approaches in relation to OHS. The first is engineering controls, which include equipment replacement or redesign, physical planning, and equipping employees with protective supplies. The second type of reaction is information responses, which take into account significant changes in workplace health and safety communication medium. The third kind is management reactions, which raise questions about the hierarchical structure or OHS rules and procedures. finally, Legal or policy actions to comply with or adjust the applicability of safety and health rules are known as external responses.

2.1.5 OHS Committees

The rules governing OHS representatives also contain requirements for the formation and operation of WHS committees. The main purpose of the Safety Committee is to encourage collaboration between employers and employees in the research, development, and implementation of measures to preserve employees' health and safety at work.

The key responsibilities of safety committees are outlined below (Cole, 2002).

- Investigating accidents and other trends to provide recommendations for improvement.
- Examine safety records and provide recommendations to avoid accidents, among other things .
- Examine and debate the safety representatives' reports .
- Make recommendations for new or improved safety practices .
- Acting as a link between the organization's governing board and the general public. Monitor and assess the organization's safety policies and make recommendations for improvements as needed.

2.1.6 OHS Costs in the Workplace

Employee health and safety raises the issue of financial expenses to the business. These are the direct and indirect expenses connected with work accidents, according to (KifleMideksa, 2018, p. 9). The expenses connected with hospitalization and the employee's compensation for any handicap resulting from the accident are referred to as direct costs. Training expenses, missed hours, equipment damage, the decline in product quality, and so on are all hidden costs for the business owner. Indirect costs include overtime payments to make up for lost production, the cost of retaining a replacement employee, and the cost of wages for the time HRM staff spends recruiting and selecting in less common cases, as well as the cost of lost revenue on cancelled or lost orders if the incident leads to a long-term decline in net sales.

According to (Boyd , 2003), every occupational accident involves "indirect" costs to the employer. These include wage expenditures incurred due to missed time, property damage, overtime pay, and medical expenses incurred by an injured worker. Furthermore, the administrative expenses of researching the cause of the accident, the compensation for the processing labor, and the recruiting and training costs of the replacement worker are all indirect costs. It is extremely difficult to forecast these expenditures and their developments.

2.1.7 Favorable Work Environment Concepts

Physiological requirements are the most fundamental in Maslow's hierarchy of needs. People tend to be concerned about safety once their physiological demands are satisfied. Are they safe from harm, pain, or an unclear future? At a higher level, social wants refer to the need to bond with other individuals, especially those who are beloved and to build long-lasting ties. Indeed, the absence of any attachments can have a detrimental impact on one's health and well-being. Satisfying social demands increase the assessment of the need. They want to be respected, to feel valued, and to be recognized are all examples of esteem requirements. Finally, at the top of the hierarchy, the urge for self-actualization refers to realizing one's full potential. This urge displays itself via the acquisition of new abilities, the acceptance of new challenges, and the behavior that leads to the fulfillment of life objectives. Employees seek physical security first and then job security, a suitable work environment, respect, and acknowledgment of job stability, progress, and independence (Kondalkar, 2007).

Once an organization's hiring methods have been effectively updated to target a more diverse audience, the next step is to successfully engage and support them as workers, as well as retain and improve their job performance by discovering their talent. Motivation, ability, and the environment in which individual works all have a role in performance. Achievement, recognition, fascinating work, greater responsibility, development, and possibilities for growth are examples of intrinsic employment motivations.

2.1.8 Factors Affecting a Healthy and Safe Work Environment

The office environment is influenced by four variables, which may be summarized as follows (KifleMideksa, 2018, pp. 13-15):

1. Keeping a healthy and secure working environment.
2. Employee Involvement.
3. Employee Appreciation.
4. Workplace harmony.

HR practices that strongly support an organization's ability to create a voice, we briefly discuss an enabling and safe work environment below:

1. **Keeping a Healthy and Secure Working Environment.**

According to (David & Stephen, 1999), a dangerous work environment is a concern for all employees. Employees may be unable to do their duties because of certain health issues such as headaches, breathing difficulties, stress, and other reasons that reduce productivity. Maintaining a healthy work environment helps both employees and employers. Palmer presented some ideas to assist keep workplaces healthy. Workplaces with lots of natural light are both enjoyable and motivating. It is vital to avoid questionable building materials and to supply and test new buildings for harmful components, as failing to do so might result in major health consequences. These days, a smoke-free atmosphere is highly valued. If smoking is not forbidden, the company owner must offer an isolated smoking space. Microorganisms can be found in water and air streams. Fungi can be prevented from growing if cleaning and maintenance are done on a regular basis (Palmer, 1989, pp. 16-18).

Data on worker complaints requires attention. All health-related complaints should be documented adequately since they are a valuable source of information. KifleMideksa (2018, p.13) emphasize the need of having an accident investiation by the employer's safety committee as soon as possible. The supervisor is then required to make suggestions and provide documentation. All occurrences must be documented and made auditable at any time.

Poor physical and environmental working conditions, according to KifleMideksa (2018, p.14) are two major causes of accidents. Unsafe working conditions include physical and environmental factors such as faulty equipment and a lack of personal protective equipment. A dangerous working environment might include dust, noise, pollutants, stress, and radiation. When a worker is asked to complete a task without sufficient help, unsafe work behavior happens. Re-engineering the task, providing the worker with assistance, or a minor adjustment in the work environment can all be used to remedy the dangerous situation.

2. **Employee Involvement.**

Employee engagement is a vital measure of employees' participation and loyalty to the firm since it reflects their passion and enthusiasm at work. Employees who engage

are more productive, satisfied, and inclined to stay with the company. When companies implement successful HR practices, they're more likely to find that workers are content and safe, and that they'll work to their full capacity, which means they'll be more inclined to connect with the company. An employee's emotional tie to his or her employer tends to impact his or her conduct.

Policies and procedures convey the organization's principles and create a standard approach for everyone to follow. Employees have a process to follow when it comes to policies and procedures, and this knowledge may help them cope confidently with circumstances, even challenging ones.

Employees put more effort into their employment the more they engage with their boss. The delegated employee is cognitively stimulated, and he or she establishes trust and clear communication with coworkers and management. These employees are anxious to understand how their job affects the firm's overall success, as well as the opportunities for advancement within the organization and their level of pride in their work or affiliation with the company (KifleMideksa, 2018, p. 14)

3. Employee Appreciation

In contrast to motivational Theory X, Theory Y assumes that if a work is satisfying and meets a set of specified demands, the consequence will be an effective commitment to the company. Furthermore, the individual will work with unique interests while focusing on the organization's objectives. Trust and recognition, in contrast to rigid management, encourage employees and help them perform more efficiently.

Employees that meet established goals should be recognized, and other employees should be encouraged to duplicate their performance and attain higher levels of success. Management and employees in the workplace are rewarded for meeting defined goals and producing high-quality outputs. People who feel praised are more confident in their abilities to contribute. People who have high self-esteem are more likely to be your best employees.

Employee appreciation should be a standard practice in the workplace. Employees can be acknowledged both individually and collectively for their achievements. When

associating with a group of people, each individual must be recognized for their contribution. Knowing the group contributes to team development and teaches the group that they are valuable to the organization as a whole. Employee appreciation must be genuine and true in order to be successful. Employees will feel unappreciated if only their out-of-service activities are recognized, or if remarks are untruthful. To be effective, efforts and accomplishments must be recognized on time. (KifleMideksa, 2018, p. 15)

4. Workplace Harmony

For many people, the challenge is balancing all of the conflicting demands of work and life while avoiding allowing work's negative impacts to flow over into their personal lives. Employees who believe they don't have time for their personal lives feel fatigued and distracted at work, according to research. Extending the unpleasant aspects of work into an employee's personal life can result in job burnout, strained relationships with family and friends, less enjoyment, and increased stress.

The term "work-life balance" refers to allocating an equal amount of time to work and personal activities. Work-life effectiveness is a term coined by Catalyst, a research group that focuses on women in business, and it refers to the goal of balancing work and other elements of your life. Researchers (Greenhaus & Powell, 2016) build on this notion and suggest that work and personal life should be allies, and that taking on various roles, such as a parent, spouse, friend, and employee, may actually improve physical and psychological well-being. The degree to which an organization appreciates its contribution and cares is measured by perceived organizational support (POS). Employees want their families to be taken care of in the event of a difficulty, and they will develop faith in management if the incentives are likewise of good quality and administered in such a way that employees believe in their own well-being.

Work-life balance is a significant aspect of being proactive and dedicated, according to researches. The end effects of well-managed work-life balance strategies include enhanced productivity, profitability, lower medical expenditures, greater retention, increased job satisfaction, dedication, and reduced employee turnover intentions. Recruiting and keeping employees has gotten more difficult as competition for workers

has increased. To deal with such a situation, management must guarantee that the company remains an attractive place to work (Greenhaus & Powell, 2016).

2.1.9 OHS and the Law

OHS aims to preserve and protect workers from any injuries which may impair their wellbeing and departures from working conditions, as well as protecting them from any health hazards in a working atmosphere. OHS seeks to preserve the welfare of workers of any occupation at the highest standards of physical, social or psychological well-being.

Throughout the ages, there was a need for laws or principles governing the different behaviors of people in various areas of life. Also, in the law is listed much information that shows the duties and obligations of all individuals. Laws are usually taken in two forms, either by the government, which are complex and comprehensive laws or by informal institutions and groups that are not legally binding rules (Morris & others, 1996).

In general, the purpose of any law is to contribute to the conduct of the businesses in the community according to a set of rules in case of violating these laws, some penalties are imposed in order to ensure compliance with them. With regard to OHS, there are many laws, as these laws impose responsibilities and duties on both employers and workers in order to protect them and reach the work of the organization to what contributes to the continuous increase of its productivity. Also, the laws on OHS seek to provide the principle of "equal opportunities", which helps the owners and business owners not benefit from the failure that may occur at work due to the health or safety of workers (Lingard & Rowlinson, 2005, p. 31).

2.1.9.1 OHS in International Law

OHS laws oblige employers to rehabilitate and empower injured workers for them to continue in the productive process, which will contribute positively to society as a whole. The role of these laws was evident when the International Labor Organization was established, which seeks primarily to promote social justice and labor rights. This organization was founded in 1919 and converted after Second World War into a United Nations (UN) specialist organization in 1946, with a total of 185 members.

The organization functions to achieve four strategic goals, which are to ensure respect and security at work of the fundamental rights and to support the provision of employment

both for men and women, as well as ensuring social protection and strengthening dialogue between all workers. (Al-Jazeera, 2021).

It is worth noting that there are many laws enacted by the International Labor Organization, such as the 161 Convention on Occupational Health Services from 1985, which have been adopted by many countries worldwide. Before mentioning OHS laws, the three objectives of OHS must be briefly mentioned, and which are:

1. Prevention of occupational injury and ill-health.
2. Ensuring compensation for the injured or sick as a result of their work.
3. Rehabilitation of workers who were injured or ill-health as a result of their work and facilitate their return to work and the resumption of participation in society (Lingard & Rowlinson, 2005, p. 31).

OHS has many general rules that were mentioned in the 161/1985 Convention and adopted by many countries of the world (International Labour Organisation, 1985). The most important of these rules are to protect the worker from health ailments, diseases and injuries resulting from his work, and other rules:

- Carrying out a medical examination for the workers before starting work to know his health condition and his physical and psychological ability.
- Evaluating the working climate to recognize and prevent real or possible threats.
- Providing staff with medical treatment.
- Training officials in first aid to treat emergencies and ensure that supplies and medications are both available and ready for use.
- Ensure that sanitary conditions are met in places where food is stored, prepared and eaten.
- Spread health awareness among staff.
- Allocate a file for each employee that includes their medical reports (NRC, 2003).

Also, there are important rules in occupational health:

1. Conducting field tours to establishments in all sectors of the state (public, private, and joint).
2. Conducting an assessment of workplace risks to employees' health and safety within the confines of the work area, including occupational hazards (physical, chemical,

biological, engineering, etc.), by making direct and indirect measurements and comparing them with the approved exposure limits.

3. Evaluating the means of control applied in the workplace and assessing their suitability and effectiveness in prevention.
4. Proposing solutions and recommendations necessary to improve work conditions in relation to OHS.
5. Conducting an assessment of the work nature of workers applying for occupational diseases to determine the extent of the disease related to occupational exposure sent by the Medical Affairs Directorate and its departments in the branches.
6. Adopting plans for OHS departments and following up on their implementation.
7. Preparing and implementing training courses programs for the insured in coordination with the concerned authorities.
8. Participate in professional committees, seminars, and occupational health and safety courses.
9. Preparing and implementing awareness seminars programs for workers in economic establishments.
10. Participate in preparing training and qualification programs for the concerned employees in the organization in OHS.
11. Conducting an investigation on accidents and injuries that occur in the workplace to analyze their direct and indirect causes and make proposals to avoid them in the future (Cudjoe, 2011, pp. 11-15).

The preparation of safety rules has an effective role within the administration of the institution in preventing the interruption of its activity due to accidents and injuries and the consequent disruption of production and the consequent material and moral losses. So, in order to apply public safety standards, several rules must be adhered to: (Cudjoe, 2011).

1. Commitment to use personal protective equipment and safety while working.
2. Ensure the provision of first aid equipment at worksites to cure injuries.
3. Make workplaces safer by keeping chemical materials away from them.
4. Each industrial facility must have an OHS supervisor.
5. Endeavor to provide staff with a large amount of experience that benefits them when accidents occur.

6. Holding courses for managers and staff to have a secure working environment.

According to the statement of ILO Director-General Guy Ryder issued on April 28, 2015, the rules of OHS of the ILO and the UN obligate all joiners to work to improve protective policies and health care in the workplace, while advising the international community to do everything possible to avert increases in mortality and diseases globally. In addition, labor laws are subject to additions and amendments from time to time, according to the requirements and developments of various businesses according to United Nations and International Labor Organization statistics, unsafe working practices continue to endanger millions of jobs worldwide. Per year, over 313 million people experience non-fatal workplace injuries, equating to 860 job injuries every day (United Nations, 2015).

Among the most prominent additions to international labor laws currently is the consideration of Coronavirus (Covid-19) as an occupational disease, as the organization made clear that the responsibility for ensuring healthy, sound and adequate working conditions falls on business organizations of all kinds. In addition, the International Labor Organization has contributed significantly to developing plans for preventive measures in light of the epidemic crisis (ILO, 2021).

2.1.9.2 OHS in Turkish Law

When discussing OSH in Turkish law, and because the requirements of the research are carried out on Yemeni non-profit institutions in Turkey, it was first necessary for the researcher to take a historical overview of the nature of the content of Turkish law and its legislation on this subject. In the past, Turkish law basically guaranteed that wages must be paid directly, and the right of the worker is preserved before anything, and this is what was highlighted by the agreement that was concluded in the city of "Kutahya" in the year 1766, and according to this contract the workers' rights were secured and they would receive their wages for the work they accomplished. As for after the establishment of the Turkish state, during the republic, specifically in 1936, workers' rights were regulated for the first time in Turkish law (Labor Law 3008). This law draws the basic parameters for the protection and regulation of work and workers in Turkey.

The technological, industrial, and service development in the world and in Turkey had a favorable influence on the economy, but on the other hand, many problems emerged

regarding the safety and health of workers in workplaces. These obstacles or problems were not taken into account in the beginning, but they began to be taken into account about the reflection of these problems on business efficiency and thus on the profits of organizations and companies. Because of this, the government has paid great attention to the issue of OHS. From the legal point of view in Turkey, occupational safety represents a set of rules that business owners have been obligated to do and that have been imposed on them as well, in terms of protecting workers and reducing the risks to them while carrying out their work. This was done in the OHS Law 6331, which is the first law to regulate the organization independently (Limon, 2012, pp. 214-216).

According to international texts in general and Turkish law in particular, occupational safety and health laws have been considered as a basic human right, as the laws of the Turkish state guarantee protection of this right at the level of enterprises of all kinds and employers. In addition, Turkish legislation imposed criminal penalties on employers in the event of violations, or in the case of employers' negligence in providing safety requirements for workers (Erkul & Oğuz, 2011, p. 13).

An “employee” is defined in Law No. 6331 in the Law, as a natural person who works in public or private workplaces regardless of his status in his private laws. Occupational health and safety issues are among the rights that must be focused on sensitively and subject to detailed legal regulations. In fact, it is independently regulated under Law No. 6331, and the law imposes obligations on the employer to ensure OHS and requires the employee to implement certain procedures in order to ensure the effectiveness of the enterprise (Limon, 2012).

This law 6331 and its various provisions contributed greatly to laying the basic foundations for employers' compliance with occupational health and safety measures through:

- Work to prepare studies to provide all kinds of measures, including prevention of occupational hazards, training and information, organization, provision of necessary tools and equipment, and adaptation of health and safety measures to changing circumstances and improving the existing situation.
- Perform supervision and control of compliance.
- Carry out a risk assessment in the workplace.
- The worker's health and safety suitability for the job is taken into consideration when assigning him a job.

- Take the necessary measures to prevent entry to places where there is danger, except for specialized workers who have received sufficient information and instructions.
- The business owner bears full responsibility even if he seeks help from outside experts or organizations.
- The employer is not responsible for the obligations of the employees.
- Workers do not bear the costs of OHS measures.
- The employer's commitment to providing OHS service.
- The employer's commitment to inform employees of OHS and to provide training.
- Commitment to appointing a specialist in occupational safety.
- The state's commitment to ensuring OHS as a social right.

In sum, Turkish law, with its various legislations, obliges business owners to guarantee the occupational health and safety of workers. Business owners must pay attention to business requirements such as the employment contract and other requirements, and not only consider it a commitment, but it is also a responsibility. In addition, the General Health and Safety Law aims to reconcile the contradictory interest, which consists of the worker's life and physical safety and health on the one hand, and the financial burden for the employer's obligation to take measures on the other hand (Kabakçı, 2009). This is all that the concerned authorities in Turkey seek through adopting the "eleventh development plan" in OHS, as it seeks in this plan to draw up a development plan in this field that began in 2019 and will continue according to the plan until 2023.

2.1.9.3 The Future outlook for OHS in Turkey according to the eleventh plan by the Ministry of Development

Although legal legislation in the Turkish constitution paid attention to occupational health and safety laws in Law 6331, there are very important studies that have been carried out in this field, especially in the years after 2012, with the aim of total control over this field. Also, to achieve the highest performance of OHS so that it is at the same level as other developed countries, the Turkish government represented by the Ministry of Development has set up a specialized group to research the current situation of OHS and then set a development plan in this field, and this is what has been done. By creating a plan that covers the 2023 goals, which must be adhered to for many years.

Where the Commission first identified problems and suggested solutions through many meetings and came up with six main goals that they seek to achieve and set out many policies that will be applied to achieve the goals within the year 2023.

- **Goals that have been developed in the Eleventh Plan:**
    1. Spreading the culture of OHS and raising awareness.
    2. Development of an OHS information management system.
    3. Increase the quality and efficiency of services provided in OHS, and improve human resources
    4. Implementation of OHS services in public institutions.
    5. Effective implementation of the system of OHS incentives, penalties and control, and support for the local production of devices and equipment used in OHS.
    6. Improving occupational health and safety indicators, sectors in the high-risk category, and especially occupational diseases.

- **Policies followed to achieve the goals set in the Eleventh Plan:**
    1. The importance of OHS will be explained to all segments of society, especially employees and employers, and the awareness of it will be increased.
    2. OHS training will find a greater place in the education curriculum.
    3. An increase in the activities of civil society organizations that aims to create a culture of OHS in society will be ensured.
    4. Cooperation and cooperation will be established between institutions and organizations working in OHS.
    5. A database will be created that will allow collecting all types of data related to occupational health and safety on one platform.
    6. The share and quality of undergraduate and postgraduate training in OHS will be increased, especially in industrial-intensive areas.
    7. A system will be developed to improve and update the knowledge of OHS professionals.
    8. Service qualifications will be improved for accredited training institutions that prepare occupational health and safety specialists for the examination.
    9. Standards will be defined in OHS services for companies or individuals and the adequacy of the service will be improved.

10. Efficiency will be provided by increasing public awareness of OHS.
11. A model for OHS service in institutions will be developed.
12. Workplaces that practice good occupational health and safety practices will be supported.
13. Activating the employer's criminal liability practices about occupational health and safety
14. Local production will be supported in this field by encouraging productive companies in OHS.
15. Notifications related to OHS will be standardized.
16. Improvements will be made in the later parts of processes related to the prevention, detection, and reporting of occupational accidents and diseases.

In sum, this plan and the future outlook adopted by the Ministry of Development contribute to the establishment of healthy and safe workplaces, intending to obtain sufficient competence in the Turkish business environment. Business owners and workers will be encouraged to apply occupational health and safety regulations. The Eleventh Plan period will be the period in which the results of the legal regulations and educational practices will begin to be obtained, by reaching the goals that were previously drawn (Bakanlığı, K. , 2018).

2.1.10 OHS and Security

Achieving safety and security is one of the aims that people pursue in a number of settings, whether at home, in private organizations and businesses, or in government institutions, as different institutions prepare and educate their workers about the value of safety and security, and institutions aim to include all that is related to the actions needed to achieve it (Mohan, 2015).

Firstly, the difference between safety and security must be known, Safety refers to the actual working environments, while measures to prevent various emergency matters are referred to as the concept of security. Furthermore, it falls under the concept of security to protect people from any potential hazard that may affect their lives or property, regardless of whether it is real or foreseeable. (Koshal, 2011).

The term OHS is one of the modern concepts that emerged after the concept of industrial security, which was established after the industrial revolution, but as technical institutions expanded and the areas that required labor grew, it became important to update the definition of industrial security to encompass all fields which necessitates labor forces, as in agriculture, commerce, mining, skilled crafts, and so on, and in the end, it can said that security and safety are two sides of the same coin. (Eric Byres, 2010).

There are many items that must be introduced inside the facilities, including remaining up to date with the latest technologies in place to achieve security and safety, trying to attract staff while keeping information up to date, as well as training and qualifying workers in institutions on continuously following public safety and security procedures, and ensuring that their information in these two fields is elevated. Furthermore, for worker protection, the required tools and resources are provided by supplying qualified cadres to check security and safety procedures. It is also useful to distribute a culture of safety and security within the organization, also to publish signboards and signage warnings of dangerous matters. Finally, ensuring the job accidents occurring inside the organization are constantly tracked and that records are prepared for those incidents, and try to avoid the causes that lead to them as much as possible (Cudjoe, 2011, p. 15).

2.1.11 OHS and Working Conditions

Work c conditions are one of the most significant areas of concern in the field of OHS, and it is critical to understand the components of these conditions in the establishments in order to comprehend the dangers to which production elements, particularly the human element, are exposed. Among the definitions offered in this field are the following :

"Working conditions include everything that surrounds the individual in his job and influences his behavior and performance, as well as his dispositions toward work, the group he works with, the administration he follows, and the institution to which he belongs" (Al-Shanwani, 2004, p. 205).

Working conditions, according to (Saval, 1979, p. 28) is "material in nature, such as lighting, noise, heat, as well as psychological and moral in nature, such as horizontal relations with the rest of the workers and vertical relations with the administrative ladder, which are organizational in nature as the content, importance, and nature of the work ".

We note that this definition was more comprehensive because it included various aspects of working conditions in the industrial establishment, and as a result, working conditions in the establishments can be summarized in three basic sections: physical working conditions, social working conditions, and organizational working conditions. Each of these conditions is described in detail below:

2.1.11.1 OHS and Workplace Physical Conditions

Physical work circumstances are the variables that have a palpable substance, and we shall discuss the most essential of these aspects in the following sections:

1. **Technical Working Conditions:**

If they are not suitable, technical and technical working circumstances are regarded as physical working conditions that have a detrimental impact on employees' health and safety. The following are some of these conditions:

A. Factory location :

Choosing the location of the factory is one of the most important decisions that precede the establishment's activity, and an incorrect choice of this location can have a significant influence on worker health and safety, as well as the safety of various production elements, due to several factors, the most important of which are :

- Being far away from the source of raw materials increases the risk of material transport accidents .
- Workers may experience stress and weariness due to a lack of access to transportation .
- Products may be exposed to transit accidents due to their distance from sales locations .
- Pollution-prone areas also have an impact on employees' health and safety. (Al-Shanwani, 2004, pp. 140-141)

Workers' health and safety are also harmed by poor building design, particularly when:

- essential requirements are not followed in the design and construction of structures .
- Using inappropriate construction materials, such as reinforced cement.
- Disregard for scientifically accepted norms
- Uneven flooring that doesn't vibrate hard and rapidly .
- Ceilings and walls of poor quality, both in terms of the materials used and the colors painted with them .
- In emergency situations, unit procedures such as exits and staircases are unavailable (Farrag, 2000, pp. 157-158).

B. *Planning and organizing the workplace*:

The organization may fully organize and arrange the workplace at the same time that specialists design and arrange the locations of equipment, design the process of handling materials, and seek the support of experts in human engineering. Poor workplace design and organization endangers workers' health and safety. And the safety of other production elements, such as materials, machines, and products, through a variety of factors, the most

important of which are: the absence of safe corridors for workers to use, the lack of emergency arrangements in the production site, the failure to leave adequate distances between machines or their poor arrangement, the narrowness of production sites, the lack of sufficient storage spaces, difficulty in handling materials, uncleanliness (Obeid & Ali, 1974, p. 456).

Material handling labor, for example, has been determined to be responsible for around 6% of all serious injuries in industry, 21% of permanent impairments, and 25% of temporary impairments in the United States of America (A.Ghafour, 1997, p. 143).

C. Preventive measures:

Preventive measures are components that safeguard employees from work-related injuries and illnesses, and they are utilized when dangers cannot be removed from their origins. Following the availability of these means for workers in the establishment, resulting from the physical working conditions in which they work, and the lack of these means or their availability with inappropriate specifications, such as being difficult to wear, not suitable for worker standards, causing fatigue, being heavy...ect, leading to an increase in injury workers who have been injured in an accident or who have developed occupational illnesses (Himmish, 2013, p. 7).

2. Lighting :

A. Definition, measurement, and forms of lighting :

The quantity of light falling on a certain location, such as a workplace, is referred to as Lighting. A Photometer may be used to measure it, and the luminous measuring unit is LLUX, which is a metric unit. The feet are a non-metric unit of measurement. (Guland, 1978)

In the institution, there are two types of lighting: natural lighting, which refers to natural light or daylight that comes from the sun, and artificial lighting, which comes from luminous bulbs that are heated to a high temperature, whether by natural or chemical means, using neon, and reflectors, and so forth (Abdullah, 2003, p. 371).

It's also a mistake to rely solely on natural illumination, as it frequently fails to match the requirements. Natural light may be insufficient at some times or seasons, necessitating the establishment of a single artificial lighting system; nonetheless, it is preferable to have a system that blends natural and artificial lighting (Al-Shanwani, 2004, p. 209).

B. The impact of lighting and color on worker health and safety :

If lighting in the workplace is characterized by inadequate distribution, a rise or drop in intensity, or a glaring contrast, it is termed dark illumination and has negative consequences on worker health and safety. Workers in open areas, such as deserts, photographers, and welders, may be exposed to intense lighting, which can cause gradual vision loss, eye fatigue, and effects on the central nervous system, resulting in fatigue and headaches, as well as a high rate of accidents and injuries, especially when there is a large disparity in lighting intensity between places near the institution.

3. The Noise :

A. Noise as a concept and its limitations :

Some people describe noise as undesirable noises, and so a piece of music can be deemed noise if a person does not want to hear it. Individual's perceptions of noise differ; some people regard a specific sound to be noise, while others do not .

As a result, it has to be defined more precisely. Noise is the result of sound waves interfering in an irregular manner, continually changing in length and frequency, and having negative consequences on the ear and overall health (Jamil, 1980, p. 25).

B. The effect of noise on worker health and safety :

Noise has a negative impact on worker health and safety, especially when sound levels surpass (85-90) decibels. Noise effects are categorized into auditory and non-acoustic categories in general (Clafon, 1977, pp. 21-23):

1. Auditory effects:

These are the effects of noise on the subject's auditory system, which are split into three categories:

- Temporary effects:

Glaucoma affects the sensory hair cells in the spiral body of the inner lining, which results in a decrease of these cells' hearing abilities at the conclusion of an 8-hour work day, although this impact fades after several hours of being away from noise, i.e. after leaving work. The worker who is exposed to noise for 8 hours a day while working will keep away from it for 16 hours the next day, but the worker's hearing ability will deteriorate over time if he is subjected to noise on a daily basis for 6 days a week.

- Long-term effects :

When a person is exposed to noise, especially if it is louder than 85 decibels, sensitive hair cells in the spiral body of the inner ear decompose, and these hairs lose part of their sensitivity forever. As a result, the person is exposed to a condition known as occupational deafness, which is defined as a gradual decrease in the efficiency of the auditory system of the person who is exposed to noise on a continuous basis.

- Common Effects :

Continuous exposure to loud noises may affect only a portion of the worker's sensory hair cells, and if the worker moves away from the source of the noise, he may restore some of these sensitive hair cells, resulting in a partial effect, as the individual suffers from partial deafness rather than total deafness.

2. Non-Auditory effects:

The following are examples of non-audible effects (Jouhandeau, 2006, pp. 1-13):

- Communication Effects :

Noise hinders direct touch between employees, which might lead to danger if one of them is unable to tell the other of a potential hazard. Furthermore, employees' inability to hear prevents them from building the social bonds that each individual need .

- Psychological effects :

It is commonly observed that workers in noisy environments feel anxious, depressed, anxious, and nervous, all of which are phenomena that have a significant impact on the

worker's mental health, especially if these effects are accompanied by hormonal changes and disturbances.

- Physiological effects :

Numerous studies have shown that noise exhaustion can cause blood vessels to constrict, arrhythmia, high blood pressure, change of balance, fast breathing, high blood sugar, and other negative effects on health and worker safety.

2.1.11.2 OHS and Social Work Conditions

If material working conditions assault a person's physical being, encompassing physiological, chemical, and biological components, then social working conditions attack a person's psychological entity (Himmish, 2013, pp. 14-18).

The Hawthorne experiments have demonstrated that social working circumstances are just as significant as physical working conditions. Providing employees with social services and welfare, as well as a working environment that allows them to form human relationships and communicate, has a huge influence on health and safety personnel, as will be detailed below:

1. The social services:

Social services are one of the variables that boost employee morale and protect them from threats to their health and safety. The following are the most important of these services:

a) Nutrition:

The energy expended by the worker in his work is a result of the meals he eats, and if these meals are insufficient in terms of quantity and type, the worker quickly loses his ability to withstand the energy required by his members, so providing the appropriate healthy meal achieves several advantages, including: increased worker vitality, decreased delay in rest periods, decreased accidents and diseases caused by stress caused by lack of nutrition. As a result, proper and healthy nutrition for workers has become one of the most important issues that nutrition experts and occupational health men are concerned about

at the moment, and the presence of restaurants and clubs in the workplace has become a necessity, as well as one of the requirements of modern industry, as it has become a requirement of workers' rights.

b) Occupational medicine:

Occupational medicine is characterized by the provision of therapeutic services to employees as well as the monitoring of their health status. Indeed, occupational medicine is a new branch of medicine that was clearly developed in developed countries, and the goal of providing health services is to solve workers' health and psychological problems, doubling their physical and psychological activity, protecting them from work accidents and occupational diseases, and working to adapt them to the work environment .

c) Transportation

Transportation has a negative impact on the worker, both in terms of the effort he expends and the expenses he incurs, so the organization's provision of transportation for its employees is a guarantee of their well-being and preservation of their ability to work, in addition to other mirrors, such as reducing transportation-related delays and absences.

d) Focusing on the worker's well-being and family issues

In addition to food, transportation, and housing, services for the worker's and his family's welfare must be prioritized. The worker's well-being and attention to his family problems have become one of the criteria for progress, since this makes the worker a good force both inside and outside the institution. These services include: offering leisure groups, providing a daycare for employees' children, providing a psychiatrist to follow up on the workers' psychological difficulties, and giving social assistance, among others. These services have a considerable influence on the worker's mental health, as well as his adaptability to his work environment and protection against workplace accidents and psychological stress resulting from job or family issues.

2. Human relationships

The contacts that bond workers with one another (within the group), with direct officials (supervisors), and with management in general are referred to as human

relations. These connections have a tremendous influence on workers' psychological well-being as well as their safety. This is demonstrated by the following elements :

a) The working relationship:

"A group defines its entities as two or more persons engaging with one another and sharing a defined pattern of interactions and work to achieve common goals" (Maher, 2002, p. 56).

The relevance of researching the group in the context of work arises from the significant influence it has on its members' perceptions and behaviors. Sociological experiments in the West have revealed that belonging to a group has a higher influence on our views, intentions, and behaviors than any other factor.

Through the stimuli and supports that surround the person and become part of his social reality, the group can affect his perceptions, conceptions, beliefs, and behaviors.

The group resorts to protecting the interests of members who conform to the different patterns of conduct while punishing those who stray from these patterns by not impeaching them, notifying supervisors of their flaws, or destroying their means of production, implicating them in difficulties.

This means that interactions between members of the same group or between groups would create negative stresses and pressures, negatively affecting the worker's psyche, health, and stability, and sometimes these conflicts would turn into acts of violence, resulting in injuries and death, and the worker's inability to concentrate due to these conflicts and pressures would make him vulnerable to work accidents.

We emphasize that Elton Mayo and his colleagues deserve a lot of credit for establishing the importance of the work group and its impact on its members in Hawthorne West, where they demonstrated that workers are affected not only by official management's orders and procedures, but also by the values and trends set by the group for its members.

b) The relationship with the management

Workers' relationships with each other have an impact on their health and safety, and workers' relationships with the administration have an impact as well. As a result, we cannot overlook the fact that the administration's policies and behaviors toward its employees have a significant impact on their psychological health, behavior, and performance. All these causes employee resentment, as well as the bad consequences and behaviors that follow, such as absenteeism, work accidents, work pressures, apathy, and the institution's policies and methods of operation, as well as its interest in the human aspect.

"Herzberg" explained this by saying, "We cannot deny the administration's efforts to influence the work environment, in terms of correct working conditions and methods, and the improvements it provides, and thus the workers stick to their work provided that these material efforts are coupled with A humanitarian effort that makes the individual feel his humanity and recognize the inevitability of his cooperation with the administration in the success."

c) The relationship with the supervisors:

Given that he is entrusted with the attainment of organizational goals by others, the supervisor or foreman is a critical component in establishing a positive work environment. It is inevitable that this goal will not be met unless the supervisor is able to have a good impact on his subordinates by encouraging and inspiring them to work effectively in an environment that promotes collaboration, understanding, and mutual respect, and if all of the studies agree on one thing: the supervisor's ability to affect the behaviour and level of performance of the employees he supervises through his leadership style, then they differ in the sort of supervision that is more efficient and productive. Lowin and Lippit discovered that there are three styles of leadership: authoritarian, democratic, and permissive (free) leadership in their experiment with Lippit and White .

There is no doubt that the supervisor's management method and the ambiguity of the leadership he follows play a role in the emergence of negative phenomena among workers, such as conflicts, work pressures, leaving work. and if the effect is indirect, the worker's perception of himself as a tool of production whose task is to carry out orders

will make him feel unappreciated, unappreciated, a lack of regard for work, which results in a drop in productivity and morale, as well as the appearance of resentment and discontent, which causes him psychological stress or causes him to be involved in workplace accidents.

2.1.11.3 OHS and Regulatory Working Conditions

Organizational working circumstances, via the arrangement of work and working hours, have an influence on worker health and safety in the same way that physical and social working conditions do.

1. ***Organizing work:***

In this section, we mean how to organize the work of the implementing workers in the institutions, which is, how they perform their productive tasks and in what way, with any level of responsibility and psychological satisfaction, which we will explain through our focus on the scientific work organization and its effects.

- the scientific work organization and its effects.

The scientific organization of work is a stand-alone theory that deals with everything that affects the management of an institution through an attempt to rationalize and secularize the conduct of its activities, and the most important pioneers of this theory are F. Taylor, H. Camt ،H. Gilbert, and others (Al-Shanwani, 2004, p. 30). Their study and work have been related to so-called Taylorism, which is credited to Taylor because of his significant contribution to the scientific organization of work, and because Taylor's first goal was to overcome production constraints and increase worker productivity, he believed that management should not give every worker the freedom to perform work; rather, a study and analysis of the various tasks of the production process should be conducted with the goal of determining the best performing method and requiring all workers who perform similar activities to follow it. Two essential concepts underpin Taylorism's approach to work organization: separating work planning from execution, and splitting operational work whenever feasible to achieve short, clearly defined procedures that are easier to standardize (A.Ghafour, 1997, p. 90).

2. Organizing working time

The Industrial Revolution, and the ensuing labor revolt, forced productive institutions to employ employees, including children and women, for more than 12 hours a day in order to maximize output. The prevailing belief was that the longer the working day, the higher the worker's productivity; however, many studies have shown that the length of the working day causes muscular and psychological stress, making it difficult to renew the workforce and low productivity, especially if the work he performs is repetitive and occurs under tight financial circumstances (Himmish, 2013, p. 21).

The evolution of social and economic life, as well as workers' increasing awareness by demanding better working conditions, were among the factors that contributed to the gradual reduction of daily working hours until they reached less than 8 hours in some countries, without a decrease in worker productivity. "In France, working hours decreased by (8.6%) from 1936 to 1960, and with that, there was an increase in industrial productivity," (Himmish, 2013, p. 21) .

Despite this, labor exploitation through increased daily working hours continues to persist, particularly in some regions of the Asian continent, where multinational firms are limited to employing people for 48 hours a week or more, with just seven days of paid yearly vacation.

What has been said so far is regarding working hours, but in terms of how they are organized, one method has previously dominated, which is to divide the working day into morning and evening periods. Because certain businesses that employ furnaces with extremely high temperatures, such as the iron and steel industry, require them to burn continuously. In addition, certain huge equipment with significant economic expenses requires continuous operation in order to assure depreciation over the shortest feasible period of time.

It's worth noting that during the evening and night work times, the rotating work system is a system in which work teams alternate on the same work positions to complete the same productive duties. According to this approach, there are three primary types of work (Guland, 1978, p. 178):

1. The method of intermittent work in two teams (8x2), with work, stopped at night and at the end of the week, by running the institution for fewer than 24 hours a day .
2. The semi-continuous work system with three teams (8x3), in which the institution runs 24 hours a day, without sleep at night, but with a weekend break .
3. The method of continuous labor with three teams (8x3), including the institution's operation 24 hours a day, seven days a week, without a day off, at the end of the week, or on holidays.

In contrast to the economic benefits given by the shift system, which is the efficient use of the institutions' production capacity, it contributed to the change of many workers' routines and the emergence of social and psychological difficulties. The duration of the workday and the fact that it was organized differently in the morning, evening, and night exposed workers to stress, physiological, and psychological illnesses, which harmed their health and increased their risk of accidents and injuries. The number of working hours and how they are organized has become a fundamental part of working conditions and a continual demand for wage employees in many nations throughout the world, prompting a quest for more efficient ways to organize work and hours.

Finally, the issue of OHS is an important part of the human resources management strategy because it directly affects the most important thing that a person owns, his health and life, and it is also of great economic importance for the organization and society because the high rate of work injuries and illnesses in organizations costs them a lot of money to treat, in addition to disrupting work. In terms of society, rising costs have a negative impact on the national product and result in the loss of some of the country's productive potential. The efficacy of OHS entails lowering work-related accidents and diseases, as the manager must consider various factors from the worksite, as well as adherence to regulations, legislation, and ethical variables while managing employees' OHS.

2.1.12 Training and Education

One of the most prominent things that distinguish an institution from others in OHS is the extent of this institution's interest in training and education. Education and training are considered important when undertaking OHS programs. The training aims to improve the abilities of the person receiving it by delivering sufficient instruction in the most suitable manner (Chand, 2020).

Usually, one training is distinguished from another based on several characteristics, the most important of which are:

- **Learning by objectives:** In this feature, the training is related to the institution's objectives by leading the training programs to the employees' basic skills and strengthening them to meet the goals and then excel in their jobs.
- **Collaboration:** In this feature, the officials seek to enhance the principle of cooperation and participation among the individuals participating in it in order to overcome problems by holding several seminars.
- **The ability to share experiences:** As a form of preparation, experiences exchange sessions are held to foster new ideas among trainees.
- **Making training more enjoyable:** Some trainers incorporate innovative exercises that help to create an educational experience free of boredom in order to put a kind of improvement on the conventional training (Burley, 2019).

When focusing on OHS programs, the training content for this field must include an overview of the company's safety and health strategy and curriculum, supervisory roles for supervisors, crisis management training, rescue and evacuation operations, and defining suitable places for emergency tools. Additionally, instruction in dealing with threats, reporting injuries as soon as they occur, dealing with personal safety devices, and eventually, studying all of the laws applied to all areas of work.

This training content provides individuals with relevant experiences that help them develop their own skills in health and safety. The entire training process is directed to the employees at appropriate times, such as when the worker is new or recently appointed, as well as when the worker lacks safety skills, in addition to that when changes are made in the production process in the organization in general (Reese, 2008, p. 223).

The importance of training and education in OHS:

Training in many various areas is of considerable importance; The following points illustrate the importance of training in the area of industry and services in particular:

- **Increase the amount of production:** Reducing costs while retaining a high production volume in order to compete in the industry, through supplying workers with expertise and increasing their competitiveness by training.
- **Quality Development:** Training plays an important role in increasing worker productivity in order to develop output.
- **Enhancing industrial and service security:** Training leads to familiarizing employees with how to better use resources in order to minimize workers' vulnerability to injuries.
- **Technological development**: Continuous progress by training must be prioritized in order to keep up with technology advancements in the workplace.
- **Effective management**: Training as a suitable medium for control and preparation aids in the development of staff' and supervisors' expertise with the aim of achieving administrative competence. (Cudjoe, 2011, pp. 22-24).

OHS training can continue for new hires who enter the institution or staff who are moved from one location to another, as figures show that untrained personnel are more likely to be involved in workplace accidents and injuries than experienced professionals. The training process in OHS has several needs, and this following form explains the needs in detail:

Safety and health training needs assessment

In trying to determine the safety and health training needs for supervisors and works at XYZ company, we are asking you to give us assistance by completing the following questionnaire. Please place on the back of this sheet under other comments any guidance or concerns which you have.

I. In order to provide you with an opportunity to have input on XYZ's safety and health training, select only 12 of the following topics that you deem most important for such a training program.

- ☐ Safety and health management
- ☐ Ergonomics
- ☐ Welding and cutting safety
- ☐ Electrical safety
- ☐ Lifting safety
- ☐ Confined spaces
- ☐ Hazard communications
- ☐ Mobile work platforms and lifts
- ☐ Haulage equipment
- ☐ Fire prevention and protection
- ☐ Environmental management
- ☐ Promoting safety and health
- ☐ Rigging safety
- ☐ Safety and health training
- ☐ Scaffolding safety
- ☐ Communicating safety and health
- ☐ Hand and power tool safety
- ☐ Tracking safety performance
- ☐ Ladder safety
- ☐ Fall protection
- ☐ Crane safety
- ☐ Hazardous chemicals
- ☐ Mobile equipment
- ☐ Powered industrial trucks
- ☐ Working around water
- ☐ Material handling
- ☐ Industrial hygiene
- ☐ Accident investigation
- ☐ Walking and working surfaces
- ☐ Personal protective equipment
- ☐ Equipment and machine guarding
- ☐ Motivating safety and health
- ☐ Lockout/tagout
- ☐ Accountability and responsibility for safety and health

II. Are there any other specific topics that you think should be covered that were not part of the previous list?

_____

_____

_____

III. List and rank the five most important topics to you (1 would be the most important and 5 the least important):

_____

_____

_____

IV. How should the training be conducted to make it most effective?

_____

_____

V. How long should each training module last?

_____

VI. Other comments: What other recommendations or guidance do you have for the training?

_____

_____

Source: Reese, C.D. (2008), Occupational Health and Safety Management- A Practical Approach-Second Edition P.226

Figure 1.1 Safety and Health Training Needs Assessment.

Experiences demonstrate that a properly structured continuous training curriculum relies on a strong safety program. The training curriculum must cover both protection and the skills required to complete the activities at hand.

Finally, the training and education process is very important for the success of any OHS program, but the success of training process depends on the evaluation process, as after any training process, the final information about this training must be given to the employers in order to determine whether the workers achieved the results and reached Specific goals or not (Reese, 2008, pp. 226-232).

2.1.12.1 Communication and Safety Training

One technique to improve employee safety, according to (Théoneste, 2015, p. 14), is to involve all staff in safety training at different times. There are a variety of techniques to provide safety training. This comprises the items listed below.

- HR personnel hold regular meetings with supervisors, managers, and employees on a regular basis.
- Video clips, television broadcasts, and Internet-based resources can all be used to provide safety training.

Continuous communication, rather than merely sending safety notices, is vital for improving safety training. Producing newsletters, changing security labels, continuously updating bulletin boards, and disseminating information inconspicuous locations are also encouraged.

2.1.13 OHS Programs

The OHS Program is a specific strategy intended to keep workplace incidents, deaths, and diseases to a minimum. At least the standards and laws of OHS in the country must be included in the OSH software for any facility. Because of the differences between the institutions, implementing an OHS policy in one does not always meet the needs of the other. In general, the following components must be used in each OHS program, and each facility can pick each component depending on its business specifications. The main elements are:

1. OHS Policy.
2. Statement of OHS.
3. Responsibilities are organized and distributed.
4. Safety Committee for the Facility.
5. Education and awareness-building (issues of OHS).
6. Contingency planning and preparation for various contingencies.
7. Conducting investigations into workplace accidents and injuries, as well as compiling reports and data on them.
8. Use OHS inspection forms to check the various workplaces.

9. Occupational health and safety standards and requirements, as well as proper and safe work practices.
10. Checking, examining, and storing personal protective equipment.
11. Firefighting equipment - inspection and maintenance procedures - fire protection inspection forms.
12. Workplace measures and occupational health.
13. Medical and first-aid services.
14. Environmental protection and disposal of industrial waste.

Generally, successful safety programs necessitate the positive participation of all employees. The Occupational Safety and Health Committee is a form of positive participation for workers who represent both workers and management. This committee is concerned with examining the working conditions and the causes of accidents, injuries, and occupational diseases, and taking the necessary measures and precautions to prevent their occurrence and non-recurrence. The Occupational Safety and Health Committee meets at least once a month, and within a week at most from the occurrence of a major accident or evidence of an occupational disease.

The senior management is responsible for preparing special programs in OHS where management is required to provide guidance and regulations and to ensure healthy working conditions. Staff must also comply and use the available tools and equipment to protect themselves from incidents and injury at work.

Finally, successful safety programs necessitate the positive participation of employees, and the OHS Committee is a form of positive participation for workers who represent both workers and management. The state's OHS legislation usually stipulate the necessity of forming a committee in the facility and clarifies the method of its formation and the responsibilities of its members (Cudjoe, 2011, pp. 19-21).

2.1.13.1 OHS Program Costs and Benefits

According to (Cudjoe, 2011, p. 19), companies typically complain about the lack of a systematic method for determining costs and benefits when dealing with employee OHS problems. This is technically correct, however, there is a behavior cost model that may be a good place to start .

The distinction between discretionary safety and health spending is crucial. Some states and government agencies impose OHS regulations on enterprises. In order to comply, businesses may be required to purchase and install certain equipment, such as safety key locks, and non-slip flooring. These costs have yet to be determined. Otherwise, you risk facing significant financial fines and damages as a result of liability and tort litigation.

Cudjoe (2011, pp.19-21) noted that, in addition to compliance, businesses have a range of options for how much they invest in employee safety and health. Incentive poster programs, such as "Think Safety," are a symbolic endeavor that costs little money. It is more expensive to form a safety committee in order to stimulate active employee complaints. The more expensive option involves mandatory safety training for all staff on a regular basis. Films and lectures by safety experts, as well as hands-on exercises and demonstrations using safety and emergency equipment, may be used in training.

Investment costs for each level of OHS program are measurable according to (Boyd , 2003), and include salaries and earnings of program participants, charges of external services used, and program execution costs. Unfortunately, the benefits of such initiatives do not always translate to higher profits.

The reduction in injury and employee compensation insurance expenses is possibly the most tangible benefit of a good OHS program implementation. Less tangible benefits include lowering "indirect" expenses associated with the accident, such as:

- The expense of salary paid to make up for lost time.
- The cost of replacing damaged materials or equipment.
- The cost of additional work caused by the accident.
- Wages paid to supervisors while time is required for accident-related responsibilities.
- The costs of reducing the wounded worker's production when he or she returns to work.
- Medical expenses spent by the corporation that are not secured.

- Upper management and clerks squandered time scrutinizing the processing of worker compensation papers.
- The amount of time it takes a new employee to learn the job.
- The labor expense borne by the employee engaged to compensate the injured.

Predicting and identifying patterns in these expenses is extremely challenging. This should be done based on historical data to monitor trends and managers' judgment to estimate the severity of accidents that may be avoided, and it is economically sensible for businesses to guarantee that efforts to remove accidents and health hazards are not limited (Cudjoe, 2011, p. 21) .

2.1.14 Dimensions of OHS

The availability of OHS standards is considered by itself to have a vital effect in modern organizations, especially in light of increasingly complex circumstances, which in turn prompted researchers in this field to work on designing standards to measure the level of these standards within the organizations. As writers and researchers dealt with several dimensions of OHS, and the most important dimensions are the following:

1. The psychological dimension

This dimension focuses on the psychological aspects and individual feelings that center around employees ’feelings of contentment and happiness versus uncomfortable discomfort and unwanted tension. This dimension expresses the overall picture of the quality of relationships in the workplace, which affects the productivity of work for an individual through their high or low levels (Ashour, 2015, p. 236).

2. The dimension of security and prevention

OHS is considered to be a part of life, which is essential for a person. The dimension of security and prevention in occupational health is a dimension that seeks to measure and reduce accidents as much as possible. Furthermore, it seeks to reduce the costs of casualties that are specifically related to work accidents. By focusing on this aspect, the establishment hopes to improve manufacturing quality by supplying employees with security.

Occupational safety and health are closely related to all areas of security that the production process cannot dispense with and which seeks to achieve the following:

- Protecting workers and reducing risks, and applying this also to other factors of production.
- Preventing fires and working to find protective agents against them.
- Improving industrial and service quality.
- Pre-preparedness to prevent any indirect disease.
- Using new technology to improve the productivity and protection of staff. (Cudjoe, 2011, p. 15)**.**

3. Emergency management

The emergency management process is a term that refers to a mechanism for coordinating responsibilities and administrative resources, with the goal of mitigating the adverse impact of all threats and disasters. The WHO describes the state of emergency as a situation in which routine activities are halted and both urgent and immediate measures are taken that prevent events from turning into disasters. Therefore, emergency management is considered very important because it prevents disturbances from turning into risks or disasters. Effective emergency management depends on a comprehensive integration of plans and strategies and coordination between governmental and private institutions at all levels (Khorram-Manesh, 2017).

4. Workplace environment

This term expresses the location where job assignments are completed, and there are different places of employment, such as office buildings or construction sites. It also contains other location-related considerations such as the purity of the environment at work, the level of calm, and the availability of extra functionality that would facilitate the worker to carry out his work (Makhbul, 2012).

An effective work environment is of utmost importance as it assists in the quest for a safe and successful work environment to obtain the following:

- **Productive efficiency:** Any company can be competitive in the market by using highly efficient production tools. These tools come in the form of management programs, manufacturing equipment and service delivery so that they are good and effective.

- **Profitability:** Management analyzes workplace practices, such as performing an energy audit, to help decide if the organization can save money on its energy bills in order to achieve the necessary efficiency and profitability (Frost, 2019).
- **Moral feeling:** When it comes to worker morale, the world around him impacts him either positively or adversely. For example, having advanced job mechanisms would positively affect his morale and thereby boost productivity (Hcareers, 2007).

2.1.15 Occupational Health and Safety Risks in Institutions

Occupational hazards are the risks that people are exposed at work, and they include a wide variety of risks such as environmental hazards, medical hazards, and psychological and physical hazards. The causes of occupational hazards can be classified into three main types, which are:

1. **Accidents and risks beyond our control**

They are uncontrollable events that occur by chance and are beyond anyone's control, such as the occurrence of a natural disaster (earthquake, flood, etc.).

2. **Accidents due to the unsafe work environment**

The environment and the conditions in which the job is conducted, such as failure to implement occupational safety precautions while performing the task and failing to supply equipment, machinery, supplies, and protective apparel at the worksite, are two of the leading causes of workplace accidents.

3. **The worker's unsafe behavior**

Unsafe behavior of workers, as some workers may behave in an unprofessional manner in dealing with machinery and equipment or even when providing services, as they may commit some mistakes that may harm them, their colleagues, and the workplace, and this may be for several reasons, including:

- Employees are not aware of OHS procedures, which must be transmitted to them to receive appropriate training.
- The worker may suffer from some health problems from poor eyesight or the inability to withstand the muscular effort for the quality of some jobs
- Lack of experience and skill required for the nature of the job.

- Neglect and belittlement by following health and safety guidelines.

Stress and anxiety due to work requirements, in addition to physical and mental stress (Lingard & Rowlinson, 2005, p. 157).

2.1.16 Occupational Health and Safety Management (OHSM) and Its Requirements

2.1.16.1 Concept of OHSM

OHSM is a series of activities and technical and administrative processes concerned with analyzing the climatic and psychological conditions prevalent in areas where work is performed inside organizations in general and industry in particular. It is also based on the development of specialized programs to control and eliminate the sources and causes of accidents and potential diseases that may be affected by human resources while performing their work due to the nature of these works or the climatic and psychological conditions surrounding them, by working to provide means of protection to avoid these Risks and their negative effects on the safety and health of human resources in the workplace (Aqili, 2005, p. 569).

OHSM is also known as the Work Environment Department, and it refers to the administrative activities and processes that safeguard workers from hazards associated with their jobs and workplaces that can lead to disease and accidents (Abbas, 2007, p. 304).

2.1.16.2 OHSM Requirements

There is no question that various prerequisites must be met in order to establish OHSM programs to safeguard workers from workplace accidents and injuries, the most important of which are (Himmish, 2013, p. 23):

- Provide the financial capacities required for the creation and execution of these programs.
- The belief of management in the value of OHSM programs and support them .
- All institution personnel working together to put all procedures and regulations established in safety plans into action .

- Employees receive ongoing training in the operation of used machines and equipment .
- Using guidelines, pamphlets, and posters to raise awareness and educate people about occupational safety and security .
- Supervision and follow-up to ensure that instructions are followed and that personnel are committed to wearing safety equipment while working .
- Preventing accidents by doing routine maintenance on the institution's machinery and equipment.
- Providing proper working conditions and a conducive work environment that enables employees to do their tasks .
- Keep up with studies and research on workplace safety and health to stay on top of changes in the sector.

2.1.16.3 Significance of OHSM

There is a need to pay attention to the OHSM, given the following considerations:

1. The Human Consideration.

The humanitarian element is the most essential argument for the need of OHS, given the injuries and diseases that afflict the worker and cause him pain and suffering as a consequence of the physical, psychological, and social impacts that occur, as follows (Aqili, 2005, pp. 575-576):

a) Physical impact :

Occupational accidents and diseases may have unfavorable impacts on the worker, such as partial or total incapacity, chronic disease, and other ailments that cause the worker severe pain for which no compensation is provided.

b) Psychological impact:

Accidents and occupational illnesses have an influence on the worker's psychological condition and morale, as he is always afraid since he works in an atmosphere full of hazards that endanger his health, life, and future.

c) Mental impact:

"A healthy mind resides in a healthy body," as the adage goes. Increased job pressure exposes the worker to anxiety and despair, resulting in a lack of capacity to focus and think clearly.

d) Social Impact:

Health problems, disabilities, chronic diseases, fatalities, and so on have a detrimental impact on social and family life. The death or permanent incapacity of a worker who supports family results in the loss of family members, and the impact on society is not to be ignored.

In France, researchers found that a worker needs one luck out of five (on average) to avoid being harmed in a work accident, and that he has been exposed to five work accidents throughout his working life. According to another research, the number of deaths due to accidents and occupational disorders increased by roughly 20% from 1651 deaths in 1960 to 2383 deaths in 1971. This is obvious proof of the worsening of workplace dangers and the necessity for OHS compliance (Himmish, 2013, p. 25).

2. The economic consideration

Because of the following ramifications on the institution and the national economy, economic considerations necessitate paying attention to OHS :

A- In terms of the institution :

Occupational accidents and diseases have a number of consequences, including a decrease in the institution's productivity and an increase in direct and indirect operating costs, both of which have a negative impact on the institution's productivity and profitability, as well as a threat to its long-term survival .

The following factors show the influence of the institution's economic considerations as a result of ineffective occupational health and safety management (Aqili, 2005, p. 574):

1. Cost

It refers to the institution's financial outlay in the following situations:

- Workplace-related illnesses are treated .
- Workplace accidents and injuries are treated .
- Injured and ill people's costs and wages throughout their treatment .
- Compensation for permanent incapacity and death .
- Productivity loss as a result of missed working time owing to accidents and illnesses .
- Loss of a work force that must be recruited, qualified, and trained as a replacement.

2. Profitability

The costs of treating accidents and diseases as a result of inefficient work environment management affect the cost, which is reflected in the price of the product offered by the organization to the market consumer, as this creates the possibility of making this price uncompetitive with other competing organizations. And this puts it at risk of losing a piece of its stronghold in the markets it serves, putting its profitability and possibly survival in jeopardy as time passes.

One of the studies done in the USA to determine the motivation for reducing the frequency of accidents and occupational disorders discovered that the primary motivation is to save money. Senior management's motivation to support preventative initiatives, according to 98 percent of those polled, is to minimize operating expenses (Barnouti, 2001, p. 469).

B- In terms of the domestic economy :

The loss of skilled and trained labor, the decrease in institutional production, the increase in lost time, the increase in compensation for accidents and diseases, all factors that affect the national product, and thus the national economy of any country, the concern now is with OHS, and the prevention of dangers, all of which are necessary for any country's growth and progress .

For example, in 1947, one million employees were injured and 17,000 were murdered in the sphere of industry in the USA, resulting in a loss of 5,000 million dollars. In 1984, the cost of occupational accidents and diseases in England was projected to be 1200 million pounds sterling, or 7.8% of the gross national product (Al-Hindawi, 1994, p. 48).

In addition to the aforementioned considerations, there are others that necessitate attention to OHSM because of their impact on the institution's revenues and capacity to exist, despite the difficulty of assessing them monetarily. The following are the most essential considerations (Dolan, 2002, p. 554):

- Lowering the rate of job turnover:

Paying attention to occupational health and safety in general instils in workers a sense of importance, and, more importantly, that they are not just a tool used by management to achieve its objectives, which raises their morale and satisfaction, and thus reduces their desire to leave their jobs .

- Lowering absenteeism rates:

Improving working conditions and minimizing workplace accidents and illnesses reduces the number of days workers leave work.

- Improving the institution's reputation and public relations:

Paying attention to occupational health and safety leads to the establishment of a positive reputation for the institution among competitors, as well as an improvement in its public relations, allowing it to retain and attract the best talent.

2.1.16.4 The Responsibility, Administrative Organization, and Tasks of the OHSM

2.1.16.4.1 The Responsibility of the OHSM

All personnel of the company, depending on their role, are responsible for OHS (Himmish, 2013, p. 27):

1. Employees:

They are all required to carry out their responsibilities in assuming responsibility for the organization's security, to be aware of and familiar with safety regulations and rules, and to pay close attention to the application of OHS regulations and instructions once they have learned them .

2. Senior management:

It is the authority in charge of supplying occupational safety equipment and establishing the norms and instructions that govern their usage. Individuals responsible for planning and implementing occupational safety programs, as well as working on their implementation, are provided by this department.

3. Managers and supervisors of departments:

They are responsible for ensuring their employees' workplace safety and health. They must, for example, guarantee that working conditions are as safe as possible and that their staff are properly trained to work. They should urge their staff to follow the safety rules and work to follow them from a psychological standpoint, and this requires them to follow the safety standards themselves in order to be a role model for their subordinates .

4. Officers in charge of OHS:

This group is responsible for providing expert advice and support to senior management, department managers, and supervisors as needed. They're also in charge of the following:

- Planning and implementing safety and health initiatives
- Investigate any difficulties that may develop during the implementation of programs .
- Reviewing programs on a regular basis and striving to update them to reflect new working situations as they arise .
- Assisting in the assimilation of these initiatives by both administrators and workers .
- Devoting enough time and effort to avoid mishaps involving personnel or organizational property.

5. HR Management :

There is no doubt that the human resources department, like other departments, has significant responsibilities in this area; it is its responsibility to ensure that individuals who suffer from accidents or industrial diseases receive the necessary treatment and protection. The proper compensation shall be paid to them in accordance with the law,

and it will be the duty of this department to ensure that all essential documents are retained for future reference.

2.1.16.4.2 Administrative Organization of OHSM

The OHSM can be associated with a variety of administrative bodies, but in general, this department can be affiliated with one of the following (Obeid & Ali, 1974, pp. 488-489):

1. Senior management:

The OHSM is directly tied to senior management in order to directly support its efforts in the institution, and so this department, like other departments, will be a key department in the institution .

2. Human resources:

Some institutions believe that the OHSM should be affiliated with the human resources department, given that work accidents and occupational diseases are closely linked to the worker, and that one of the basic functions of the human resources department is to select and train workers from Helps reduce accidents and occupational diseases.

3. Production Department:

The OHSM is sometimes related to the production department, which is responsible for inspecting and maintaining production equipment as well as providing acceptable physical conditions in the business.

2.1.16.4.3 OHSM Tasks

The OHSM is responsible for a variety of tasks, the most important of which are (Himmish, 2013, p. 29):

1. Research task:

This is the most significant job since it entails gathering all of the required data for researching the reality of OHS in the institutions. It investigates the causes of workplace

accidents and diseases, compiles particular statistics, develops plans, and generates technical and organizational papers, among other things .

2. Practical task:

It inspects, monitors, and verifies the safety of the workplace and production machinery, organizes and initiates campaigns to raise worker safety awareness, oversees worker occupational selection, and teaches employees and supervisors.

3. Functional task:

It focuses on improving working conditions, offering individual and group protective equipment, researching job positions in collaboration with the Labor Medicine Department, engaging in building design research, modifying production and service techniques, and so on .

4. Coordination task:

Coordination with the other departments, the work doctor, the various administrative departments of the institution, the trade union or workers' representatives, the external organizations involved with this location, such as the Social Security Authority...etc.

2.1.16.5 Strategic Direction of OHSM

Given the increased risks to which the human element is exposed as a result of technological progress, the emergence of many and diverse chemical industries, and the use of corn in a variety of fields, contemporary organizations today have tended to develop a future strategy to manage the work environment in which human resources management plays a key role in developing that strategy, and the most important of these pillars will be presented. The following are the pillars around which this approach is built:

1. Designing a healthy future work environment and a secure work system.

This design is focused on researching potential work dangers, planning for them, and keeping the workplace healthy and safe by implementing the following strategic directions (Aqili, 2005, pp. 577-579):

- Re-designing the organization's building in accordance with the future variables intended to be brought into the work, so that it delivers a high level of safety and health inside it by putting this design into first account .

- Redesigning production processes at all stages to make work safer and identifying the stages where hazards cannot be avoided due to their nature, in order to deal with them specifically and minimize their risks to a minimum.

- Investing in high-quality safety equipment and machinery, as well as non-hazardous products that do not pose a threat.

- Relying on robot technology to conduct jobs or tasks that pose a substantial danger to workers' safety and health.

- Replacing present workplace OHS control methods with new ones that are more in line with the nature and equipment of future work, as well as the dangers associated with it, and focusing on preventative control to identify danger before it occurs. Some contemporary firms, for example, have demonstrated a sophisticated supervisory mechanism for activating preventative control, which is the strategy of using Safety and Health Officers. This is a team of professionals tasked with inspecting and conducting workplace field inspections on a regular basis. All of this is done in order to find everything and everything that might endanger the safety and health of human resources in the workplace and to report it as soon as possible. One of the officers' responsibilities is to keep track of any violations of the protection instructions that occur during the course of the work, as well as the names of the violators. They also monitor the behavior and actions of human resources during work to discover anything that could endanger their safety and health. The officers also keep an eye on the functioning of machinery, cranes, power and gas systems, and other similar equipment to guarantee their safety. They also keep an eye on the amount of air pollution and noise in the workplace to ensure that they do not exceed the permitted limit, and they follow up on human resources to conduct periodic medical examinations in order to spot occupational diseases early on.

- Explaining the work policy as soon as possible because illness, injury, and damage constitute a threat to human life in the workplace. It is likely that one minute will be sufficient to treat an injured individual.

- Create a training strategy for the upcoming term to better equip human resources to deal with anticipated future job dangers and protect themselves from them through implementing safety and health instructions in the workplace, this strategy should focus on establishing an attitude of dedication to these resources. The findings of an investigation into a large number of work-related injuries and illnesses revealed that the majority of the causes of their occurrence were indifference (Apathy) and non-compliance with safety instructions and guidelines such as wearing a scarf on one's head or a mask on one's nose, etc.

- Future orientation to avoid employing human resources with a history of occupational injuries and diseases, as well as preventing the appointment of smokers due to the pollution they cause in the workplace's air and emphasizing the importance of a medical examination prior to appointment to detect infectious diseases in those to be appointed, as well as to ensure their physical and psychological safety to reduce the risk of injury or occupational disease.

- Making a change to the incentive policy to take into consideration the problem of OHS. For example, each individual who does not register a violation that is entitled to particular instructions for protection for a period of time is given a monetary incentive. Additionally, linking the promotion of heads of production departments to the number of work accidents and diseases that occur in their departments, as well as the reward for each individual whose term of service in the organization ends without him being injured in a work accident, and other similar incentives.

2. Adoption of the principle of shared responsibility

Human resources (workers) participation in the field of managing the work environment and providing safety and health in it is a strategic direction taken by many organizations in the United States, Japan, and European countries, even in some of these countries where labor laws require the formation of advisory committees from workers in organizations to support the HR Department's efforts in managing the work

environment and making it more efficient and to provide safety and health in it (Himmish, 2013, p. 32).

2.1.17 OHSM Systems

OHS systems are intended to provide an internal and external environment that preserves workforce health and safety-proof, customers, and those in the neighborhood, whether they are projects, housing, or others. Also, the relationship between all these elements and between the internal environment and the external environment is interconnected and influenced by each other (National OHS Commission, 2001, p. 4).

The environmental, OHS systems are linked to standards agreed upon by the countries of the world and gained a number through the International Labor Organization for Standards and Metrology, which is OHSAS 18001, which is an internationally recognized evaluation system dedicated to the management of OHS. The system was developed by a selected leading group of professionals, international standards, and international standards certification bodies, to fill the void that there is no neutral third party capable of giving evaluation to this system (Ligade & Thalange, 2013, pp. 395-396).

“The OHSAS 18001 is a universal acceptance of institutions managing OHS wherever they are in and in whatever sector they operate” (Bayram & Ünğan, 2018, p. 2).

The system focuses primarily on OHS diseases and recognized, which may increase health risks and significantly threaten human health and cause losses to the institution, society, and the state's economy. OHSAS18001 is certified in 116 countries and over 40 sectors. This series of standards includes the numbers 18001 and 18002, and this series is the standard designed to designate OHS. It consists of two standard specifications 8001 and 8002. The first, OHSAS 18001, deals with OHSM systems, and development processes have been applied to it to meet recognized standards when evaluating OHS regulations. This system is ISO 9001 and ISO 14001 compliant. This framework tackles concerns such as risk management and readiness, disaster preparedness, and performance monitoring and development. The OHSAS 18002 specification specifies how to apply OHSAS 18001. It outlines the specifications and how to work for their completion, as well as how to apply for certification of standard specifications. (Ligade & Thalange, 2013, p. 396).

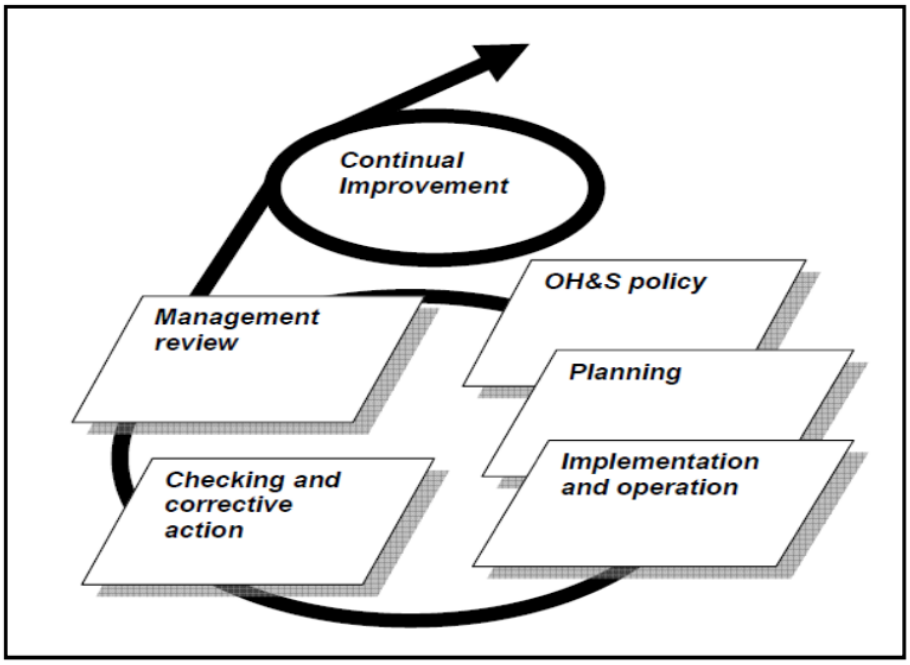


Figure 1.2 OHS management system model for this OHSAS Standard.

Source: A.S. Ligade, S.B. Thalange (2013), occupational health and safety management system (OHSMS) model for construction industry, p.396

Keys that OHSAS 18001 offers are:

Risk Recognition Preparation, Risk Evaluation and Reduction, OHSAS Management Scheme, Structure and Accountability, Training, Knowledge and Quality, Consulting and Communication, Organizational Control, Emergency Preparedness and Response, Success Measurement, Tracking and Development. Each of these fundamental procedures must be taken, and there must also be an organizational structure and instructions governing the norms and principles that employees, merchants, and visitors must obey. It is important to note that these guidelines cannot be ignored because doing so may result in OHS accidents and environmental harm. These damages may be to the persons themselves or to the services, goods or materials that exist on the facility's site, depending on the nature of its work and its function. Also, many factors in the environment may have an impact on the physical wellbeing of an individual or even others who are not members of the company. For the sake of safety, attention should be paid to the level of injuries that may occur to a person in the workplace, from minor to death, and injuries, including those that require more than three days of leave, and methods to reduce the risk of harm to workers must be considered in terms of safety. In

addition, Safety Enforcement Officers should consider standards similar to those mentioned in the field of health during their inspections (Gallagher & others, 2001).

2.1.17.1 Development of the Occupational Safety and Health Management System (OSHMS)

The OSHMS is a collection of plans, processes, and policies that direct states and organizations to manage the OHS hazards that come with their jobs in a systematic way (ILO-OSH, 2001).

The goal of OHSMS is to ensure that workplaces are safe to work in and that operations do not harm workers. The overarching goal of the OHSMS is to enhance OHS performance over time by effectively managing OHS risks and activities (Benjamin, 2008).

The system offers a framework for enterprises to continuously detect and regulate OHS hazards, minimize the possibility of accidents, aid statutory compliance, and enhance the overall performance of the OHSM system (ILO-OSH, 2001).

OHSMS contains measures for the systematic identification, evaluation, prevention, and management of risks, and they go beyond legal requirements to address all hazards. A successful OHSMS fosters workplace cooperation by including staff and other stakeholders in OHS processes and issues. As a result, proactive monitoring of OHS risks is possible (KagoNjeru, 2015, pp. 7-9)

2.1.17.2 OHSMS Elements

Institutions ensure that OHSMS are developed in accordance with national laws, assisting them in organizing, planning, implementing, monitoring, and evaluating them, as well as working for continuous improvement, resulting in effective positive results in these areas. Senior management must be committed to employee engagement, workplace analysis, risk prevention, control, and safety training (KagoNjeru, 2015).

While many nations across the world have enacted statutory regulations on workplace safety and health, many more, particularly in developing countries, have not (ILO, 2001).

According to (Travis, 2009), methods and solutions for each of the identified dangers, such as those posed by hazardous materials, machinery, tools, and manual handling, must be devised and implemented. Biological dangers, psychological risks, and musculoskeletal diseases are all emerging concerns that must be addressed. OSH is also impacted by the same forces of change that are present in national and global social and economic contexts since it is an intrinsic aspect of social connections.

The First International Conference on Health and Safety in 2004 concluded with a clause that said that an OHSMS will not make a difference unless it represents a constructive, holistic approach to management by organizational managers. OHSMS is merely one component of an institution's management system. The system is designed to assist enterprises in managing OHS risks. The system was created in response to a significant need for a widely accepted benchmark against which it might be deployed and assessed (ILO, 2001).

Every OHSMS must integrate business processes in order to properly manage and continually improve its operations. The OHSMS serves as the framework for program design, implementation, evaluation, improvement, documentation, and verification. As a result, appropriate information flow is the "lifeblood" of any company (ILO, 2004).

OHSMS comprise the following elements :

1. OHS Policy

OHS policy is a statement of purpose for a company's or organization's policies to safeguard the safety and health of its workers, customers, suppliers, and contractors .

The employer shall establish an OSH policy in writing, in consultation with workers and their representatives, that is: specific to the needs of the organization and appropriate to its size and nature of its activities, concise, clearly written, dated, and effective by the

signature or endorsement of the employer or the most responsible person in the organization.

The OHS policy statement is disseminated to all employees and is clearly accessible, and the policy is typically revised to ensure that it remains current and available to external stakeholders, as necessary (ILO, 2001).

2. Participation, Organization, and Communication Among Employees

Worker participation is a crucial component of OSHMS, according to OSHA 2007. The employer is responsible for making sure that employees and their representatives are consulted on OHS issues, as well as that they are well-informed and well-trained in all elements of OHS, such as emergency plans, first aid, fire, electrical and machine safety, and other matters related to their work .

The legislation also requires employers to make provisions for employees and OHS representatives to have the time and resources they need to stay current on the procedures of organizing, planning, executing, reviewing, and striving to improve the OHS management system. The employer is obligated to ensure, in line with national laws and practices, the development and the effective operation of an OHS committee, as well as the identification of workers' OHS representatives (KagoNjeru, 2015, p. 10).

The employer is responsible for the overall safety and health of employees, as well as providing or delegating leadership to the organization's OHS operations (ILO-OSH, 2001). The employer and senior management assign responsibility, accountability, and authority for the establishment, implementation, and performance of the OSHMS, as well as the achievement of essential OSH objectives.

The organization's policy and objectives, the main OHS roles and responsibilities assigned to OHSMS implementation, the significant OHS hazards posed by the organization's operations, their preventative, and management measures, and procedures, may cover instructions or other internal documents used within the framework of the OHSMS Professional (Benjamin, 2008).

OHSMS information should be correctly prepared and presented in an easy-to-understand format for those who must use it, reviewed and modified as needed on a regular basis, reported, and publicly available to all relevant or impacted people of the organization. To receive documents and reply to internal and external OSH communications, arrangements, and processes are developed and maintained. It also guarantees that OSH information is communicated internally amongst key levels and departments of the business, ensuring that workers' concerns, thoughts, and opinions on OSH issues are received, considered, and reacted to (ILO, 2001).

3. Execution and Planning

The goal of the planning is to create an OHSMS that supports the bottom line, including compliance with national laws and regulations, parts of an organization's OHSMS, and continual OHS performance improvement (ILO, 2001). Where necessary, an initial review of the organization's present OHSMS and associated arrangements are done. If there is no OHSMS or if the organization is new, the initial evaluation is utilized as the basis for developing one. (ILO, 2001).

Competent staff does the first assessment, in consultation with employees and/or their representatives as needed. they discuss the current situation of national laws and regulations, as well as national guidelines, customized guidelines, volunteer efforts, and other organizational needs.

Furthermore, the competent personnel develop the planning and execution programs, as well as predict and analyze the dangers and risks created by the current or prospective work environment and organizational structure. They also seek to know if the present or planned measures are sufficient to eliminate or control the danger, as well as analyze data from worker health surveillance. This includes clearly defining, prioritizing, and defining the organization's OHS objectives, also preparing a report of a plan to achieve each objective and standard clear performances clarify who is responsible for what and when. In addition, the competent personnel decide the measurement criteria to guarantee that the objectives are met, as well as providing enough resources, such as human and financial resources, as well as technical assistance, as needed. The creation and execution of all parts of an OHSMS are covered by an organization's OHS planning arrangements (ILO, 2001).

4. The Hierarchy of Risk in Control

Hazards and threats to worker health and safety must be identified and evaluated on a regular basis. Preventive measures are performed in a hierarchical approach with the objective of removing the danger at the source via technical controls during the design stage, controlling the hazard at the source through engineering controls or regulatory measures, substituting hazardous materials for less hazardous materials without compromising the product, and isolating the hazardous area from the rest of the facility by establishing safe work systems that incorporate management control mechanisms, risks are decreased through the barrier. When collaborative efforts fail to minimize residual hazards, the employer provides free personal protective equipment, including clothes, and implements processes to ensure its usage and upkeep (Barasa, 2014, pp. 168-172).

Processes or procedures for risk prevention and control are established and customized to the organization's threats and dangers. These arrangements are regularly examined and adjusted to ensure that they comply with national laws and regulations, as well as the most up-to-date state of knowledge, such as information or reports from organizations like labor inspection departments, OHS services, and other services when needed (ILO, 2001).

When planning to address risk, it's important to consider the impact of internal changes to OSH, such as those that occur during employment or as a result of new procedures, business processes, external changes, such as adjustments to national laws and regulations, as well as organizational structures or acquisitions. Before modifications are implemented, advancements in OSH technological capabilities must be examined and suitable preventative measures implemented (ILO, 2004).

Prior to commissioning any change or introduction of new work techniques, materials, processes, or machinery, hazard identification, and risk assessment are performed in the workplace (Benjamin, 2008). As needed, such reviews are done in collaboration with and with the participation of workers and their delegates, as well as the OHS Committee. The execution of the Change Decision ensures that all impacted employees are properly educated and trained in emergency prevention, preparedness, and

response. These procedures assess the possibility of accidents and crises while also addressing the prevention of associated occupational health and safety hazards.

Finally, agreements are created based on the institution's size and kind of operation by: Ensure the provision of the necessary information, internal communication, and coordination to protect all persons on the job site in the event of an emergency, as well as providing information and communication with them, relevant competent authorities, emergency and neighborhood response services, provision of first aid and medical assistance, firefighting, and evacuation of the facility.

2.2 Job Performance

2.2.1 Introduction

Job performance has received a lot of attention, as there has been a lot of research to find a solution to the problems that face job performance, as it is the only way to achieve work goals, and it also reflects the level of civilized and economic progress for all developed and developing countries alike. Also, organizations are still hunting for new leaders by reorganizing their structures, attempting to include their employees more in policymaking, developing new rewards for concrete individual and collective efforts, and hundreds of other approaches all aimed at enhancing job performance (Al-Sakran, 2004).

The issue of job performance in managerial thought, in general, is of great importance, for two reasons. The first reason is that it represents a fundamental axis for predicting the success or failure of organizations in implementing their decisions, strategic plans, as well as their arrival to achieve goals. The second reason is that the issue of performance and its measurement faces many challenges, the most important of which is the divergence of the organizations' objectives and thus the difference in the indicators for measuring it.

Looking at the job performance in the past was limited to the financial value achieved by the organization, but most organizations found that this perspective does not allow them to maintain the effectiveness of their performance because these organizations focused on the financial value that achieves effective performance in the short term and not in the long term. Strategic performance covers achieving goals, utilizing resources, optimizing internal processes, and satisfying the actors in the organization. It also addresses how close the organization is to the goals it has set for itself.

The performance process is considered one of the important and complex administrative policies as a means leads organizations and institutions to perform dynamically and actively, as it induces superiors to continuous surveillance and monitoring of their subordinates' performance so that they can evaluate their performance, and it also pushes subordinates to work actively and efficiently in front of their superiors. Also, the study and evaluation of performance enable more control over the operations of organizations, as well as the correct knowledge of the capabilities of the human element within the organization. (Al-Sakka, 2019, p. 37)

2.2.2 Job Performance

2.2.2.1 Job Performance Definition

There are various administrative opinions on job performance, which are explained in detail below.

The old view of job performance

The implications of performance are obvious for both the State and society. Successful performance in the country contributes to the growth and organization of the economy. On the contrary, it contributes to the development of civilization and social welfare in societies. By achieving equilibrium in the performance of the state and community, this will help to strengthen the national income in them. In ancient times, performance was referred to as the effort that employees put forward in order to achieve certain objectives at a specific time. This appears in the essence of Taylor's study, in which he measured the joint movements of workers in production processes.

As previously mentioned, the definition of performance was restricted to the time it took for staff and equipment to assess performance rates, but this perspective rapidly changed in response to environmental changes (Al-Sharif, 2013, p. 43).

The modern view of job performance

Owing to the expansion of its influence on each of the organization's branches and numerous administrative areas, the definition of performance has recently expanded. As a result, it piqued the attention of scholars and administrators. Performance reflects the ability of the economic unit to achieve its long-term goals of survival, growth, and adaptation. In addition, Performance refers to translating plans into results and helping managers to respond quickly and effectively to unexpected changes. Performance can be viewed as knowing how the company operates as a whole. (Stephan, 2012, pp. 91-92).

The idea of performance relates to the extent to which the duties that make up an individual's work are attained and done, as well as how the individual achieves or meets employment standards. So performance is one of the determinants that indicates worker efficiency and reaching the required level of achievement based on available capabilities, and there may be a connection and overlap between the concepts of performance and effort, as effort refers to the energy expended, while performance refers to the results achieved by the individual, and there may be a connection and overlap between the

concepts of performance and effort, as effort refers to the energy expended, while performance refers to the results achieved by the individual (Hassan, 2001).

The idea of work performance describes the end result of an individual's efforts, which begin with capabilities and understanding of the role or duties, and so represents the degree of success and completion of the tasks that make up the individual's job (Al-Saket, 2014, p. 28).

Job performance also refers to what an individual does in response to a specific task that he completed on his own or that was imposed on him by others, and this response results in a change in the environment as a result of converting organizational inputs into outputs with technical specifications and specific rates (Al-Matrafi, 2005, p. 26).

Job performance may alternatively be described as an action that leads to an individual effectively completing the job or objective that has been allocated to him, and is based on the regular restrictions of making acceptable use of available resources (Aqeel, 2006, p. 43).

Job performance is defined by (Al-Saket, 2014, p. 28) as a set of managerial behaviors that express the employee's performance of his work, and includes quality of performance, good implementation, and technical expertise in the job, as well as communication and interaction with the rest of the organization's members, and adherence to the administrative regulations that regulate his work and striving to respond to them with all keenness.

Job performance is the end result of an individual's efforts, which begin with skills and understanding of the position or responsibilities, and so symbolizes the degree of success in completing the tasks that make up the individual's jo (Nasser,, 2010, p. 64).

According to the above, the researcher believes that job performance is defined as the degree of task completion and the individual's capacity to act properly with the given skills in order to fulfill the needed tasks in the most efficient manner possible, including the quality and effectiveness of performance.

2.2.2.2 The Importance of Job Performance

Both companies and their employees recognize the value of performance and its evaluation. Organizations want continuity, development, and adaptation to their surroundings, and they can accomplish all of this by putting a high emphasis on performance and evaluating it while valuing their operations. Furthermore, the

importance of performance relates to the organization's life cycle in its different phases. Where it comes to workers, monitoring and assessing their success and striving to better it helps them achieve consistency in their work, which benefits the company (Recruiting & HR, 2016).

The significance of job performance stems from the fact that it is the end product of all of the organization's operations, whether at the individual or organizational level. Because it has an influence on attaining the organization's benefit, job performance is the most important factor in the organization's stability. Furthermore, it is the foundation for the organization's existence and continuity, as well as a key component in attaining the organization's vision and objective.

The emerging stage, the stage of survival and continuity, and the stage of development and excellence are all tied to performance in the organization's life cycle. As a result, the organization's potential to bypass a growth stage and join a more advanced stage is determined by its performance levels (Al-Saket, 2014, p. 29).

2.2.2.3 Job Performance Elements

The following elements should be used to determine and evaluate the level of performance:

- **Employee competency**

  It is what distinguishes him from the majority of coworkers in terms of knowledge, skills, behaviors, and beliefs, as well as ability, maturity, ideals, desire to take on tasks, and level of achievement.

- **Work requirements**

  The worker must be well aware of the job's key criteria, such as consistency, organization, and the experience required to plan and execute the work.

- **Regulatory environment components**

The regulatory environment's elements can be confined to the organization's internal and external contexts. Exteriors are the factors that influence efficiency, such as fiscal, social, and technical factors, etc. Internal are the factors such as procedures, organization, and tactics, among others, all have an impact on results. (AbuAl-Aish, 2014, p. 29).

(Al-Sakran, 2004) said that job performance is made up of a number of elements, the most essential of which are as follows:

- **Job Requirements Understanding**

It consists of basic knowledge, technical and professional abilities, as well as a comprehensive background on the work and associated sectors .

- **Job description**

It relates to how well an individual understands the task he is performing and how much drive, talent, inventiveness, and capacity to arrange and negate the work without committing mistakes he possesses .

- **The quantity of work that has been accomplished**

It is reflected in the quantity of work that a person can do under regular working conditions, as well as the speed with which they can complete it .

- **Perseverance and trustworthiness**

It manifests itself in the employee's capacity to accept responsibility for his or her task and finish it on time, as well as the amount to which the employee requires supervisory supervision.

In addition to the four previously stated aspects of performance, there are also the following :

- **Job commitment**

It is the functional relationship that connects an individual to the organization in which he works, causing him to integrate into work and accept the organization's ideas (Al-Omari, 2004, p. 115).

Emotional commitment, normative commitment, and continuity commitment are three components of functional commitment described by (Meyer & Allen, 2004)to classify its various and complicated forms. Instead of appearing separately, these commitments may emerge together at the same time.

- **Job loyalty**

It is the degree to which an individual conforms to his organization and his association with it, as well as his desire to put up the best proposal or effort for the benefit

of the company where he works, with a strong desire to remain a member of this organization, as this concept is characterized by comprehensiveness and positive, the relationship must be strong, positive, and dynamic, and based on internal conviction of the organization's goals or objectives (Al-Saket, 2014, p. 31).

Job loyalty is defined as an individual's need for social contact in order to offer energy and activity to the company while also demonstrating allegiance to it (Hannouna, 2006, p. 56).

- **Job discipline**

It refers to the behavior of employees in the organization in a way that takes into account the specific rules and standards of behavior, and that it may be accepted by the employees (self-discipline) or imposed by the management to prevent violation of the rules of conduct and performance in the organization "punishment," as well as the need for clarity and fairness of instructions, orders, and actions by the management, until the discipline process is completed with its results (Aqlan, 2006).

Individual discipline is attained through (Aqlan, 2006):

- Adhere to the organization's professional and ethical principles of behavior.
- Job performance in accordance with the organization's requirements.

(Aqlan, 2006) also mentioned the following other aspects of performance :

- **Competencies of employees**

They refer to an employee's knowledge, skills, attitudes, and values, and they reflect the employee's fundamental attributes that contribute to effective performance .

- **Requirements for the job/position :**

A business or a function may require certain duties, responsibilities, or positions .

- **Legal framework :**

The organization, its structure, its aims, its resources, its strategic position, and the methods utilized in it are all internal elements that influence an employee's successful performance. Economic, social, technical, civilizational, political, and legal elements are

examples of external factors that shape the organization's environment and impact its successful performance.

The overlap between the elements of job performance is depicted in the figure below:

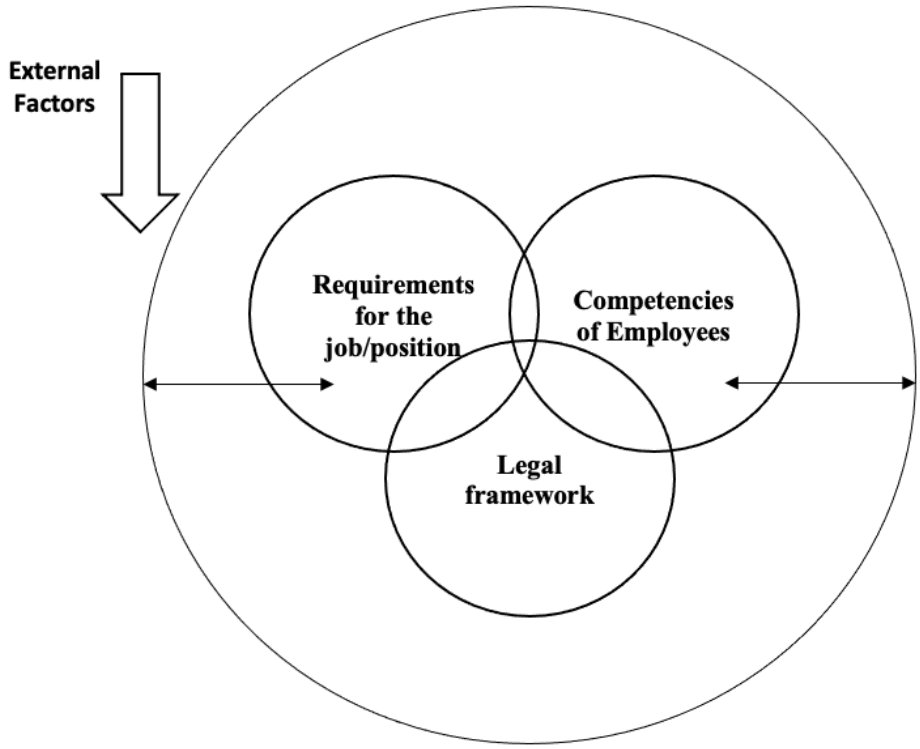


Figure 2.1 The Overlap Between the Elements of Job Performance.

Source: Abdul Bari Al-Durra and Zuhair Al-Sabbagh, 2008, Human Resources Management in the Twenty-first Century - An Organizational Curve, Wael Publishing House, Amman, p. 306

Based on the foregoing, the researcher believes that the elements of job performance are individuals' knowledge of their job tasks and the required technical skills, and that job performance necessitates accuracy and mastery at work, which stems from commitment, loyalty, and job discipline, and that this is what leads to mastery in performing tasks and responsibilities.

2.2.2.4 Job Performance Types

Sort work performance into three categories (Schmitt & Others, 2003, pp. 77-105):

- **Task performance**

It is the behaviors that contribute to the fulfilment of the organization's essential operations, such as product and service manufacturing, sales, and inventory management, and each performance contributes to the organization's operations either directly or indirectly.

- **Contextual performance**

All actions indirectly contribute to the transformation and processing of the organization's essential processes, and these behaviors contribute to the establishment of the organization's culture and environment. The performance here is not by definition a supplementary function; rather, it falls beyond the boundaries of the core job's activities and is dependent on the circumstances in which the operations are carried out.

- **Counterproductive performance**

It is distinct from the previous two categories in that it is marked by poor work behavior such as tardiness or absenteeism, as well as behaviors such as deviation, hostility, misuse, violence, revenge, and attacking spirit.

Figure (2.2) shows the types of performance:

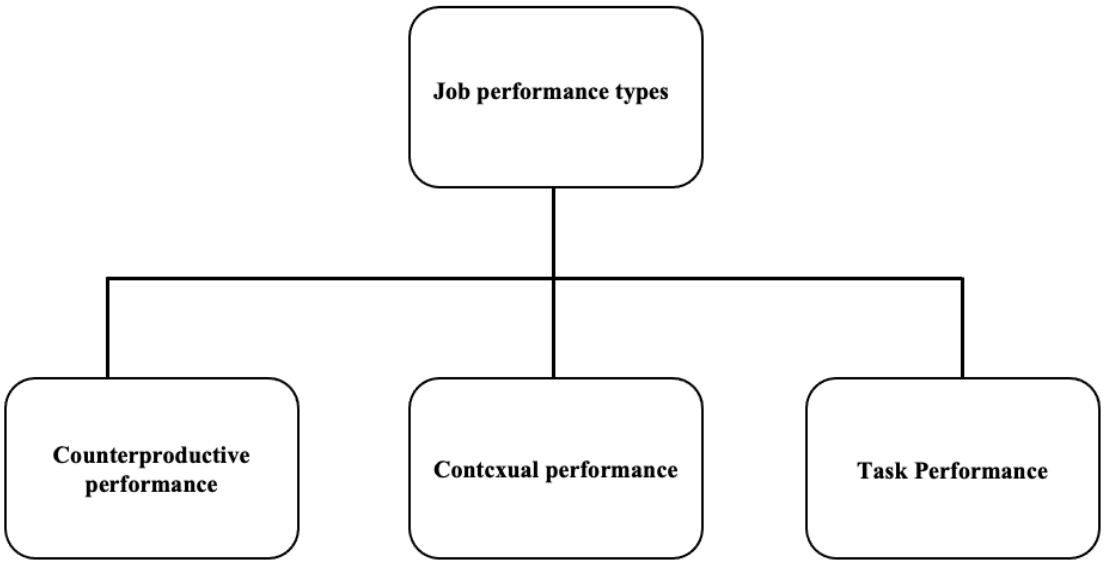


Figure 2.2 Job Performance Types.

Source: Rotundo, M., & Sackett, P. (2002). The Relative Importance of Task, Citizenship, and Counter Productive Performance to Global Ratings of Job performance: a Policy Capturin Approach.

2.2.2.5 Job Performance Determinants

It is vital to understand the elements that influence employee performance in order to assess their level. As a result, according to "Sulaiman," performance is determined by three factors : The first is personal job motivation, the second factor is the working conditions, and the capacity to work is the third factor (Al-Saket, 2014, p. 35).

- **Personal job motivation**

" The totality of the internal forces that emanate from the individual's self and move and steer his actions in a definite direction," according to (Al-Saket, 2014) .

Given the importance of motives for human resources and organizations, modern management has placed a premium on them and has benefited from research in

psychology and organizational behavior to develop various models of motives and job satisfaction that have a significant impact on worker performance and productivity.

- **Working conditions**

The internal environment of the company and the external environment that surrounds it make up the work environment. The internal environment may be found in all aspects of the company, including policies, leaders, processes, and so on. The external environment, on the other hand, is divided into three areas: the global environment, the regional environment, and the local environment .

It's worth emphasizing that, although being outside the control of the organization's management, all of these environments have an influence on the organization, therefore it's important to keep track of the aspects of the environment, as well as any changes that may occur, and their impact on the business.

- **The capacity to work**

The organization's management must be aware of people's skills, motivations, and trends in order to properly allocate work and duties among employees, i.e., to put the right man in the right position. According to (Ashour, 2003), some researchers are attempting to develop a model for the determinants of success based on three factors: effort, personal qualities, and the individual's understanding of his work function.

The amount of effort exerted reflects the individual's passion for the activity and the depth of his drive to execute, whereas motivation is dependent on the individual's ability and prior experiences, and the individual's awareness of his job role is reflected in his personal behavior while performing his duties, but management scholars have been unable to agree on the determinants of performance due to the difficulty of doing so in practice, and as a result, they caution against generalizing the findings of some studies for the following reasons :

1. Because the performance of one category of workers differs from the performance of another, it is not required for the determinants of that category's performance to be the same as the determinants of the other category's performance.

2. The characteristics of worker performance in one organization may or may not be the same as the factors of worker performance in another organization .
3. Factors in the external environment have an influence on defining performance determinants.

(Boualish, 2014, p. 31) states the determinants of performance are as follows:

1. Effort: Refers to the outcome of the individual receiving the support (incentives) to expand his physical and mental energy in order to complete his mission.
2. Capabilities: They are the features that a person has and used when doing the job so that they do not alter within a limited span of time.
3. Realizing the role: It refers to a worker's understanding of the responsibilities he has to carry out different tasks, as well as his success in carrying out those responsibilities.

2.2.3 Job Performance and Environmental Factors

There are some factors outside the individual's control that might impact his level of performance, and while some of these reasons may be used as justifications, they must be considered since they are genuine and already exist (Hassan, 2001).

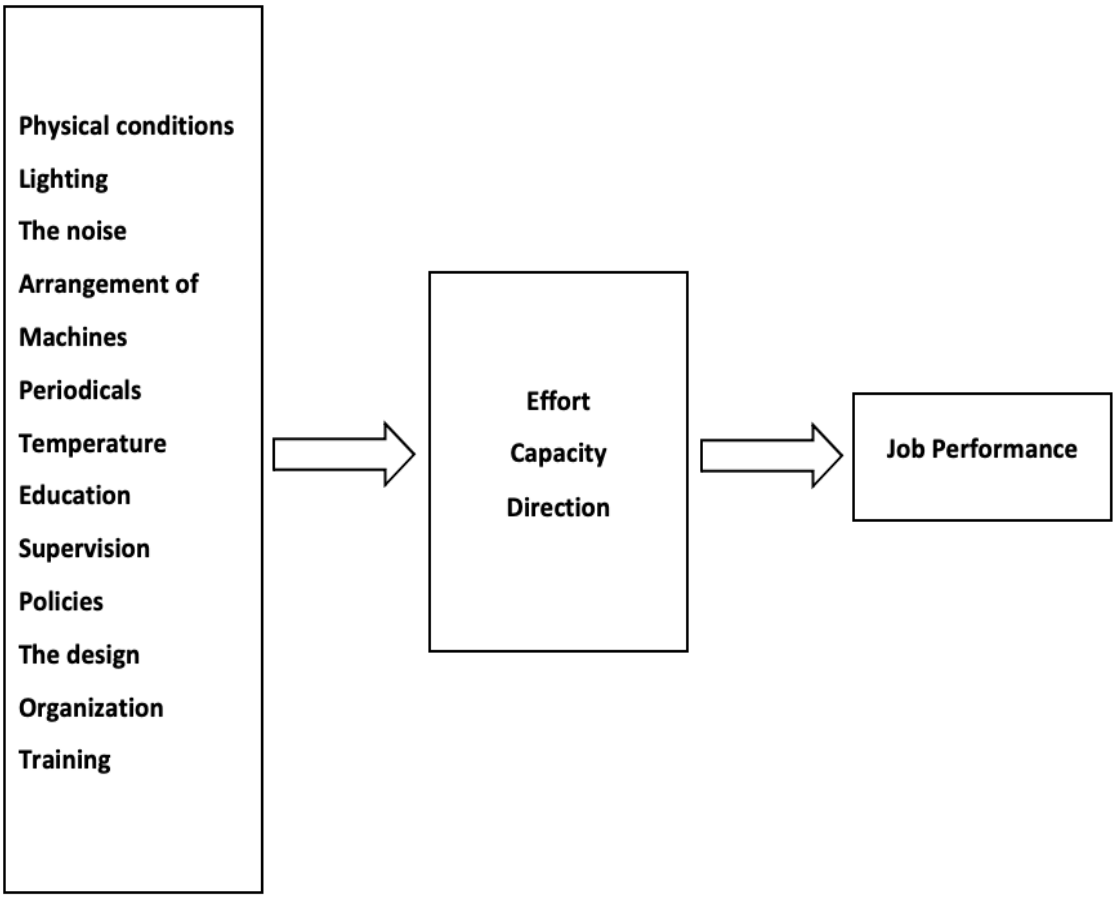


Figure 2.3 Job Performance and Environmental Factors.

Source: Hassan, R. M. (2001). Human Resources Management, a futuristic vision. Cairo: Al-Dar Al-jameeyah for Publishing and Distribution, p.212.

2.2.4 Factors Affecting the Achievement of Job Performance

The following are some of the most important aspects that impact work performance:

1. The lack of concrete goals

In the lack of predetermined standards and goals, the company would be unable to assess the magnitude of its workers' accomplishments and keep them responsible for their level of success. When there is no clarity in formulating and setting goals, the employee who performs well is the same as the employee who performs badly.

2. The Lack of employee involvement in administrative matters:

Workers may not feel responsible in their jobs as a result of their lack of participation in planning and decision-making processes, and this makes them feel that they are only

tools at work and not partners in success. there is a disparity between the managerial and lower tiers, which can have a negative impact on performance and productivity.

3. Different levels of performance:

The consistency of an employee's work is linked to the financial and moral return offered by the company, and this motivates him to do better. This necessitates a distinct mechanism to evaluate their performance in order to differentiate between the performance of workers at various levels.

4. Job satisfaction problems:

The degree to which employees are happy with their employment influences their success in every organization, and worker job satisfaction is achieved by both organizational and social factors, so the higher their level of job satisfaction, the greater their performance.

5. Administrative laxity:

This can be attributed to one of two factors: the leadership style employed or the current corporate culture. This wastes manufacturing time or service delivery time, which has a negative effect on efficiency (Watetu, 2017).

2.2.5 Manifestations of Poor Job Performance

- Inadequate efficiency and product requirements, as well as delays in work delivery .
- Constant conflict between management and employees, particularly new ones .
- Incompatibility with the organization's prevalent culture, as well as a high percentage of individual indifference
- A lack of ambition for progress and advancement in one's job .
- A lack of information and abilities, a reduction in risk-taking, and a delay in making judgments.

2.2.6 Procedures for Enhancing Work Performance

The only way to improve performance is to do a thorough examination of its aspects and levels, analyze the organizational variables that influence it, and look for effective ways to improve and develop these factors .

Starting with senior leaders and ending with organizational levels in all areas of activity, the philosophy of performance improvement represents a general policy pursued by modern organizations, where the conviction prevails of the need for continuous improvement and development of all organizational factors used in the organization and that affect the performance of its employees (Al-Faydi, 2008).

There are three methods for enhancing performance that have been identified :

1. **Enhancing Employee Performance :**

Employee improvement is the most difficult component to modify, according to (Al-Saket, 2014, pp. 38-39), and it happens through the following methods:

- Focusing on the employee's strengths, adopting a positive attitude toward the employee, including the performance issues he faces, acknowledging that there is no such thing as a perfect individual, understanding that it is impossible to eliminate all of the employee's flaws and weaknesses, and concentrating efforts to improve performance through make use of the employee's skills and try to improve them.

- Emphasizing the balance between what a person wants to accomplish and what he or she actually does, as well as the development of a causal link between desire and performance which allows individuals to execute the job they want or are seeking for leads to the possibility of outstanding outcomes, and this requires establishing harmony in both individual interests and the work performed in the company.

- Individual objectives must be related to, and performance enhancement initiatives must be compatible with, the employee's interests and ambitions. This will enable them to get an advantage from them by illustrating how the desired increase in

performance will help to the achievement of these goals, so enhancing the employee's capacity to attain the desired results.

2. Job Improvement:

Work duties that are different from one another give possibilities to increase performance, as job obligations that are different from one another lead to a poor level of performance if they surpass the employee's capabilities and talents. To increase job performance, it's important to understand the amount to which each of the job's activities is vital, especially given the option of continuing to execute some jobs long after their usefulness has gone. Employees must also be given the chance to join work teams, organizations, or committees, allowing them to contribute to the organization's numerous difficulties. Also, expanding the scope of the job and enriching the job are both necessary. Expanding the scope of the job entails assembling more tasks that require the same level of skill in order to increase the link between the employee and the final product while enriching the job entails increasing the levels of responsibility given to the employee (Al-Saket, 2014, p. 39).

3. Posture Correction :

An individual's conduct in a given scenario is influenced not only by his knowledge, skills, talents, and personal characteristics but also by the nature of the situation in which he or she finds themselves. By recognizing the appropriateness of the number of organizational levels, the circumstances in which the task is performed is provided possibilities for adjustment, which leads to greater performance. Improved performance is also a result of the group's organization, the appropriateness and clarity of communication lines, the responsibility and efficacy of mutual engagement with other departments, and the public who benefits from the service(Al-Faydi, 2008).

Al-Saket (2014, p. 37) also mentioned that, the administration may increase work performance by taking the following steps:

1. Figure out what is causing performance issues:

Both management and employees benefit from determining the causes for deviations in employee performance from standard performance, as the administration gains insight into the evaluation process and if the evaluation process was conducted objectively .

2. **Eliminate management-performance disputes in the workplace**:

This is accomplished by determining the causes for employees' poor performance, which may include motivations, effectiveness, and organizational situational elements.

3. **Create a strategy for achieving solutions:**

That is, by collaborating with management and employees on the one hand, and management and advisory organizations specializing in performance development on the other, to establish an action plan to decrease performance problems and develop appropriate remedies .

4. **Direct communication:**

Direct communication between supervisors and employees is critical for boosting performance, thus the right content, tone, and communication patterns must be identified.

2.2.7 Job Performance Measurement (Evaluation)

The primary focus of the performance appraisal process is no longer on employee behavior and their behavior while performing their work, but rather on administrative development in all of its dimensions, as the benefits of performance appraisal are numerous and varied, as it aims to reveal latent energies in workers, develop their performance, and motivate workers, as well as raise the motivation of management Organizations to use methods and methods (Sharif, 2013).

Performance appraisal (performance measurement) is a process that involves comparing an employee's actual performance to the performance that is expected of him in order to meet the targets, and then submitting necessary changes or feedback if the expected performance is not met (AbuAl-Aish, 2014, p. 37).

The performance evaluation process is defined as "a periodic report that reveals the degree of an individual's performance and the type of conduct he exhibits in comparison to the tasks and responsibilities of the job handed to him".

Performance appraisal is also defined as "A technique that tries to evaluate the achievements of individuals using an objective means to measure the amount to which

each individual contributes to accomplishing the task allocated to him in an objective manner, and It's also the methods that contribute to judging his conduct and behavior at work, as well as the extent to which he modified his manner of working".

A performance evaluation may be described as "the evaluation of each individual working in the facility on the basis of the job he did during a given period of time, and his behavior with others who work with him," as stated by (Al-Saket, 2014, p. 40).

Employee performance evaluation is another function of performance management in the company, according to (Olayan , 2007), and it is defined as "the process of assessing the organization's strengths and weaknesses in the task or work overtime according to predefined criteria ".

It is also defined as "the process of objectively assessing worker efficiency, contributing to the completion of tasks allocated to them, and judging their conduct and behavior at work over a period of time, according to particular performance criteria".

Job performance evaluation is defined by (Al-Saket, 2014, p. 41) as "the study and analysis of employees' work performance, in addition to studying their conduct and behavior at work in order to assess their degree of accomplishment and efficiency in carrying out their current tasks, also to assess the individual's potential for future growth and advancement, such as increased duties or promotion to a new position".

The researcher finds that, following the previous concept, that by implementing evaluation procedures, managers can identify employee weaknesses then correct them.

2.2.7.1 The Significance of Performance Evaluation

Performance evaluation is a systematic method for assessing an employee's capacity and willingness to do the duties assigned to him, as well as his personal growth and development .

This procedure is viewed as a significant tool in today's businesses since it aids in many planning and organizing duties linked to people matters. The following are some of the most important areas (Sharif, 2013, p. 58):

1. **Advancement and Transfer** :

Employees' talents are revealed through performance reviews, and they are promoted to higher positions as a result. Performance appraisals also aid in the transfer and placement of each individual in the job that best matches his ability .

2. **Supervisory and Management Evaluations** :

The procedure aids in determining supervisors' and managers' efficacy in the development and development of team members under their supervision and guidance.

3. **Wage and Salary Adjustment :**

It contributes to the recommendation of suitable financial rewards for workers, the recommendation of an increase or decrease in employee salaries and wages, and the recommendation of a specific incentive scheme .

4. **Providing guidance :**

It is a tool for assessing employee performance flaws and suggesting ways to enhance that performance, such as via training.

2.2.7.2 The Goals of Measuring Job Performance

The fundamental goal of performance evaluation is to: The major goals of the performance evaluation are as follows (Sharif, 2013, p. 58):

1. **Assessment :**

Where workers' performance is reviewed and the information gleaned from the evaluation is utilized to make administrative decisions such as promoting, transferring, or awarding yearly bonuses . The assessment also aids in delivering feedback to workers by informing them of their accomplishments in comparison to the administration's aims and aspirations, allowing the employee to understand his or her own strengths and flaws .

2. Improvement :

As the process of assessing employee performance aids in the evaluation of the organization's plans and policies, it leads to the development and development of individual performance as well as administrative and institutional development.

In addition to what was mentioned earlier, the following are the objectives for assessing performance that researchers have agreed on.

1. Provide decision-makers with reports on job results.
2. Identifying the extent to which employees are contributing to the achievement of objectives.
3. Identify employees' flaws and try to correct them.
4. The performance assessment supports the incentive system by suggesting ways to recognize and reward exceptional employees.
5. Decide which staff are candidates for advancement.
6. It aids in the organization's manpower preparation.
7. The assessment process provides managers with knowledge that assists in the prediction of selection and recruiting processes (AbuAl-Aish, 2014, p. 38).

Performance measurement also aims to make many policies and decisions that provide organizations with useful data and quantitative metrics for assessing performance. It also seeks to identify all dimensions of performance to better design work for workers and solve problems that may face them.

2.2.7.3 Means of Measuring Performance

1. Performance records

It contains the special data that was recorded about the actual performance and production, such as records of production and inventory operations, sales numbers, purchase orders, and extracting data from these records and comparing them with the control standards as this enables the deviation to be easily detected.

2. Personal note

It involves administrators observing how people operate and whether their work conforms to the expectations expected by the organization.

3. Level of satisfaction

The input presented by the customer and the worker about his level of satisfaction with the activities is extremely helpful in determining results.

Estimated Performance Measures and Objective Performance Measures are two other approaches to evaluate performance. Managers may acquire classifications of performance and calculate performance from one person to another by gathering data and then organizing it according to value, and this measure is generally known as a type of inventory. Objective performance measures, on the other hand, allow managers to assess performance by gathering and providing quantitative data. The percentage of loss and the rate of output is among the most relevant objective performance measures, and there are other objective measures that do not explicitly reflect success but are specifically included in any analysis of overall effectiveness, such as absenteeism, damages, and complaints.

Measuring performance is considered necessary and challenging at the same time since the process of measuring performance is one of the important policies in administrative organizations because it is a way of constant supervision of the subordinates, thus motivating the subordinates to work harder. It is also considered complicated by the difficulties of measuring performance in intangible production processes (AbuAl-Aish, 2014, pp. 41-43).

It is evident from the foregoing that many approaches have arisen as a result of researchers' differing viewpoints about how to measure performance.

2.2.7.4 Advantages of Measuring Job Performance.

One of the policies of public administration is the process of performance assessment to establish the level of an individual's competence because of the advantages that come from its implementation on solid foundations that give as much objectivity as possible. The following are some of the most important advantages that the administration may obtain (Zoelef, 2003, pp. 192-194):

- **The Morale**

Employees and their superiors enjoy a climate of understanding and excellent relations when they believe their efforts and energies in executing their task are acknowledged and given attention by management. Furthermore, incentives, promotions, and other benefits are awarded based on an objective and fair appraisal, instilling trust in

superiors and management among subordinates. All of these encourage employees to work in a positive manner.

- **Inform workers of their roles and duties**

When a person believes that his or her activity and performance at work is being evaluated by his or her superiors and that the results of this evaluation will be used to make important decisions that affect his or her future at work, he or she will feel more responsible to himself and to his or her work, and he or she will put forth more effort to perform his or her work to the best of his or her ability .

- **A method of ensuring that people are treated fairly**

When utilizing an objective technique for measuring performance, the administration guarantees that each employee receives what he or she deserves in terms of promotion or bonus based on his or her effort and efficiency at work.

- **Supervision by superiors**

The outcomes of the efficiency reports supplied by superiors for analysis and assessment enable senior management to evaluate their efforts and supervision abilities through the performance appraisal process .

- **Performance evaluations in terms of selection and training**

If efficiency estimates suggest high rates, eliminating other contributing elements, the performance assessment process aids in analyzing the safety and success of the procedures employed in choosing and training people. This shows that the process for selecting and hiring personnel, as well as reviewing training programs and determining the amount to which employees benefit from them, is right and safe.

2.2.8 Dimensions of Job Performance

Overall performance is represented by four dimensions: Economic, organizational, social, and environmental:

1. Economic dimension

Through this dimension, the corporation satisfies the shareholders, satisfies the shareholders' desires, and gains the trust of suppliers. The company uses the financial statements in order to measure performance in this dimension.

2. Organizational dimension

Organizational performance denotes the organization's ability to accomplish its objectives using the processes and methods of the organizational sector itself. This contributes to setting standards that allow measuring the organizational procedures. It is worth noting that this measurement is not related to the expected economic and social results, but rather it is directly related to the organizational structure, and thus the institution is able to reach a high level of effectiveness that results from economic and social criteria that differ from the effectiveness related to the organization.

It is inferred from the above that the metrics for assessing organizational effectiveness is critical in determining success since they assist in identifying the organization's problems at an early level by early indicators before the difficulties are recognized by economic influences. (Motowidlo & Kell, 2012)

3. The social dimension

This dimension indicates the levels of worker satisfaction. The employees 'satisfaction reflects positively on their loyalty to their organization. On the other hand, the dissatisfaction of employees as a result of neglecting the social aspect and focusing only on the economic side by the administration will negatively affect the overall performance of the institution. Therefore, it is critical to focus on the social aspect within the institution and to achieve interaction between both economic and social actors.

4. The environmental dimension

This dimension is based on developing the institution's environment. (Najjar & Mohamed, 2017).

Finally, the job performance whenever it is efficient and effective in various dimensions will contribute greatly to the success of the institution, and for this performance to be optimal, certain requirements must be met, such as deciding work tasks, adequate arrangement for them, engaging workers in decision-making, a strong reward scheme, and etc. All this can be achieved in the presence of a distinguished administration working to create a distinct mixture of different administrative processes and achieve compatibility between them. (Al-Sharif, 2013).

2.2.9 Performance and Global Challenges

As a consequence of the rise of several worldwide difficulties in technical advancement, information systems, environmental awareness, and collaboration, the demand for exceptional managerial talents has increased. As a result, there is a greater interest in human resource development, enhanced productivity and quality, and continual performance improvement. So, the businesses must evaluate some of the factors that will assist it in meeting today's global problems. (Sharif, 2013, pp. 62-63).

- **Continuous improvement**

Improvement is not just the job of the management; it is also the responsibility of all workers of the organization, as well as the public of beneficiaries of the organization's services, via their comprehension of the company's developments and difficulties. Continuous improvement also necessitates the development of all organizational processes and performance methodologies, as well as an increase in the organization's ability to deal with change .

There are a number of factors that contribute to long-term development, including (Sharif, 2013, p. 62):

1. In order to attain stability and ongoing progress, the organization's basic values must be strengthened .
2. Employee engagement in the decision-making and problem-solving processes, as well as motivation and follow-up .
3. Improvement is an important part of the company's business plan .

4. Creating a good culture among leaders and staff that encourages them to grow and improve .
5. Establishing performance improvement objectives.
6. Creating training programs for all employees, because staff training is a key component of continual development .
7. Keep track of any gains in performance and work to solve any issues that are preventing you from achieving your goals .
8. Constant monitoring of staff and beneficiary feedback for growth and development .
9. Optimal utilization of the organization's material and human resources .

Based on the aforementioned, the company must constantly improve and enhance its strategies, policies, and procedures in order to achieve outstanding results.

- **Time investment**

The use of modern technology in carrying out work, organizing regular work and establishing processes, gaining clear choices from superiors, and arranging meaningful meetings are all linked to enhancing performance and managing time, and investing in it .

One of the researchers points out that one of the most common reasons for wasting managers' time and resources is the lack of a strategic vision, goals, and fixed values, or a lack of commitment to them, as well as the lack of proper planning, the absence of task and responsibility distribution and work organization, the absence of an organized delegation of authorities and responsibilities, low performance, and a lack of knowledge of how to do so.

Time investment exemplifies successful management since it allows for the elimination of lost time, the beginning of work that must be finished according to priority, and the delegation of some tasks to assistants, thus time must be spent effectively (Sharif, 2013, p. 63).

2.3 The Relationship Between OHS Management and Job Performance

OHS plays an important role in preserving innovative human resources in all fields of employment, which leads to an increase in productivity and hence an increase in national revenue, which can only be accomplished by abundant and sound production. Workers, departments, and professional establishments all had a direct effect on incorporating OHS principles in their respective fields by keeping up with current technological advances and foreign laws to achieve the highest standards. Also, through OHS, we can prevent many dangers and accidents in the presence of public awareness of them. Therefore, staff must put the principles of OHS in mind before starting any work in the institution, as it affects their performance efficiency (Gallagher, Rimmer, & Underhill, 2017).

Previous studies indicate that OHS affects the performance of workers in three main aspects: organizational preparation, level of organizational commitment, and risk management.

Regarding organizational preparation, OHS measures have a prominent presence in it and this is evident in the benefits associated with measures to include improving employee morale, reducing stress, improving health, increasing job satisfaction, reducing medical expenses, and increasing productivity. Failure to stick to OHS values and precautions, on the other hand, results in the presence of imbalances that can have a detrimental impact on the performance of employees in the organization (Gallagher, Rimmer, & Underhill, 2017).

In addition to the above, OHS represented by the administration contributes positively to the process of organizational commitment. Also, Employee engagement, sharing OHS awareness, and the leadership's contribution to the same subject all help to improve their results. In addition, training is the most significant OHS feature that helps in the prediction process. As a result, good OSH management is a discipline that workers must follow in any of the three forms of organizational commitment (KifleMideksa, 2018, p. 52).

Finally, the risks that affect the worker's performance may be technical, biological, psychological, social, and physical risks so the extent to which the OHSMS is used to minimize risks has a favorable influence on the performance. The higher the level of implementation of this system is good, the more it contributes to Raise the efficiency of their performance. Conversely, using unsafe and unchecked procedures for the OHS

scheme, can have a detrimental impact on the worker's personal safety rates (Njeru, 2015, p. 58).

Previous studies on OHS

The past studies serve as the major pillar on which the study's subject is built since they reflect the intellectual framework, as well as the research's goals of forming the framework and developing hypotheses.

Many research on OHS were examined in this study, and these studies were reviewed and grouped in descending order by publication year. The researcher separates a number of past studies in Figure 2.4, as follows:

Figure 2.4 : Previous studies

Researcher, Title and Year of Publication	**The most important goal**	**The most important results**
Effect Of Occupational Health and Safety Performance Assessment Applications on Job Satisfaction: Industrial Enterprise Case By: Mustafa Tatlıcan & Mehmed Zahid Çögenli 2020	The study's goal is to see how OHS performance assessment systems in the textile industry affect work satisfaction.	The finding indicates that occupational health and safety practices negatively affect employee job satisfaction levels.
Evaluation of Occupational Health and Safety Practices in A Public Hospital By: Arzu Bulut, Erdinç Ünal & Halil Şengül, 2020	The purpose of this study is to assess OHS procedures at a general hospital based on employee perceptions and awareness.	According to the findings, as employees' levels of education rise, so does their degree of awareness. The overall understanding of OHS procedures of security unit personnel was found to be greater than that of all

		units, with bachelor and postgraduate education levels being higher than those with elementary and secondary education.
A Focus Group Study on The Importance of Occupational Safety Culture in Terms of Occupational Health and Safety By: Ahmet Gökçe, 2020	The goal of this study is to assess the levels of safety culture for persons who operate in the hazardous work category of carpentry by disclosing viewpoints on occupational safety culture.	The participants' safety culture levels were found to be generally low in the finding's framework, while the perception of fatalism, a factor of safety culture, was shown to positively affect the degree of safety culture. Furthermore, no deliberate practice of identifying and mitigating risk factors has been found (particularly physical and ergonomic risk factors).
Occupational Health and Safety Awareness Analysis in The Construction Sector: Sample of Central Anadolu And Marmara Region By: Melek Akgül & Yusuf Doğan, 2020	The study's goal is to examine worker knowledge of OHS in the construction industry, using a sample from Central Anadolu and the Marmara Region as a case study.	This research stresses the organization, support, and collaboration of firms, sectors, states, and universities in order to improve the degree of preparedness of civil engineers and construction technicians and minimize workplace accidents within the outcomes framework.
An Evaluation of Occupational Health and Safety Work Environment	The goal of the study is to examine and improve work environments in	According to the findings, the efficacy of work environment monitoring is

Surveillance Efficiency from an Employee Perspective: The Case of Private Security Industry By: Bülent Arpat & Beyza Bertan, 2020	terms of health and safety by soliciting employee feedback on how to eliminate flaws that increase the risk of accidents and sickness in the workplace.	superior to that of health monitoring.
Effect of Occupational Safety and Health on Organizational Performance: A Case of Nzoia Water In Trans-Nzoia County By: Bilhah Wambulwa & Nambuswa Makokha, 2018	The goal of the research was to see how Nzoia Water Company in Trans-Nzoia County might increase performance by appropriately monitoring occupational safety and health.	The research indicated that the company is protected against health and safety risks. The organization undertakes frequent evaluations and audits based on the accident reduction strategy, according to the research. It was also shown that reducing accidents improve organizational development, survivability, and performance.
The Impact of Occupational Health ond Safety Measures on Employee Performance at the South Tongu District Hospital By: Patrick Gbadago, Sedem N, Amedome & Ben Q. Honyenuga, 2017	The goal is to determine the level of employee understanding of the Ghana Health Service's OHS Policy. In addition, to see if the OHS Policy has been applied in the organization. Identify the types of dangers that workers confront as a result of their employment, as well as the problems that	According to the survey, 79.5 percent of employees were aware of the OHS Policy. The measures appeared to have been properly executed. Workers were exposed to a variety of risks, including safety risks, mechanical risks, biological risks, ergonomic risks, physical risks, and psychological risks. The introduction and

	management faces in implementing OHS measures, and lastly, analyze the impact of OHS measures on employee performance.	maintenance of OHS measures were found to be financially restricted by management.
Challenges and Needs for Support in Managing Occupational Health and Safety from Managers' Viewpoints By: Sari Tappura, Sirpa, Syvänen & Kaija Leena Saarela, 2014	The goal of this research is to describe the difficult OHS circumstances that managers face and the help they need in these situations.	According to the findings, the most difficult OHS management conditions are managing work under strong economic pressure and frequent changes in the work community, offering feedback, promoting cooperation, and managing conflict. Successful resolutions of complex OHS management issues are influenced by the managers' personal understandings, skills, and resources, as well as organizational support.
Effect of Occupational Health and Safety Management System on Work-Related Accident Rate and Differences of Occupational Health and Safety Management System Awareness Between Managers In South Korea's Construction Industry	The purpose of the study was to look at the present state of OHSMS in the construction sector, as well as the impact of OHSMS on accident rates.	The application of OHSMS among the top 100 construction enterprises in South Korea resulted in a 67 percent reduction in accident rate and a 10.3 percent reduction in fatal accident rate between 2006 and 2011. The results of the survey demonstrate that site general managers and OHS

By: Seok J. Yoon , Hsing K. Lin and Others October 2013		managers have varied levels of OHSMS awareness. The variations were in the motivation for establishing OHSMS, the external assistance required for implementation of OHSMS, and the issues and efficacy of OHSMS implementation.
A Research to Determine The Attitudes Of Employees About Occupational Health And Safety Practices. By: Tozkoparan, Güler & Taşoğlu, Jale, 2011	The research's goal is to perform a thorough examination of the planned and systematic procedures that are being implemented in the field of occupational health and safety, as well as their influence on employees' future prospects.	The findings reveal that as a result of the industrialization programme, enterprises and labor-intensive industries are confronted with human resource issues such as enhancing worker health and safety. OHS was formerly the sole aspect of money, and as a result, benefits such as profit and respect for industries would take precedence over social responsibility.

A Research on The Evaluation of Occupational Health and Safety Practices In Hospitals By: Vala Tüzüner & Burcu Özaslan 2011	Within the scope of the study, the goal is to determine employees' impressions of the safety atmosphere in hospitals.	The findings demonstrate that employee views of the safety environment vary substantially depending on employee groups and the departments in which they work; however, no significant differences were found by gender, age groups, educational level, total work experience, or work experience in the institution. In the survey, it was also shown that physicians and hospital employees had greater impressions of the safety atmosphere described than nurses.
An Assessment of Occupational Health and Safety Practices on Job Performance at The Tetteh Quarshie Memorial Hospital, Mampong-Akuapem. By: Sikpa Francis Cudjoe June, 2011	The study looked into the impact of occupational health and safety on job performance, among other factors.	The hospital's current OHS practises were discovered to be insufficient. Employee dedication and adherence to health and safety regulations were also low.

The researcher notices the following after evaluating the findings of previous studies:

1- Institutional OHS is critical because of their involvement in today's corporate climate.
2- Organizations that enjoy OHS are more productive and attain their objectives.
3- Some organizations have flaws in their development of OHSMS, as well as flaws in their measurement.
4- Achieving job happiness is a goal for management, thus researchers and authors are more focused on looking for elements that increase job satisfaction.

It's also worth mentioning that the researcher feels the research gap is as follows, based on past studies and the present study:

1- In terms of society and sample selection, there is a difference in the purpose, research setting, and techniques of application, as most prior studies concentrated on industrial and/or profit organizations.
2- To emphasize the reality and significance of the non-profit sector, as well as its role in development.
3- Based on his results, the researcher makes a series of recommendations that might be used in non-profit organizations to help employees improve their performance.
4- The study focused on four OHS variables: security and safety, emergency management, psychological dimension, and workplace environment.

Finally, the researcher explored the influence of occupational health and safety on job performance in Yemeni non-profit organizations in Turkey in this study. The following points were highlighted:

1- Providing a theoretical and cognitive framework for both OHS and job performance that examines the ideas, contents, and dimensions of the research variables.
2- Identifying the realities of OHS in Yemeni non-profit organizations in Turkey.
3- Determining the extent to which institutions are able to employ approaches that improve work performance.
4- Investigating the impact of OHS study factors on work performance in the organizations under investigation.

3 Chapter III: Research Methodology

3.1 Introduction

Appropriate research assessment and development are needed for appropriate research methodology. It will lead to good data analysis and more valid and accurate output.

This chapter provides explanations of the method and procedures for conducting this research. It includes the research design, population, sampling procedures, data collecting instrument, and statistical techniques used.

3.2 Research Design

A quantitative research approach has been designed and implemented, as this research is formed "according to the meanings taken from numbers, results collected in a numerical standardized form and analysis directed by diagrams and statistics" (Saunders, et al., 2009).

A survey was used to collect the primary data, as it helps to collect data from a large sample of individuals who are questioned about their opinions and views. The survey participants were requested to respond to the two main parts of the survey, the first section contained demographic data, which aids in learning more about the responder and his or her relationship with the survey issue. The second part was about the variables-related questions that will help to test the research hypotheses, an explanation about the research topic, goals, and research population, and a targeted sample with some guidelines was provided before the survey questions.

The variables in this research cannot be measured directly they are considered as Latent variables, such variables are indicated by other observed variables that are responsible to designate them, all these variables are measured through surveys, tests, and statistical analysis (Byrne, 2012).

The research started by finding the main idea and reviewing the previous relevant studies and articles to improve and develop the idea, till reaching the point of selecting the main research variables, and forming the research questions and hypotheses and the research conceptual framework. That research methodology was designed and the needed data was collected, to get appropriate answers for the research questions and perform the test of the research hypotheses, the collected data were measured and analyzed to achieve results and their interpretation, finally, the conclusion was formed and written.

3.3 Population

This research is studying the impact of the OHSM practices on the employee job performance of non-profit organizations. The targeted population was employees who are working in Yemeni non-profit organizations that are operating in Turkey. There is a big Yemeni community in Turkey and there are non-profit organizations that are providing services to Yemenis in Yemen and Turkey. The execution of development projects, community initiatives, and volunteer labors are the areas of work for these institutions and organizations. Technical qualification and training are one of the most significant operations of these organizations, in addition to being involved in various investment transactions both inside and outside Turkey.

3.4 Sampling Method

To select the target respondents in this research, a purposive sampling method was used. such a method is done without using any probability technique, according to the researcher's judgment based on the criteria that were set to target respondents (Ghaleb & Ordun, 2021; Etikan & Bala, 2017).

The targeted sample is 120 participants as according to (Varoquaux, 2018) “from 100 to 200 observation will lead to less than 10% errors”.

The following graph, as presented in (Reyes & Ghosh,2013), demonstrates the relationship between sample size and margin of error, and leads to the conclusion that the larger the sample size, the fewer errors. The collected data was 141 responses and after initial data screening, all of them were accepted to be used in the analysis, which leads to a generally accepted margin of error.

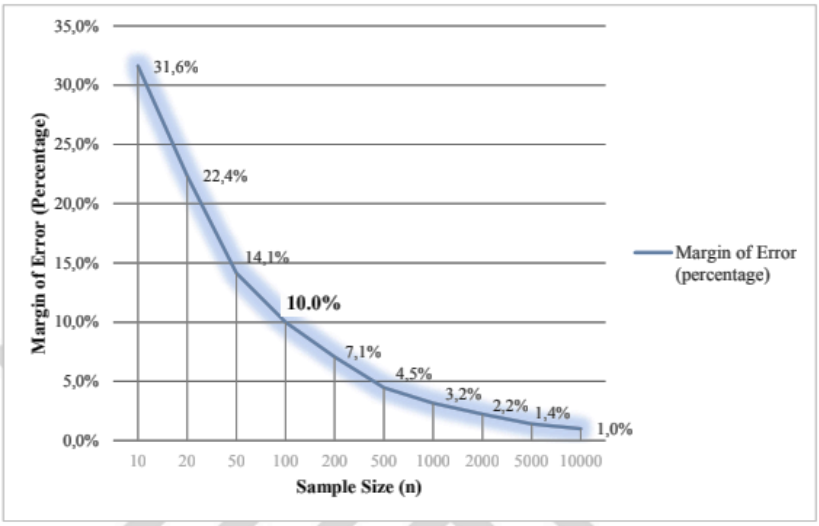


Figure 3.1: Sample size & Margin of Error (Reyes & Ghosh, 2013)

3.5 Data Collection Instrument

This research is considered quantitative research, so the data was collected by a survey that was adapted from two articles.

The OHS management is represented by four independent variables which are security and prevention, emergency management, the psychological dimension, and workplace environment their scale is adopted from (Ashour, D. A. 2015, September & Institute for Work & Health, 2016), the dependent variable is job performance and its related scale was adapted (Khashim & Ali, 2020). The survey is provided at the end of the study.

A 5-point Likert scale (1 = Strongly disagree, 2 = Disagree, 3 = Partly agree, 4 = Agree, 5 = Strongly agree) such close-ended questions type was selected as it needs the minimum writing activity which makes it easy and less time consuming for the respondent.

The survey starts with an introduction about the researcher, the research main idea and goals, and an explanation about the targeted respondents, the survey questions started with the demographic part to get an idea about the target respondent and how much he/she is related to the research, the second part of the survey includes the main variables measuring questions.

3.6 Statistical Techniques

The study used multiple regression analysis which is a strong statistical analysis that examines the relationship between two or more variables one dependent and others independent it tests the effect of one or more independent variables on a dependent variable, analysis was conducted using IBM SPSS version 23.

3.7 Ethical consideration of the research

Any research needs to be done and implemented with ethics. Ethical considerations were followed in all the processes of the research, the data collection process of this research was carried out by a high privacy and confidentiality procedure as the data was only used for the analysis. The data was not used for personal interest at any stage of the research implementation, the participant privacy was considered as no name or identity was requested in the survey.

4 ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter includes the analysis done for the data collected, which includes the Simple percentage analysis, factor analysis, and SEM hypothesis testing with an explanation about the results.

4.2 Simple Percentage Analysis

To understand the targeted respondents and their answers, a Simple percentage analysis was presented since such analysis gives an accumulated summary of the respondent's answers according to the frequency distribution of the data collected which is calculated by the following formula: Percentage = (Number of Respondents * 100) / Total Number of Respondents. Demographic questions include questions about the characteristics of the research survey respondents. They provide information about the respondents' gender, social status, qualification, years of service, and professional rank. The results were as below:

Table 4.1: Gender Q1

	Frequency	**Percent**	**Cumulative Percent**
Male	100	70.9%	70.9%
Female	41	29.1%	100.0%
Total	141	100.0%	

Males make up the vast majority of responders, accounting for 71% of all respondents.

Table 4.2: Age Q2

	Frequency	**Percent**	**Cumulative Percent**
From 20 to 25 Years old	42	29.8%	29.8%
From 26 to 30 Years old	58	41.1%	70.9%
From 31 to 35 Years old	21	14.9%	85.8%
36 or more years old	20	14.2%	100.0%
Total	141	100.0%	

Less than half of those polled are between the ages of 26 and 30. They account for 41 percent of all responders.

Table 4.3: Marital status Q3

	Frequency	**Percent**	**Cumulative Percent**
Single	74	52.5%	52.5%
Married	66	46.8%	99.3%
Divorced	1	0.7%	100%
Total	141	100.0%	

More than half of the respondents are single they represent 52.5% of the total respondents.

Table 4.4: Qualification Q4

	Frequency	**Percent**	**Cumulative Percent**
Diploma	8	5.7%	5.7%
Bachelor's degree	100	70.9%	76.6%
Postgraduate	28	19.9%	96.5%
Other	5	3.5%	100.0%
Total	141	100.0%	

The majority of the respondents have bachelor's degrees they represent 71% of the total respondents.

Table 4.5: Years of service Q5

	Frequency	**Percent**	**Cumulative Percent**
From 1 to 5 years	90	63.8%	63.8%
From 6 to 10 years	28	19.9%	83.7%
From 11 to 15 years	11	7.8%	91.5%
16 years or more	12	8.5%	100.0%
Total	141	100.0%	

More than half of the respondents have between 1 and 5 years of service they represent 64% of the total respondents.

Table 4.6: professional rank Q6

	Frequency	**Percent**	**Cumulative Percent**
Employee	81	57.4%	57.4%
Head of the Department	30	21.3%	78.7%
General Director	13	9.2%	87.9%
Other	17	12.1%	100.0%
Total	141	100.0%	

Regular employees account for more than half of all respondents, accounting for 57 percent of all respondents.

4.3 Descriptive statistics

Descriptive statistics are used to explain the fundamental properties of the data in a sample. They provide concise summaries of the sample and data obtained. They serve as the foundation for practically all quantitative analysis of findings. Table 4.7 provides the results of Mean and Standard deviation.

Table 4.7: Descriptive statistics – Mean and Standard deviation

	Mean	Std. Deviation
Security and Prevention Q1: There are written occupational health and safety regulations and laws within the organization.	3.20	1.214
Security and Prevention Q2: The institution is not interested in providing personal protective equipment and supplies.	2.90	1.130
Security and Prevention Q3: It is difficult to obtain personal protective tools within the institution.	2.84	1.071
Security and Prevention Q4: The institution in which I work provides protection and security tools for workers according to their locations.	2.99	1.062
Security and Prevention Q5: First aid boxes are not provided inside the institution.	2.95	1.317
Security and Prevention Q6: The institution in which I work requires employees to use personal protective equipment.	2.84	1.071
Security and Prevention Q7: Workers are not obligated to use personal protective equipment because they do not know how to use them.	2.95	1.009
Security and Prevention Q8: There are penalties for non-compliance with the use of personal protective equipment.	2.47	1.118
Security and Prevention Q9: There are no monitoring bodies within the institution to follow up on occupational health and safety procedures.	2.69	1.226
Security and Prevention Q10: The direct and periodic follow-up by the management of the institution to implement the procedures and rules of occupational health and safety is considered weak.	2.49	1.086
Security and Prevention Q11: The organization's management allows its employees the freedom to make decisions that enhance occupational health and safety procedures.	3.13	1.041

Table 4.7: Descriptive statistics – Mean and Standard deviation, Continued.

	Mean	Std. Deviation
Emergency Management Q12: Management does not handle work accidents well.	3.09	1.059
Emergency Management Q13: The organization promotes safety in the workplace by developing programs and practices that enhance emergency management.	2.79	.947
Emergency Management Q14: Individual financial incentives, cash prizes, honors, promotions, and letters of recommendation provided by the organization to its employees contribute to the strengthening of emergency management.	2.82	1.246
Emergency Management Q15: The management of the institution does not care about the training policies for workers in the field of emergency.	2.65	1.190
Emergency Management Q16: The nature of the training provided by the institution in the field of emergency management is commensurate with the nature of the work.	2.66	.999
Emergency Management Q17: I received external courses on the rules of occupational safety.	2.63	1.192
The Psychological Dimension Q18: The nature of the tasks assigned to me by the institution is compatible with my mental and physical abilities.	3.89	.871
The Psychological Dimension Q19: There is no consensus between you and the management of the organization about the nature of your work.	3.59	1.042
The Psychological Dimension Q20: I feel that the institution in which I work is concerned with spreading preventive awareness.	2.84	1.046
The Psychological Dimension Q21: The institution ignores the effect of fatigue and boredom in the occurrence of some accidents.	2.78	1.122
The Psychological Dimension Q22: I am not satisfied with the care provided by the institution to me in the workplace	2.84	1.221
Workplace Environment Q23: I Work in a safe work environment.	3.57	1.044
Workplace Environment Q24: Work areas in the institution need additional lighting.	3.06	1.202
Workplace Environment Q25: Safety and health procedures in the workplace are understandable procedures.	3.43	.912

Table 4.7: Descriptive statistics – Mean and Standard deviation, Continued.

	Mean	Std. Deviation
Workplace Environment Q26: Training on health and safety procedures provided by the institution meets the field needs of its employees.	2.91	.937
Workplace Environment Q27: There is regular communication between staff and management on health and safety issues.	2.67	1.018
Workplace Environment Q28: I provide knowledge and get help responding to any health concerns in my workplace.	3.23	.953
Workplace Environment Q29: If I become aware of a health or safety hazard in my work environment, I know the responsible person to whom I will report it.	3.61	1.054
Job performance Q30: Compliance with occupational safety regulations and rules helps in improving my job performance.	4.09	.770
Job Performance Q31: The management of the institution is interested in knowing the reasons that lead to the lack of improvement in my job performance.	3.13	1.050
Job Performance Q32: The management of the institution is keen to constantly improve working conditions.	3.17	1.042
Job Performance Q33: I think that the organization's management should evaluate performance better than it is to reach better performance.	1.87	.950
Job Performance Q34: The participation of employees in making decisions with the management gives an incentive to achieve better performance.	4.24	.844
Job Performance Q35: There is not enough interest on the part of the organization's management to provide personal protective equipment to improve the performance of employees.	2.64	1.064
Job Performance Q36: The management of the organization does not focus on raising the professional level of employees.	2.99	1.146

Job Performance Q37: Occupational health and safety training helps improve my performance.	4.08	.757
Job Performance Q38: Occupational safety regulations and rules in the institution assist in the completion of the work assigned to me.	3.77	.842

4.4 Reliability Assessment (Cronbach alpha test)

Reliability is a method used to assess the quality of measuring instruments; it is described as "the extent to which test scores are free of measurement errors that arise when testing something" (Muijs, 2004). The relationship between variables will be insignificant if the measurement is untrustworthy. The Cronbach alpha test, which is "an internal consistency metric that reveals how closely linked a collection of items are as a group," is one method of measuring dependability (Muijs, 2004). When the test findings are more than 0.70, the measurement is considered trustworthy (Ghaleb & Kaplan, 2020; Muijs, 2004).

Table 4.8: Reliability Assessment (Cronbach alpha test)

	Cronbach's Alpha	Results
Security & Prevention Programs	0.75	Accepted reliability
Emergency Management	0.70	Accepted reliability
The Psychological Dimension	0.75	Accepted reliability
Workplace Environment	0.71	Accepted reliability
Job Performance	0.71	Accepted reliability

4.5 Multivariate Assumptions

Before testing the linearity and the regression relation between independent and dependent variables, some conditions must be taken into consideration. These conditions are called the Multivariate Assumptions and they are the Normality test and the Multi-collinearity.

4.5.1 Normality Assessment

Normality assessment is the main condition for many statistical tests in this study. According to the below shape and the number of collected data it is concluded that the data is normally distributed, better distribution can be obtained when more data can be collected:

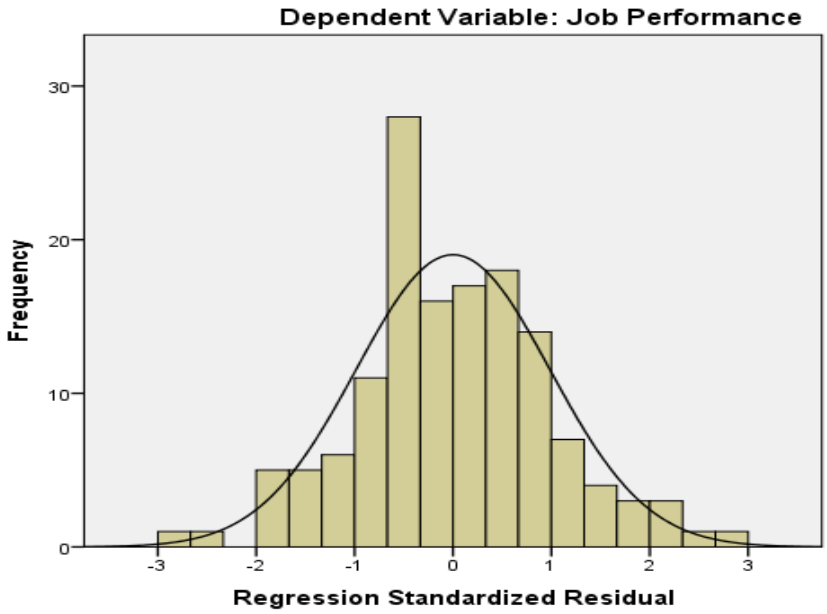


Figure 4.1: Normality Assessment

4.5.2 Multi-Collinearity analysis

When independent variables are correlated and not independent from each other there is a Multi-Collinearity issue, if such correlation between variables is high there will be some difficulties when interpreting the regression results. (VIF) and tolerance is used to test Multi-Collinearity: the VIF must be less than 3 and tolerance must be more than 0.1 to accept that there is no Multi-Collinearity issue (O'Brien, 2007). In this study, there are four independent variables (Security and prevention, Emergency management, Psychological and social factors, Workplace environment). The results are given in Table 4.9:

Table 4.9: Multi-Collinearity analysis results

Collinearity Statistics: Part 1		
Dependent Variable: Security and Prevention	**Tolerance**	**VIF**
Emergency Management	.595	1.680
The Psychological Dimension	.504	1.983
Workplace Environment	.521	1.920
Collinearity Statistics: Part 2		
Dependent Variable: Emergency Management	**Tolerance**	**VIF**
Security and Prevention	.676	1.480
The Psychological Dimension	.522	1.916
Workplace Environment	.536	1.866
Collinearity Statistics: Part 3		
Dependent Variable: The Psychological Dimension	**Tolerance**	**VIF**
Security and Prevention	.525	1.904
Emergency Management	.479	2.087
Workplace Environment	.647	1.544
Collinearity Statistics: Part 4		
Dependent Variable: Workplace Environment	**Tolerance**	**VIF**
Security and Prevention	.522	1.915
Emergency Management	.473	2.113
The Psychological Dimension	.623	1.605

From the Table, it is concluded that there is no multi-collinearity for the independent variables as shown in the results of Tolerance and VIF.

4.5.3 Outliers and influencers

Outliers and influencers are different from the other scores or different responses from the other respondents, the standard deviation calculation is used to find if there are responses that are far away from the mean of each response when the result is more than 3 an Outlier is influencing the results (Kline, 2011).

According to the test done for this research, the only higher amount is less than 0.15, which leads to conclude that there are no outliers and influencers in the responses of this study.

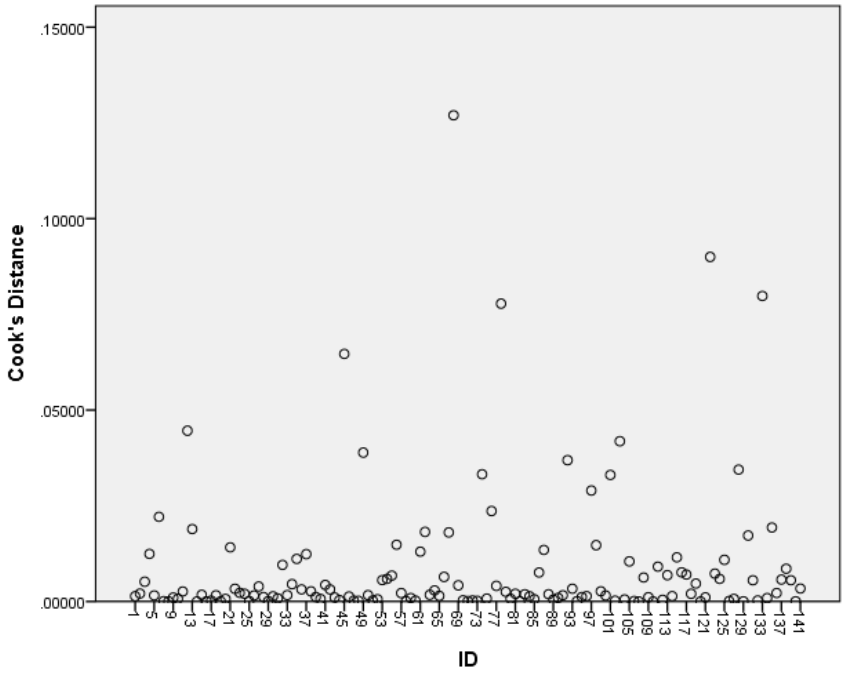


Figure 4.2: Outliers and influencers Assessment

4.5.4 Regression Analysis for Hypotheses Testing

Regression is a predictive analytic method that looks at the relationship between independent and dependent variables in order to construct a mathematical function that describes how the value of the response varies when the predictors' values change. Linear regression is the most basic type of regression; in the case of multiple regression, it works by fitting a hyperplane to the data and minimizing the absolute error of the fit. Hypotheses Regression Analysis The P-value is a number between 0 and 1 that is used to accept or

reject a hypothesis. If it is less than 0.05, the hypothesis is accepted; if it is larger, it is rejected (Hair Jr, et al., 2014).

The findings of the Regression Analysis for Hypotheses Testing are listed in the table below:

Table 4.10: R Square Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.676[a]	.457	.441	.434

a. Predictors: (Constant), Workplace Environment, Security and Prevention, The Psychological Dimension, Emergency Management

b. Dependent Variable: Job Performance

R-squared shows how well the regression model fits the observed data. In this study, R-squared is 46% reveals that 46% of the data fit the regression model.

Table 4.11: ANOVA Table

ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.566	4	5.391	28.595	.000[b]
	Residual	25.642	136	.189		
	Total	47.207	140			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Workplace Environment, Security and Prevention, The Psychological Dimension, Emergency Management

ANOVA is a set of computations that offer information about the degrees of variability within a regression model and serve as a foundation for significance tests. For example, a P-value of 0.000, which is less than 0.05, indicates that there is variability within the study regression model.

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.273	.216		5.906	.000
	Security and Prevention	.066	.085	.068	.770	.443
	Emergency Management	.032	.074	.040	.427	.670
	The Psychological Dimension	.215	.069	.279	3.101	.002
	Workplace Environment	.365	.083	.388	4.399	.000

a. Dependent Variable: Job Performance

Table 4.12: The Regression Analysis for Hypotheses Testing results

The P-value, which is less than 0.05 results lead to conclude that there is an effect of the psychological dimension and workplace environment on job performance in Yemeni NGOs that are operating in Turkey, but no security and prevention or emergency management.

4.6 Hypothesis Results Summary

Table 4.13: Hypothesis Results Summary

	Relationships	**P-value**	**Interpretation**
H1	Security and Prevention → Job Performance	.443	Rejected
H2	Emergency Management → Job Performance	.670	Rejected
H3	The Psychological Dimension → Job Performance	002	Accepted
H4	Workplace Environment → Job Performance	000	Accepted

The table above shows the summary of the hypothesis results it shows that in Yemeni NGOs operating in Turkey only the psychological dimension and workplace environment has an impact on job performance, the results are explained as the following:

a. There is no significant impact from security and prevention on job performance.
b. There is no significant impact from emergency management on job performance.

c. There is a significant impact from the psychological dimension on job performance.
d. There is a significant impact from workplace environment on job performance.

5 Discussion

In this chapter, the researcher will test and discuss the hypotheses of the study:

- **The first hypothesis states:**

H1 There is a positive influence of security and prevention programs on the job performance of employees.

This hypothesis was rejected by finding the sig (P-value) as shown in Table (6.1):

Table 6.1

hypothesis	Sig (P-value)	Beta	R-Square
H1	.443	.068	.457

It was found from the previous table that:

The sig value is (0.443), which indicates that there is no statistically significant effect at the level of the function ($\alpha \leq 0.05$) from security and prevention on job performance in Yemeni non-profit institutions.

Based on this result, the researcher did not accept the validity of the first hypothesis H1, which states: There is a positive influence of security and prevention programs on the job performance of employees.

- **The second hypothesis states:**

H2 There is a positive influence of emergency management on the job performance of employees.

This hypothesis was rejected by finding the sig (P-value) as shown in Table (6.2):

Table 6.2

hypothesis	Sig (P-value)	Beta	R-Square
H2	.670	.074	.457

It was found from the previous table that:

The sig value is (0.670), which indicates that there is no statistically significant effect at the level of the function (α≤0.05) from emergency management on job performance in Yemeni non-profit institutions.

Based on this result, the researcher did not accept the validity of the first hypothesis H2, which states: There is a positive influence of emergency management on the job performance of employees.

- **The third hypothesis states:**

H3 There is a positive influence of psychological dimension on the job performance of employees.

This hypothesis was accepted by finding the sig value (P-value) as shown in Table (6.3):

Table 6.3

hypothesis	Sig (P-value)	Beta	R-Square
H3	.002	.279	.457

It was found from the previous table that:

The sig value is .002, beta .279, and R square is .457. This indicates that there is a strong positive and statistically significant effect at the level of the function (α≤0.05) from the psychological dimension on job performance in Yemeni non-profit institutions, so the higher the level of interest in the psychological dimension, the higher the level of job performance among workers in these institutions.

Based on this result, the researcher accepts the validity of the third hypothesis H3, which states: There is a positive effect from the psychological dimension on the job performance of employees in Yemeni institutions.

- **The fourth hypothesis states:**

H4 There is a positive influence of the workplace environment on the job performance of employees.

This hypothesis was accepted by finding the sig value (P-value) as shown in Table (6.4):

Table 6.4

hypothesis	Sig (P-value)	Beta	R-Square
H3	.000	.388	.457

It was found from the previous table that:

The sig value is .000, beta .388, and R square is .457. This indicates that there is a strong positive and statistically significant effect at the level of the function ($\alpha \leq 0.05$) from the workplace environment on job performance in Yemeni non-profit institutions, so the higher the level of interest in the psychological dimension, the higher the level of job performance among workers in these institutions.

Based on this result, the researcher accepts the validity of the third hypothesis H3, which states: There is a positive influence of the workplace environment on the job performance of employees.

Based on the foregoing, the researcher found the following results:

1- There is no statistically significant effect at the function level ($\alpha \leq 0.05$) from security and prevention on the job performance of employees in Yemeni institutions operating in Turkey.
2- There is no statistically significant effect at the function level ($\alpha \leq 0.05$) from emergency management on the job performance of employees in Yemeni institutions operating in Turkey.
3- There is a strong positive and statistically significant effect at the function level ($\alpha \leq 0.05$) from the psychological dimension on the job performance of employees in Yemeni institutions operating in Turkey.
4- There is a strong positive and statistically significant effect at the function level ($\alpha \leq 0.05$) from the workplace environment on the job performance of employees in Yemeni institutions operating in Turkey.

6 Conclusion and Suggestions

The main goals of the study are to depict the present status of OHSM practices and to measure the effectiveness of these practices on the job performance of employees in Yemeni institutions in Turkey. Based on that the researcher concluded a set of findings, which are as follows:

First, Yemeni institutions were making significant efforts to pay attention to employees' psychological dimensions, and this concern had a favorable influence on employee performance and the amount to which they complete their tasks in those institutions.

Second, the study determined that the institution's procedures, as represented in its workplace, had a favorable and statistically significant influence on performance. Employee performance was expected to improve as a result of increased awareness and availability of social welfare services in various forms in the workplace. Employee performance was also increased by providing appropriate space, paying attention to the workplace, making timely repairs, putting in place measures to regulate and decrease dangers in their working environment, frequent cleaning, and adequate lighting.

Third, Yemeni institutions' interest in security and prevention had not reached a satisfactory level in terms of supplying OHS equipment. This was evident since a major part of the survey sample stated that their workplaces didn't provide enough safety measures.

Fourth, despite its importance, the institution did not place a high priority on emergency management, therefore it needs to pay greater attention to emergency management and not underestimate it inside the institution and among its workforce.

Finally, the study indicated that institutions paid attention to the psychological dimension and enhance the work environment through administrative reform, which they undertook in order to create excellent working circumstances. Moving away from centralized decision-making also aided in the seamless operation of all the institutions' interests. This means that institutions that used OHSM methods strategically, typically showed an increase in employee performance.

In addition to the above, the researcher highlighted that a sizable proportion of the survey sample considered that the organization's management evaluated performance effectively. so, the study suggests the following:

1. Develop and execute awareness policies that allow for the provision of complete care services in Yemeni institutions, with a focus on security and prevention.
2. The researcher also advises Yemeni institutions to pay greater attention to and invest in emergency management. For example, having a documented emergency plan, first-aid facilities on site, testing emergency procedures, displaying emergency contacts, and teaching personnel in emergency equipment usage. All of these at workplace will have a beneficial impact on job satisfaction, which will boost the organizations' image and overall performance.
3. Education and Internship: Institutions should hold frequent trainings, workshops, and seminars on OHS for employees, as well as distribute safety materials and take other actions to instill safety awareness in workers' thoughts. Employees must also be taught that safety and health are shared responsibilities between management and employees, which will go a long way toward making the workplace safer.
4. Yemeni institutions must ratify, adopt, and transmit the OHS Policy Guidance Document to all stakeholders as required by law to serve as a guide for risk management.
5. As a legislative necessity, Yemeni institutions should advocate the formation of an OHS Committee, which must be led by a deputy director. The committee should begin to prioritize security and prevention. Organizations should also design methods to make the usage of personal protective equipment mandatory.
6. Finally, the researcher suggests that all workers be taught in OHS in compliance with OSHA requirements, as well as the legislative provisions in the Turkish Constitution on OHS 6331 and the development plan released by the Turkish Ministry of Development. This will raise worker understanding of OHS, boost worker engagement in OHS, lower sickness rates, and eventually increase productivity. The medical examination must be done at work, following sickness, and on a regular basis as required by law.

Finally, the study suggests conducting more research and studies on:

1- The effect of the economic and political environment on the achievement of occupational safety aspects, particularly in the post-epidemic era (Covid 19).
2- Comparative researches on the impact of occupational safety training programs in reducing workplace injuries and accidents.
3- A comparison of the expenses incurred as a consequence of the implementation of safety procedures and the costs incurred as a result of workplace accidents and injuries.
4- The extent to which incentives influence the achievement of safety elements and the creation of a safe work environment.

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Appendices

T.C.
ANADOLU ÜNİVERSİTESİ REKTÖRLÜĞÜ
Sosyal Bilimler Enstitüsü
ENSTİTÜ YÖNETİM KURULU KARARI

Toplantı Tarihi: 03 Haziran 2021		Karar No: 2021/22

Toplantı Tarihi : 03 Haziran 2021
Toplantı Saati : 11.00
Toplantı No : 2021/22

GÜNDEM:

2. Tez konularındaki değişiklik taleplerinin ve yeni tez konusu belirleme taleplerinin görüşülmesi;

KARAR:

2. Tez konularındaki değişiklik/yeni tez konusu belirleme/İngilizce yazma taleplerinin aşağıdaki şekliyle belirlenmesinin kabulüne;

Uluslararası İşletmecilik Yüksek Lisans

Öğrencinin Adı Soyadı : Hamzah Abdulqawi Ahmed Hasan AL-NASSER
Tez Danışmanı : Prof.Dr.İ.Cemil ULUKAN
Yeni Tez Konusu (Türkçe) : "İş Sağlığı ve Güvenliği Yönetiminin İş Performansı Üzerindeki Etkisi: Türkiye'deki Yemenli Kurumlar Örneği"
Yeni Konusu (İngilizce) : "Effect of Occupational Health and Safety Management on The Job Performance: The Case of Yemeni Institutions in Turkey"

Karar verildi.

Aslı Gibidir
Fatih GÜLŞEN
Enstitü Sekreteri

QUESTIONNAIRE

Effect of Occupational Health and Safety Management on The Job Performance: The Case of Yemeni Institutions in Turkey

Dear Sir/Madam

This questionnaire is designed to find out your opinions regarding occupational health and safety. The information gathered will be used in a study titled "Effect of Occupational Health and Safety Management on The Job Performance: The Case of Yemeni Institutions in Turkey", as part of the requirements of Anadolu University Master's degree in International Business Administration. Your sincere responses will have a significant impact in obtaining accurate information.

Your responses will be of interest to the researcher and will only be used for scientific purposes, preserving neutrality and anonymity. Your personal information will never be shared with the third parties, so please do not hesitate to give us your sincere opinions.

Thank you very much.

Researcher
Hamzah Al-Nasser

Section 1: General information

Choose the answer that best suits you with a tick (✓)

- Gender:

  Male □ Female □

- Age:

  Less than 20 □ 20 – 25 □ 30 – 26 □ 31 – 35 □ above 35 □

- Social status:

  Single □ Married □ Divorced □

- Qualification:

  Diploma □ Bachelor's degree □ Postgraduate □ Other □

- Years of service:

  1 – 5 □ 6 – 10 □ 11 – 15 □ above 16 □

- Your professional rank:

  General Director □ Head of the Department □ Employee □

  Other □

  Please specify

  ……

Section 2: Occupational Health and Safety Management (OHSM)

Choose the answer that best suits you with a tick (✓)

N	Statements	Strongly Agree	Agree	Partly agree	Disagree	Disagree Strongly
Security and Prevention						
1	There are written occupational health and safety regulations and laws within the organization.					
2	The institution is not interested in providing personal protective equipment and supplies.					
3	It is difficult to obtain personal protective tools within the institution.					
4	The institution in which I work provides protection and security tools for workers according to their locations.					
5	First aid boxes are not provided inside the institution.					
6	The institution in which I work requires employees to use personal protective equipment.					
7	Workers are not obligated to use personal protective equipment because they do not know how to use them.					
8	There are penalties for non-compliance with the use of personal protective equipment.					
9	There are no monitoring bodies within the institution to follow up on occupational health and safety procedures.					
10	The direct and periodic follow-up by the management of the institution to implement the procedures and rules of occupational health and safety is considered weak.					

11	The organization's management allows its employees the freedom to make decisions that enhance occupational health and safety procedures.					
Emergency Management						
12	Management does not handle work accidents well.					
13	The organization promotes safety in the workplace by developing programs and practices that enhance emergency management.					
14	Individual financial incentives, cash prizes, honors, promotions, and letters of recommendation provided by the organization to its employees contribute to the strengthening of emergency management.					
15	The management of the institution does not care about the training policies for workers in the field of emergency.					
16	The nature of the training provided by the institution in the field of emergency management is commensurate with the nature of the work.					
17	I received external courses on the rules of occupational safety.					
The Psychological Dimension						
18	The nature of the tasks assigned to me by the institution is compatible with my mental and physical abilities.					
19	There is no consensus between you and the management of the organization about the nature of your work.					
20	I feel that the institution in which I work is concerned with spreading preventive awareness.					

21	The institution ignores the effect of fatigue and boredom in the occurrence of some accidents.					
22	I am not satisfied with the care provided by the institution to me in the workplace					
Workplace Environment						
23	I Work in a safe work environment.					
24	Work areas in the institution need additional lighting.					
25	Safety and health procedures in the workplace are understandable procedures.					
26	Training on health and safety procedures provided by the institution meets the field needs of its employees.					
27	There is regular communication between staff and management on health and safety issues.					
28	I provide knowledge and get help responding to any health concerns in my workplace.					
29	If I become aware of a health or safety hazard in my work environment, I know the responsible person to whom I will report it.					

Section 3: Job performance

Choose the answer that best suits you with a tick (✓)

N	Statements	Strongly Agree	Agree	Partly agree	Disagree	Disagree Strongly
30	Compliance with occupational safety regulations and rules helps in improving my job performance.					
31	The management of the institution is interested in knowing the reasons that lead to the lack of improvement in my job performance.					
32	The management of the institution is keen to constantly improve working conditions.					
33	I think that the organization's management should evaluate performance better than it is to reach better performance.					
34	The participation of employees in making decisions with the management gives an incentive to achieve better performance.					
35	There is not enough interest on the part of the organization's management to provide personal protective equipment to improve the performance of employees.					
36	The management of the organization does not focus on raising the professional level of employees.					

37	Occupational health and safety training helps improve my performance.					
38	Occupational safety regulations and rules in the institution assist in the completion of the work assigned to me.					