ROLE OVERLOAD, WORKPLACE NORMS AND EMPLOYEE’S SAFETY PERFORMANCE: THE MEDIATING ROLE OF TIME-BASED WORK-FAMILY CONFLICT

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Master of Science (Human Resource Development)

2014
AUTHOR’S DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Malaysia Sarawak. It is original and is the result of my work, unless otherwise indicated or acknowledged as referenced work. This thesis has not been submitted at Universiti Malaysia Sarawak or to any other academic institution or non-academic institution for any other degree or qualification.

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ACKNOWLEDGEMENT

I would like to take this opportunity to extend my greatest gratitude and million thanks especially to my supervisor, Dr. Zaiton Hassan in guiding me through this study. I would like to thank you for all the cooperation, encouragement and guidance and instructions that have been given to me in completing this study.

Not forgetting to the lecturers in FSKPM for the cooperation and encouragement given to me directly and indirectly in helping me to complete this study. Thank you is also given to all FSKPM staffs for being understanding and supportive by providing useful information regarding this final year project.

Hereby, greatest appreciation would go to my beloved family members and friends for their understanding, moral supports and encouragement in doing this research. They had been supporting me going through the tough moment in completing this research.

I would also like to express my heartiest appreciation to all the respondents who involved directly and indirectly in this study. Without their cooperation, this research will never succeed.
ABSTRACT

The main purpose of the study is to examine the mediating effect of time-based work-family conflict on the relationship between role overload, workplace norms and employee’s safety performance. This study was conducted in Sarawak. Questionnaires were distributed to 213 employees in private sector in three different industries which are healthcare, construction and Oil & Gas in Kuching and Miri area. Data was collected through 30 items questionnaires on a five-point Likert Scale. Both descriptive and inferential statistics were used to analyze the data using the Statistical Package for Social Science (SPSS) version 18. Correlation analyses were conducted to test the relationship between role overload and workplace norms with safety compliance and safety participation; whereas descriptive analysis was conducted to analyze demographic characteristics of respondents. Besides that, regression and Sobel Test were also used in this study. Findings reveal that there is a significant relationship between role overload, workplace norms with safety performance. It was also found that time-based work-to-family conflict mediates the relationship between role overload and workplace norms with safety performance however family-to-work were not. Organizations can use the information from this study to discover how to decrease work-family conflict. Organization should create more supportive working environment rather than stressful workplace norms and role overload to lower employee’s work-family conflict and will leads their compliance and participation in safety activities in the workplace.
ABSTRAK

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A thesis submitted in fulfillment of the requirements for the degree of Master of Science (Human Resource Development)

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UNIVERSITI MALAYSIA SARAWAK
2014
CHAPTER ONE
INTRODUCTION

1.0 Introduction

This chapter provides the introduction of the study. It explains briefly on
the background of the study and describes the problem statement. The main
objective and specific objectives for the study are also given. Research hypothesis
are also provided in this chapter. The rationale of the study, significance of the
study, definition of relevant terms and the limitation of the study are also
provided. A short summary will end this chapter.

1.1 Background of the study

Safety has become one of an important issue that need to be considered
especially for employee’s safety in the workplace. Since the implementation of the
Occupational Safety and Health Act of 1970, with the mission to “assure as far as
possible safe and healthful working conditions for every working male and female
in the nation”, most of the organization in different countries has adhere with the
act. Safety has always become important in high risk industry such as healthcare,
manufacturing, construction as well as oil and gas industry.

As nowadays most of the employees in the organization are married and
have parent/elder responsibilities, they might face work-family conflict that will
affect their safety performance in the workplace. Work-family conflict has been
recognized as a source of stress but there is awareness considered how it will
negatively affect workplace safety (Cullen & Hammer, 2007). Therefore, the main purpose this study to investigate on how the employees stress from conflicting work and family demands affects their workplace safety behavior of the employees. The primary components of the model that are specifically examined are the mediating effect of time-based work-family conflict on the relationship between role overload, workplace norms with safety performance.

Malaysia has recognized occupational safety and health as an important matter that need to be treated and maintain within the organization. Therefore, it has established its own Department of Occupational Safety and Health (DOSH) that is responsible for ensuring the safety, health and welfare of people at work as well as protecting other people from the safety and health hazards arising from the activities sectors which include (1) manufacturing, (2) mining and quarrying, (3) construction, (4) hotels and restaurant, (5) agriculture, forestry and fishing, (6) transport, storage and communication, (7) public services and statutory authorities, (8) utilities (Gas, electricity, Water and Sanitary Services), (9) Finance, Insurance, Real Estate and Business Services and (10) Wholesale and Retail Trades(Department of Occupational Safety and Health, 2014)

DOSH have figured out Occupational accidents since its establishment until year 2013 (recently) as shown in Table 1.
### Table 1: Occupational Accidents Statistics by Sector until October 2013

<table>
<thead>
<tr>
<th>Occupational Sector</th>
<th>Number of Victims</th>
<th>Death (D)</th>
<th>Non-Permanent Disability (NPD)</th>
<th>Permanent Disability (PD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>55</td>
<td>1261</td>
<td>122</td>
<td></td>
</tr>
<tr>
<td>Mining and Quarrying</td>
<td>4</td>
<td>24</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Construction</td>
<td>52</td>
<td>67</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Agriculture, Forestry and Fishing</td>
<td>30</td>
<td>391</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Utility</td>
<td>7</td>
<td>86</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Transport, Storage and Communication</td>
<td>8</td>
<td>64</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Wholesale, and Retail Trades</td>
<td>4</td>
<td>61</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Hotel and Restaurant</td>
<td>-</td>
<td>15</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Financial, Restaurant, Real Estate and Business Services</td>
<td>-</td>
<td>58</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Public Services and Statutory Bodies</td>
<td>-</td>
<td>62</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

(Source: Department of Occupational Safety and Health, 2014)

To implement

In order to protect employees in the related industry, Ministry of Human Resources, Malaysia has Social Security Organisation (SOCSO) in 1971. To implement
and administer the Social Security schemes under the Social Security Act 1969, the Employment Injury Scheme and Disability Scheme. Under this scheme, employees are given job protection related disasters, including accidents in the course of employment, occupational disease, disability and death. Among the functions performed by SOCSO is registered employers and employees, to collect contributions of employers and employees, process claims and pay benefits to employees and their dependents to suffer. In addition, SOCSO also provides physical and vocational rehabilitation benefits and promote awareness of occupational safety and health. During July 1985, SOCSO status as a government department was converted into a statutory body. Whereas on January 1, 1992, SOCSO has implemented its own system of remuneration called the New Pension System SOCSO (SSBP). The mission is to provide social security protection to workers and their dependents through the Social Security schemes and to raise awareness of safety and health in order to improve social welfare employees. The vision is Ideal Leader Social Security and Excellent. Table 2 shows the types of benefits provided by SOCSO and the number of benefit’s recipient. From the table, it can be reveals that SOCSO provides the benefit especially related to work-family such as dependents benefit, pension and invalidity grant and survivors pension as well as benefit related to employee’s safety in the organization. From this, it was found that Malaysia is conscious to employee’s family and safety but still lack in exploring the cause of the safety injuries among the employees as stated in Table 2. For instance, it was still shortage in exploring how work-family conflict can affect employee’s safety compliance and participation in the workplace that can lead to safety injuries.
Table 2: Number of Benefit Recipients According to Types of Benefit for year 2011 - 2012

<table>
<thead>
<tr>
<th>Penerima Faedah/ Benefit Recipients</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faedah Hilang Upaya Sementara/ Temporary Disablement Benefit</td>
<td>55,785</td>
<td>58,444</td>
</tr>
<tr>
<td>Faedah Hilang Upaya Kekal/ Permanent Disablement Benefit</td>
<td>31,175</td>
<td>33,257</td>
</tr>
<tr>
<td>Faedah Orang Tangggungan*/ Dependants Benefit*</td>
<td>39,992</td>
<td>41,138</td>
</tr>
<tr>
<td>Pencen dan Bantuan Ilat*/ Invalidity Pension* and Invalidity Grant</td>
<td>39,814</td>
<td>42,523</td>
</tr>
<tr>
<td>Pencen Penakat/ Survivors* Pension</td>
<td>182,713</td>
<td>191,006</td>
</tr>
<tr>
<td>Elaun Layanan Sentiasa/ Constant-attendance Allowance</td>
<td>4,722</td>
<td>5,130</td>
</tr>
<tr>
<td>Faedah Pengurusan Mayat/ Funeral Benefit</td>
<td>10,466</td>
<td>10,665</td>
</tr>
<tr>
<td>Faedah Perubatan/ Medical Benefit</td>
<td>2,186</td>
<td>2,173</td>
</tr>
<tr>
<td>Pemulihan Jasmani atau Vokasional**/ Physical or Vocational Rehabilitation**</td>
<td>11,524</td>
<td>13,205</td>
</tr>
<tr>
<td>Jumlah/ Total</td>
<td>378,377</td>
<td>397,541</td>
</tr>
</tbody>
</table>

(Source: Annual Report 2012, SOSCO)

Nota: * BilanganTerkumpul
** Termasuk penerima kemudahan dialisis

Note: * Accumulated Figure
** Include recipients for dialysis facility
1.2 Problem Statement

Safety and health has become one of an important issue nowadays, many researchers have explored the causes and effect of health and safety of employees in the workplace (Cohen & Margolis, 1973) in terms of physical (related to work equipment), environment (related to hazards) and worker’s behavior safety (Smith et al. 2003).

More recently, researchers from business and psychology have started to study the effects of the social and psychological environment on employee’s safety such as leadership style (Barling et al. 2002), supervisory support (Hofmann et al. 1999), job insecurity (Probst & Brubaker, 2001) and group and organizational safety climate (Zohar, 2000).

According to Cullen and Hammer (2007), despite the study that have been done on the effect of work and family on employees, employee’s families and employers, there are limited researchers have carried out on how stress from work and family conflict might influence employee’s safety behavior in the workplace. Although work family conflict has been considered as a source of stress, there is no much published research to date that has considered how work-family conflict will negatively influence the employee’s attention towards safety in completing work tasks and their willingness to participate in any safety activities within the organization.

A theoretical model linking strain-based work-family conflict and employee safety was tested with healthcare workers in two hospitals from the Northwest region of United State (Cullen & Hammer, 2007). There are limited
researches on work-family conflict and employee safety in industry such as healthcare, construction and oil & gas in Malaysia. Therefore it is reasonable to adapt the model develop by Cullen & Hammer (2007) in Malaysian organization context.

1.3 Research Objectives

1.3.1 General Objectives

The aim of this study is to examine the mediating effect of time-based work-family conflict in the relationship between role overload and workplace norms with employee’s safety performance.

1.3.2 Specific Objectives

(a) To determine the relationship between role overload and employee’s safety performance.

(b) To determine the relationship between workplace norms and employee’s safety performance

(c) To determine the mediating effects of time-based work-to-family conflict on the relationship between role overload and employee’s safety performance.

(d) To determine the mediating effects of time-based work-to-family conflict on the relationship between workplace norms and employee’s safety performance.

(e) To determine the mediating effects of time-based family-to-work conflict on the relationship between role overload and employee’s safety performance.
(f) To determine the mediating effects of time-based family-to-work conflict on the relationship between workplace norms and employee’s safety performance.

1.4 Conceptual Framework

![Figure 1: Framework linking workplace norms, role overload and work-family conflict to employee’s safety performance.]

Figure 1 shows the model linking workplace norms, role overload and work-family conflict to employee safety. The researcher aims to study the mediating effects of work-family conflict on the relationship between workplace norms and role overload with employee safety performance. Work-family conflict in the study consist time-based work-family conflict, and safety include safety performance variable which are safety compliance and safety participation.
1.5 Research Hypotheses

Hypothesis development is very important because acceptance and the rejection of hypothesis show the significance of the study. On the basis of literature review and above conceptual framework we came to develop following hypothesis. The hypothesis of this study is:-

**Hypotheses 1**

Ho1: There is no significant relationship between role overload and employee’s safety performance.

Ha1: There is a significant relationship between role overload and employee’s safety performance.

**Hypotheses 2:**

Ho2: There is no significant relationship between workplace norms and employee’s safety performance.

Ha1: There is a significant relationship between workplace norms and employee’s safety performance.

**Hypotheses 3**

Ho3: The relationship between role overload and employee’s safety performance will not be mediated by time-based work-to-family conflict.
Ha3: The relationship between role overload and employee’s safety performance will be mediated by time-based work-to-family conflict.

**Hypotheses 4**

Ho3: The relationship between workplace norms and employee’s safety performance will not be mediated by time-based work-to-family conflict.

Ha3: The relationship between workplace norms and employee’s safety performance will be mediated by time-based work-to-family conflict.

**Hypotheses 5**

Ho4: The relationship between role overload and employee’s safety performance will not be mediated by time-based family-to-work conflict.

Ha4: The relationship between role overload norms and employee’s safety performance will be mediated by time-based family-to-work conflict.

**Hypotheses 6**

Ho4: The relationship between workplace norms and employee’s safety performance will not be mediated by time-based family-to-work conflict.

Ha4: The relationship between workplace norms and employee’s safety performance will be mediated by time-based family-to-work conflict.
1.6 Rational of the study

The main rationale of this study is to examine the effect of mediating variable towards the relationship between independent and dependent variable in mathematically way. At the end of the study, the findings are more accurate and can be proof since it is carrying out mathematically and empirical way. The methods of collecting the data are using the questionnaire which will be filled out by the respondents.

In addition, the information gathered in this study is important to prove the (i) the relationship between role overload, workplace norms and safety performance and (ii) the mediating effects of work-family conflict on the relationship between role overload, work performance norms and safety performance and (ii)

1.7 Significance of the Study

The finding of this study can help the organization to improve the quality of work-life of the employees by exploring the effect of role overload, workplace norms and work-family conflict towards employees’ safety in the workplace. In addition, the findings also might increase perceptions of control among employees whereby they can be better in meeting their family responsibilities demand and can perform well in their work.
1.8 Definition of Terms

1.8.1 Conceptual Terms

(a) **Work-family conflict**

Work-family conflict has been defined as a form of inter-role conflict in which role pressures from work and family domains are mutually incompatible in some aspects (Greenhaus & Beutell, 1985). There are three types of work-family conflict which are time-based, strain-based, and behavior-based conflict. Work-family conflict is made up of two types that are work-to-family conflict (referred to work interfering with family life) and family-to-work conflict (referred to family interfering with work life).

(b) **Employee’s Safety Performance**

Define as safety compliance and safety participation that reflect the safety requirements of the job as well as the non-prescribed safety activities (Griffin & Neal, 2000)

(c) **Workplace Norms**

Implicit rules about work performance, attendance, commitment, social relations, and interaction patterns (Hammer et al., 2004)

(d) **Role stressors**

Role stressors refer to a condition where role obligations (i.e., expected and actual behaviors associated with a job position) are vague, irritating, difficult, conflicting, or impossible to meet (Hardy & Hardy, 1988). It is