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Assessing Safety Training and Workers' Participation that Affect Safety Performance in Eversendai Corporation Berhad

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Abstract: Safety and health training is essential for organizational safety and health management because it enhances workers' understanding of safety and health challenges in organizations and raises their awareness of workplace dangers, thereby reducing accidents and boosting workers' productivity. This study aims to measure the level of safety training and workers' participation and the relationship between workers' participation and safety training with safety performance in manufacturing sectors in Eversendai Corporation Berhad Selangor, Malaysia. This study employed quantitative research methods, including questionnaires to collect quantitative data. An online survey was conducted among 217 manufacturing workers at Eversendai Corporation Berhad in Selangor. Data were evaluated by using reliability analysis, descriptive analysis, and Spearman's correlation analysis. The study finds that there is a positive relationship between safety training and worker's participation with safety performance at Eversendai Corporation Berhad.

Keywords: Safety training, Workers' participation, Safety performance

1. Introduction

Eversendai Corporation Berhad is a Malaysia-based engineering and construction company that specializes in building and infrastructure projects. Ensuring the safety of workers on job sites is a crucial aspect of the company's operations, and the effectiveness of safety training and worker participation in safety initiatives can have a significant impact on overall safety performance. Research on safety training and worker participation in safety programs has shown that effective safety training can lead to increased knowledge and awareness of potential hazards, as well as improved skills and behaviours related to safety. Additionally, involving workers in the development and implementation of safety programs can increase their buy-in and engagement, leading to better overall safety performance.

In addition to safety training, Eversendai Corporation Berhad also encourages employee participation in safety-related activities. The company has set up a safety committee that comprises

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representatives from different departments, and the committee is responsible for identifying and addressing safety issues. Overall, Eversendai Corporation Berhad has implemented several measures to ensure the safety of its employees. The company's safety training and workers' participation programs have been effective in reducing the number of accidents and incidents and have contributed to the company's overall safety performance. The company is committed to maintaining and improving its safety performance and continues to invest in safety-related initiatives.

Workplace accidents, injuries, and illnesses remain severe concerns in the manufacturing sector. The manufacturing sector in Malaysia has been regarded as one of the most harmful to worker safety. Despite significant advancements in manufacturing safety, this sector will continue to trail behind other sectors in terms of safety. According to the Department of Statistics Malaysia's (DOSM) National Occupational Accident Statistics 2020, the manufacturing sector has a much higher risk of occupational accidents than other sectors. The results show that there were 10,303 occupational accidents documented in the manufacturing sectors. Manufacturing has the highest rate of occupational accidents at 4.12 cases per worker, followed by the construction and utility sectors at 3.37 cases and 3.15 cases, respectively (DOSM, 2020).

Workers' active participation is required for adequate safety and training. However, the desired cooperation is not always obtained for various reasons, including a lack of information, internal identification, and, most importantly, a lack of knowledge of the training's benefits (Mashi *et al*., 2016). Workers' participation can substantially impact 3 the prevention of workplace accidents if it is entirely supported by management (Soehod, 2017). However, when the authorities acted to execute legislation requiring worker involvement, the employer's immediate reaction was to resist it, asserting that management has the exclusive responsibility for ensuring worker safety and that any involvement of workers in decision-making would be a breach of this responsibility (Shearn, 2004). According to Smith (2016), organizations with effective participation programs had significantly higher rates of employee engagement and motivation compared to those without such programs. Additionally, many companies may not have the resources or expertise to develop and implement effective participation programs (Jones, 2018). Furthermore, the lack of trust and communication between management and employees can make it difficult for companies to effectively involve employees in decision-making processes (National Association of Manufacturers, 2017).

Therefore, to achieve the research objective which are the level of safety training and workers' participation in Eversendai Corporation Berhad are determined. Consequently, the relationship between safety training and workers' participation with safety performance is identified.

This study was conducted by survey; a worker who works in the Eversendai Corporation Berhad in Selangor, Malaysia, was targeted as the research respondent. This study will be conducted in a manufacturing organization in Selangor, Malaysia, because according to the Department of Occupational Safety and Health, Selangor has the highest number of occupational accident cases in 2021, especially in the manufacturing sector. This study will use a quantitative approach with questionnaires as the research instrument.

The findings of this study have the potential to greatly benefit Eversendai Corporation Berhad by pinpointing any shortcomings in their occupational safety and health programs. By providing guidance, raising awareness, and implementing preventative strategies, organizations can increase productivity and efficiency while reducing accidents and promoting motivated job performance. Additionally, by ensuring that all employees receive proper health and safety training, the risk of workplace accidents and injuries can be greatly reduced. This not only benefits the workers, but also helps the organization avoid costly legal issues and prevent employee turnover due to work-related illnesses. Furthermore, this study adds to the current understanding of safety management practices in the manufacturing sector, highlighting the challenges companies and policymakers face in ensuring a safe work environment. It provides valuable insights for future research and policymaking, helping government and policymakers

create effective policies and regulations for improved safety management. Overall, the study contributes to the theoretical understanding of safety management in the workplace, providing a foundation for future research.

2. Literature Review

The literature review was conducted based on the research studies made by the previous researchers. The literature review aims to summarize, describe, evaluate, and explain the main content in journals, reports, past studies, and even websites. This chapter will elaborate further on the workers' participation in the organizations and the organizations' safety performance. The descriptions in this chapter are based on articles, reference books, journals, and past studies that can be trusted and verified. Therefore, the literature review is essential because it can be utilized from several aspects as a guide and reference for researchers in completing this study.

2.1 Manufacturing Sector in Malaysia

Manufacturing is described as the process of creating items for use or sale through the use of labour, equipment, and tools. The manufacturing sector is essential in today's world. Almost all developed and emerging countries require manufacturing to boost commerce and economic development. Malaysia is a world leader in the production of electric and electronic devices. Because of the rapid advancement of technology and globalisation, manufacturing sectors have begun to raise demand for superior technology products while raising consumer living standards. Manufacturing sectors are working hard to produce more new product introductions, rapid technical innovation, unexpected customer shifts, and cutting-edge information technology to cope with the shifting market dynamics (Karim *et al*., 2008). This sector also makes one of the significant export contributions, contributing to Malaysia's earnings. As a result, it is possible to conclude that the manufacturing sectors are a "backbone" of Malaysia's development and contribute to economic stability. However, the rapid expansion of employment and exports in the industrial sector may indicate a great danger of workplace problems and accidents.

2.2 Definition of Safety Performance

According to Ashour *et al*., in 2018, safety performance is the amount of protection that determines the rates of workplace accidents, injuries and deaths. Workers' safe behaviour is influenced by safety performance at various organizational levels (Zohar & Erev, 2007). Safety performance can be measured by the most commonly used criteria, accident rates (Idoro, 2011). According to Unlu (2013), Occupational Health and Safety performance indicators frequently blend trailing and positive performance indicators. Lagging indicators assess the organization's effectiveness in meeting targets, whereas positive performance indicators assess achievement in meeting targets. Worker satisfaction may lead to enhanced productivity, better mental and physical health, and reduced worker turnover and absenteeism when safety performance is improved. Workplace injuries and accidents have a substantial effect on workers, resulting in decreased job satisfaction and increased stress. (Van Dyck *et al*., 2005).

2.3 Definition of Safety Training

Safety training is a crucial safety management practice that predicts safety knowledge, compliance, and engagement (Ali, Abdullah & Subramaniam, 2009). Occupational accidents and injuries will rise due to inadequate safety training. According to Barling (2009), workers are subject to an employer's responsibilities during safety training. As a result, they should be concerned about the safety of their personnel. Comprehensive safety training is essential to any successful company, accident prevention plan, or occupational safety and health plan (Vinodkumar & Bhasi, 2010). Accidents can also be made more foreseeable by safety training. Organizations should design a systematic, comprehensive safety and health training program for new workers to improve all workers' safety and health (Fredenburg,

2013). According to Tinmannsvik and Hovden (2003), organizations with low accident rates have proper safety training for their workers. Thus, safety training is considered a management tool for minimizing safety concerns and enhancing safety performance.

2.4 Definition of Workers' Participation

Workers' participation is a collection of structures and organizations that allow and sometimes encourage workers to, directly and indirectly, participate in and influence decisions (Pawlowska, 2013). Workers are the most competent persons to make proposals for improvement, and they can be relied upon to disclose safety and health concerns that may harm their co-workers (Othman, 2012). Additionally, workers should be encouraged to submit feedback and ideas on safety-related issues, as well as methods to enhance the safety of work procedures and activities (Taufek *et al*., 2016). According to Bruck (2016), the goal of the Occupational Health and Safety Management System workers' participation is to reduce workplace accidents and improve health. In other words, workers' participation is crucial for the success and safety performance of Occupational Health and Safety Management Systems (Redinger *et al*., 2002). Podgorski (2005) emphasised the significance of workers' participation in security management because it assists organizations in accomplishing the implementation and organizational enhancement of occupational safety and health conditions for the benefit of both workers and organizations

2.5 Past Study relating to safety training and safety performance

A study published in 2017 by the Journal of Occupational Health Psychology investigated the relationship between safety training and safety performance in the healthcare industry (Lin, 2017). The study found that safety training is positively associated with safety performance in healthcare workers. Additionally, the study found that safety training that is tailored to the specific needs of the healthcare workers is more effective than generic safety training. Next, a study published in 2018 by the Journal of Safety Research investigated the effectiveness of safety training in reducing injuries in the manufacturing industry (Zhou, 2018). The study found that safety training can significantly reduce the risk of injuries in manufacturing workers. Additionally, the study found that safety training that is delivered in a blended learning format (i.e., a combination of online and in-person training) is more effective than training that is delivered solely in one format. Other than that, a study published in 2019 by the Journal of Occupational Health Psychology investigated the relationship between safety training and safety performance in the transportation industry (Smith, 2019). The study found that safety training is positively associated with safety performance in transportation workers, particularly in the areas of knowledge and attitude towards safety. The study also found that interactive and scenario-based training methods were more effective than traditional lecture-based methods.

Therefore:

H_1: There is a significant positive relationship between safety training and safety performance

2.6 Past study relating to workers' participation and safety performance

A study conducted by Keraka *et al*. (2022) explored the relationship between worker participation in the implementation of safety standards and employee performance in textile manufacturing companies in selected counties in Kenya. The study found that worker participation in the implementation of safety standards had a positive effect on employee performance in textile manufacturing companies in Kenya. The study also found that the effects of worker participation in safety standards were long-lasting, with the employee performance remaining high even after the implementation had been completed. According to Zhang *et al*. (2017) looked at the relationship between workers' participation in safety meetings and safety performance in the Chinese manufacturing industry. The study found that there was a positive correlation between workers' participation in safety meetings and safety performance. Specifically, the study found that when workers participated in safety

meetings, there was a decrease in the number of accidents and injuries in the workplace. One study, conducted by Kim *et al*. (2016), investigated the relationship between workers' participation in safety committees and safety performance in the South Korean manufacturing industry. The study found that there was a positive correlation between workers' participation in safety committees and safety performance. Specifically, the study found that when workers participated in safety committees, there was a decrease in the number of accidents and injuries in the workplace.

Therefore:

H_2: There is a significant positive relationship between workers' participation and safety performance

2.7 Theoretical Development

(a) Heinrich's Domino Theory

Heinrich's (1950) theory of accidents uses the analogy of dominoes falling over one another to explain accidents. While not the most advanced or complex theory, it is notable for being one of the earliest scientific hypotheses to explain accidents. It is still frequently mentioned seven decades later. When a domino falls, it tips the next one over, and the process continues until all of the connected dominos have fallen. However, removing only one domino stops the entire cycle.

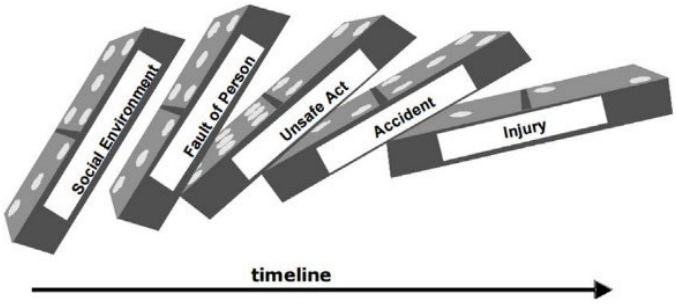

Figure 1: Heinrich's Domino Theory

2.8 Research Framework

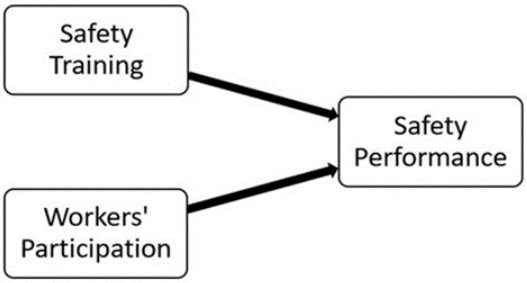

Figure 2: Conceptual Framework

3. Research Methodology.

3.1 Research Design

This chapter is about research design and explains what needs to be valued. Furthermore, this study used numerical values in data gathering and analysis. As a study design, the highlighted research is quantitative. As a result, the survey form was chosen as the mechanism for collecting activity data in

the study design. It also covered the approaches used to get meaningful information for this study in this area. The information gathered from the respondents, as well as the literature review, were examined to meet the objectives, which are to identify the level of safety training that was organised, the level of workers' participation in Eversendai Corporation Berhad and the relationship between workers' participation and safety training with the safety performance in Eversendai Corporation Berhad.

3.2 Population and Sampling

The workers working in the Eversendai Corporation Berhad in Selangor, Malaysia, were chosen as the sampling and population of interest in this study. According to Eversendai Corporation Berhad's annual report (2021), the total number of workers in the corporation is approximately 500 manufacturing workers. The researcher utilised Krejcie and Morgan Sampling Method to ease the process of finding the sample size for a limited population. There are about 500 workers in the manufacturing departments at Eversendai Corporation Berhad. So, According to Krejcie and Morgan (1970), the optimal sample size for the population of 500 manufacturing workers in this research study is 217 respondents.

3.4 Research Instrument

This study employed a questionnaire with three sections as a research instrument. Section A identifies the respondents' demographic information and measures their responses using ordinal and nominal scales. Section B is intended to measure the level of safety training and Section C is to measure workers' participation in Eversendai Corporation Berhad. Section D is to investigate the relationship between safety training and worker participation in the safety performance of organizations. All statements in Section B and Section C were scored on a five-point Likert Scale which 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. A Likert scale is a five-point scale that allows individuals to express how strongly they agree or disagree with a topic. Meanwhile, in Section D, a five-point Likert Scale was used ranging from 1 = very dissatisfied, 2 = dissatisfied, 3 = neutral, 4 = satisfied and 5 = very satisfied. There are (5) answer clues offered in this section based on the scale shown in Figure 3.2 below, which gives the answer possibilities for the questionnaire form.

3.3 Data Collection

Primary and secondary data were employed to acquire data for this study, and the procedures used were quite precise. This chapter also went through how to obtain both types of data. Over three months, data was collected by mailing questionnaires to manufacturing organizations via an email application. Respondents were fully aware of the study's goal to assess the amount of safety training and workers' participation, and the relationship between safety training and workers' participation in safety performance.

(a) Primary data

The primary data in this research is derived from the findings of a quantitative study, specifically through questionnaires. This method was used to collect experimental data, such as the level of safety training and workers' participation, as well as the relationship between safety training and workers' participation in safety performance. The primary data collection procedure is time-consuming and labour-intensive since 18 the primary data is the study data collected and processed in partnership with the respondents. However, primary data gathering has significant advantages in that the information is more dependable and extensive than secondary data, even though it is time demanding and costly.

(b) Secondary data

Secondary data are information gleaned from a review of the literature. It can be obtained by conducting information searches on the internet and through library services. Secondary data are used

to strengthen knowledge of an idea or opinion gained from a journal, article, thesis, report, or another source. Books and encyclopedias are two further examples of secondary sources. Secondary sources help gather information because they provide a more comprehensive picture of a problem or topic under consideration. The secondary data gathering procedure uses data those other researchers have already acquired (Sabitha Marican, 2005). A journal, book, magazine, records, report, documents, internet, thesis, and newspapers are examples of secondary data sources. Researchers access educational articles online through the Scopus website, ScienceDirect, and the UTHM journal portal.

3.5 Data Analysis

The data collected from the questionnaire were analyzed by using reliability analysis, descriptive analysis, and correlation analysis. Data analysis was performed on the data gathered by the study's primary objective. A thorough report was conducted due to the investigation, processing, and developments. The usage of the Statistical Package for Social Software Science supports and complements quantitative data processing (SPSS). Most variables employ ordinal scales, and all information is validated using a definite process to verify the accuracy of the raw data. According to Babbie (2014), to assure the instrument's accuracy, the data must be cleaned and checked by looking for discrepancies between the original and collected data.

4. Results and Discussion

The finding of the study is discussed in this study, which were analysed using Statistical for Social Science (SPSS) version 26. Among the statistical method used are reliability analysis, descriptive analysis, and correlation analysis.

4.1 Reliability Analysis

(a) Reliability of pilot study

For the pilot test, a total of ten (10) questionnaires data were used to conduct the pilot study. Statistical Package for Social Science (SPSS) version 26.0 was used to analysed the collected data. Table 3.5 below shows the Cronbach Alpha value of the pilot test analysis.

Table 1: Reliability Analysis for Pilot Test

No	Code	Dimension	No. of Item	Cronbach Alpha
	IV	Independent Variables	12	0.858
1	ST	Safety Training	6	0.883
2	WP	Workers' Participation	6	0.841
	DV	Dependent Variable	3	0.905
1	SF	Safety Performance	3	0.905
		Overall	15	0.928

Based on data analysis for pilot test, the highest Cronbach Alpha value is 0.905, while the lowest Cronbach Alpha value is 0.841. In other words, the Cronbach Alpha value for all dimensions is more than 0.8. According to F. Hair, Black, Babin, & Anderson (2006), if the Cronbach Alpha value is more than 0.8, its indicates that the item in the questionnaire is good and acceptable. As a result, this instrument for both variables were approved for actual data collection.

(b) Reliability for actual study

The finding shows that the Cronbach Alpha value for all components was 0.859, with safety training having the greatest value of 0.739 and safety performance having the lowest value of 0.643. According to the reliability analysis, all variables had Cronbach Alpha values greater than 0.6. This demonstrates that all of the items were suitable for future research (F. Hair, Babin, &Anderson, 2006).

Table 2: Reliability Analysis for Actual Study

No	Code	Dimension	No. of Items	Cronbach Alpha
1	ST	Safety Training	6	0.739
2	WP	Workers' Participation	6	0.643
1	SF	Safety Performance	3	0.709
		Overall	15	0.859

4.2 Descriptive Analysis

(a) Respondent's Demographic Profile

The population of this study is five hundred (500) manufacturing workers. Based on Krejcie and Morgan (1970), the optimal sample size for the population of 500 manufacturing workers in this research study is 217 respondents. The demographic items were identified based on the questionnaire by age group, nationality, race, and years of service. Based on the data collected, respondents aged 26 to 30 years old made up the largest respondent group, accounting for 62.7%, while those aged 36 and above made up the lowest, accounting for 4.1%. The age range of 21 to 25 years old had 6.0% involvement, while the age group of 31 to 35 years old had 27.2%.

The respondents were divided into two groups of nationality which are Malaysian and Non-Malaysian. Based on the analysis of demographic data, it shows that the majority of the respondents were non-Malaysian at 59.0% while respondent that Malaysian were 41.0% of the total respondents. Analysis of demographic data shows that the majority of the respondent's race were others, which is non-Malaysian respondents with 59.0% while Chinese respondents were the smallest group of races that participated in this study with 7.8%. Malay and Indian respondents both had 19.4% and 13.8% of respondents group.

Out of two hundred and seventeen (217) respondents, 73.7% of respondents had worked for 1 to 5 years in the organization. Besides that, 12.0% of the respondents had serviced Eversendai Corporation Berhad for 6 to 10 years of services while 11.5% of the respondents had worked in the organization for less than 1 year. However, there is only 2.8% of respondents had worked in Eversendai Corporation Berhad for more than 10 years. This shows that the organization had low rates of experienced workers. Table 4.3 summarizes the respondent's demographic profile.

Table 3: Respondent's Demographic Profile

	Frequency	Percent (%)
Age		
21 to 25 years old	13	6.0
26 to 30 years old	136	62.7
31 to 35 years old	59	27.2
36 years old and above	9	4.1
Nationality		
Malaysia	89	41.0
Non-Malaysian	128	59.0
Race		

Malay	42	19.4
Chinese	17	7.8
Indian	30	13.8
Others	128	59.0
Years of service		
Less than 1 year	25	11.5
1 to 5 years	160	73.7
6 to 10 years	26	12.0
More than 10 years	6	2.8

(b) Safety Training

Table below shows the level of mean and standard deviation for safety training. Based on the table, it is clearly seen that the highest mean is 3.85 which indicates that the respondents agreed that workers get extensive health and safety training from the organization. Meanwhile, the lowest mean value for safety training is 3.59 for the statement "workers are encouraged to participate in safety training programmes by management". Therefore, based on the analysis, the level of safety training organised in Eversendai Corporation Berhad is high level with a mean of 3.73 and a standard deviation of 0.652.

Table 4: Level of Mean Measurement for Safety Training

Code	Items	N	Mean	Std. Deviation	Level
ST1	Workers get extensive health and safety training from the organization	217	3.85	.613	High
ST2	Safety regulations and procedures are thoroughly taught to workers	217	3.72	.685	High
ST3	Safety issues are given high priority in training programs	217	3.71	.657	High
ST4	Workers are appropriately trained to react to workplace crisis	217	3.84	.650	High
ST5	Workers are encouraged to participate in safety training programs by management	217	3.59	.625	Medium
ST6	Workers have received proper safety training, allowing them to identify potential dangers in the workplace	217	3.66	.682	Medium
	Overall	217	3.73	.652	High

(c) Workers' Participation

Table below shows the level of mean and standard deviation for workers' participation. Based on the table, the highest value of the mean is 3.85 which indicates that the respondents agreed that workers have received instructions on health and safety precautions based on preventative concepts. Meanwhile, the lowest mean value for workers' participation is 2.72 which is for the statement "workers were urged to develop new ways to improve safety and health. As a result of the analysis, Eversendai Corporation Berhad has a medium level of workers' participation, with a mean of 3.45 and a standard deviation of 0.720.

Table 5: Level of Mean Measurement for Workers' Participation

Code	Items	N	Mean	Std. Deviation	Level
WP1	Workers are taught how to report dangers and flaws in safety measures in the employers' arrangements.	217	3.81	.700	High
WP2	Workers were urged to develop new ways to improve safety and health.	217	2.72	.744	Medium
WP3	Workers have received instructions on creating health and safety precautions based on preventative concepts.	217	3.83	.648	High
WP4	Workers have been taught to be proactive in their efforts to enhance health and safety measures.	217	3.66	710	Medium
WP5	Workers are consulted and included in decision-making when changes are contemplated.	217	3.38	.780	Medium
WP6	Workers are consulted and participate in developing instructions, processes, policies and more in organization.	217	3.28	.744	Medium
	Overall	217	3.45	.720	Medium

(d) Safety Performance

Table 6 provides the mean and standard deviation levels for safety performance. According to the table, the highest mean value is 3.66, indicating that Eversendai Corporation Berhad's workers are satisfied with the effectiveness of the safety department (Safety supervisor, safety advisor, safety specialist and etc.). While the statement "To what extent the effectiveness of safety organization in your workplace (Manager's safety committee, safety systems, structures, and procedures, and etc.) has the lowest mean value of 3.55. Eversendai Corporation Berhad has a medium degree of safety performance, according to the analysis, with an average mean of 3.62 and an average standard deviation of 0.592.

Table 6: Level of Mean Measurement for Safety Performance

No	Items	N	Mean	Std. Deviation	Level
SF1	To what extent the effectiveness of safety organization in your workplace (the managers' safety committee, the safety systems, structures, and procedures, etc).	217	3.55	.560	Medium
SF2	To what extent the effectiveness of the safety department in your organization (the safety supervisor, the safety advisor, safety specialists, etc).	217	3.66	.587	Medium
SF3	To what extent are you personally satisfied with the safety performance of your organizations.	217	3.65	.628	Medium
	Overall	217	3.62	.592	Medium

4.3 Normality Test

Normality test is one of the most significant concepts in statistical calculations since it may be used to determine whether the study's data has a normal or non-normal distribution. The data can be used to determine normality test such as the Kolmogorov-Smirnov Test and Shapiro-Wilk Test.

Table 7: Normality Test

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Safety Training	.270	217	.000	.836	217	.000
Workers' Participation	.225	217	.000	.864	217	.000
Safety performance	.205	217	.000	.907	217	.000

a. Lilliefors Significance Correction

Table 7 above shows the results of the normality test utilizing Kolmogorov-Smirnov to determine whether the study's data is a normal distribution or not. There are 217 respondents to test the data analysis. The result of the normality test indicates that all the independent variables and dependent variables which are safety training, workers' participation and safety performance are not normal distributions due to the significant value being below 0.05.

4.4 Correlation Analysis

Pallant (2007) defined statistical significance as r = 0.10 to 0.29 (Weak), r = 0.30 to 0.49 (Moderate), and r = 0.50 to 1.00 (Strong). According to Table 8, the level of safety training allocated to safety performance was strong. As a result, there is a positive significant correlation between safety training with safety performance ($r = 0.572$, $N = 217$, $p < 0.00$). According to Table 9, the level of workers' participation in safety performance was strong. Therefore, there is a positive significant correlation between workers' participation with safety performance ($r = 0.672$, $N = 217$, $p < 0.00$).

Table 8: Correlation Analysis for Safety Training and Safety Performance

	Safety Training	Safety Performance
Safety Training	1	.572**
Safety Performance	.572**	1

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

Table 9: Correlation Analysis for Workers' Participation and Safety Performance

	Workers' Participation	Safety Performance
Safety Training	1	.672**
Workers' Participation	.672**	1

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

4.7 Hypothesis Result

According to the findings, safety training had a significant correlation with safety performance (β=0.195, $p < 0.05$), and workers' participation had a significant correlation with safety performance (β=0.535, $p < 0.005$)). As a result, the developed hypothesis was validated and approved. This satisfies the study's third research objective. The hypothesis result for the research is shown in the Table 10 below.

Table 10: Hypothesis Result

	Hypothesis	Result
H1	There is a significant positive relationship between safety training and safety performance	Accepted
H2	There is a significant positive relationship between workers' participation and safety performance	Accepted

5. Conclusion

5.1 Research Objective 1

The result of this study shows that effective safety training had been practised at Eversendai Corporation Berhad. Based on the data analysis, the total average mean for safety training is 3.728 while the total average standard deviation for safety training is 0.952 which indicates that the level of safety training assigned at Eversendai Corporation Berhad is high. According to Mashi, Subramaniam and Johari in 2016, safety and health training is the process of providing workers with the necessary safety education in order to improve their skills and knowledge which will influence workers' behaviour and work practice in order to carry out the assigned task safely, avoid accidents, boost workers' confidence, and improve efficiency. Safety training enhances behavioural skills, associated knowledge and attitudes, and provides ways to reduce accidents and increase predictability in the workplace. According to Vinodkumar and Bhasi in 2010, good safety training is an essential component of any successful business, accident prevention programme, or occupational safety and health programme. Thus, based on the results, manufacturing workers at Eversendai Corporation Berhad believed that they had been given effective safety training that allow them to increase their awareness and knowledge of safety and health and allows them to work in a safe workplace environment.

5.2 Research Objective 2

In this study, the result revealed that the mean of workers' participation at Eversendai Corporation Berhad was 3.447 while the standard deviation was 0.720 on the scale of one (1) to five (5) which clearly seen that the level of workers' participation at Eversendai Corporation Berhad was at the medium or moderate level. This indicates that manufacturing workers at Eversendai Corporation Berhad have moderately participated in the organization's safety and health. Based on Chu, Liu, Guo, and Zhang (2021), the level of workers' participation in an organization's safety and health has a direct impact on the effectiveness of the organization's safety management. Workers' participation fosters an environment in which people share their knowledge and expertise with other workers, and management encourages them to participate in the identification and reporting of dangers in order to promote a safe working environment for everybody. Thus, most of the manufacturing workers at Eversendai Corporation Berhad participated directly and indirectly in safety and health management whether in decision-making or safety and health program that improve the effectiveness of the organization's safety management.

5.3 Research Objective 3

The findings of this study discovered safety training and workers' participation have a significant relationship with safety performance among manufacturing workers at Eversendai Corporation Berhad in Selangor. The findings of the relationship between safety training and workers' participation with safety performance were consistent with the previous study done by Lin, 2017; Zhou, 2018; Smith, 2019; Keraka *et al*., 2022; Zhang *et al*., 2017; Kim *et al*., 2016. These researchers describe safety training and workers' participation influence safety performance at the workplace. 35 Safety training had a significant relationship with safety performance at Eversendai Corporation Berhad with a correlation score of 0.572. This finding was consistent with findings by Lin (2017); Zhou (2018) and Smith (2019) which they discovered that safety training significantly reduce the risk of injuries in the workplace and has a significant impact on organization safety performance. Safety training had a significant impact on both workers and safety performance itself. The majority of the manufacturing workers at Eversendai Corporation Berhad received extensive safety and health training from the organization. Employees who received safety training were more likely to report hazards and near-misses to their supervisors. This suggests that safety training not only improves the knowledge and skills of employees but also encourages them to take an active role in identifying and reporting potential hazards in the workplace (Zhou, 2018). Eversendai Corporation Berhad gives high priority to safety issues in training programs and encouraged workers to participate in the programs managed by the safety management. The safety training received by the workers allows them to identify potential dangers in the workplace and that will reduce unwanted incidents and accidents occur.

Safety programmes without workers' participation will affect the effectiveness of the system and safety performance itself. According to the findings, Eversendai Corporation Berhad workers' participation in safety and health issues had a significant relationship with safety performance, with a correlation score of 0.672. This finding was corroborated by findings by Keraka *et al*., 2019; Zhang *et al*., 2017; Kim *et al*., 2016), who discovered that workers' participation in safety and health issues influences the safety performance of the organization. Based on the analysis, most of the manufacturing workers at Eversendai Corporation Berhad are consulted and participated in developing instructions, processes, policies and also included in decision-making when changes are contemplated in safety and health issues. As a part of full participation, workers and their representatives are also included in decision-making. Workers' participation was thus expected to improve safety performance because they would oversee the mechanisms that promote safety (Keraka *et al*., 2022).

5.4 Limitation of Research

There are a number of limitations that were present in this study, which should be taken into consideration when interpreting the results. One such limitation is the precision of the results, as the survey was administered to respondents based on their perception and experiences with the questionnaire-derived statement. Another limitation of this study is the scope of the research, which was limited to Eversendai Corporation Berhad's manufacturing workers. This means that the collected data cannot be extrapolated to encompass additional inquiries or industries. Another limitation of this study is the method used for data collection, which was an online survey using a google form questionnaire. While the google form questionnaire was easy to administer and low cost, some of the respondents refused to answer the questionnaire, which affected the response rate.

5.5 Recommendations

(a) Findings

Based on the findings of the study, there are several recommendations can be made for improving safety training and workers' participation in Eversendai Corporation Berhad. Firstly, regular safety training. Regular safety training is essential to ensure that all workers are aware of the latest safety procedures and regulations. This training should cover a wide range of topics, including hazard

identification, emergency procedures, and the use of personal protective equipment. Other than that, the organization should provide incentives for safe behaviour: Providing incentives for workers who demonstrate safe behaviour can encourage workers to prioritize safety in the workplace. This can include rewards such as bonuses or recognition for workers who have a good safety record or for those who have made a significant contribution to improving safety in the workplace. Next, monitor and evaluate safety performance. The organization should regularly monitor and evaluating the safety performance of the workers and the company as a whole will provide insight into areas that need improvement and help identify successes that can be replicated. The company should track safety metrics such as accident rates and near-misses and use this information to identify areas for improvement.

(b) Future Research

Firstly, the time of the data collection of this study can be expanded to increase the response rate of the study. This is because more time on data collection can increase the number of total respondents involved in the study. When the researcher obtains more respondents, a larger data sample may be formed, implying that greater diversity would be more advantageous to the results. Other than that, the future researcher should expand the scope of the study to increase the total respondent involved in this study. This is because this study only focuses on one organization which is Eversendai Corporation Berhad. Thus, the result of the data collected cannot be generalized to other studies. Hence, the future researcher should expand the scope of the study by increasing the number of organizations involved to improve the validity and reliability of the data collected. Finally, future studies were recommended to use mix of data collection methods which are qualitative and quantitative methods. This is because the quantitative method only involves numerical data for the questionnaire. By using a qualitative method such as an interview, the respondents will be given the opportunity to express their own views about the research since it can deal with words which more subjective

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