Impact of Workplace Safety, Job Burnout and Job Engagement on Employees' Job Satisfaction: Mediating Role of Occupational Injuries

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ABSTRACT: A considerable measure of consideration has been centred on employees view of workplace safety yet generally practically zero research has been done on the effect of job engagement, job burnout fulfilment on the employees' job satisfaction. This review explored this relationship. It additionally analysed the connections between workplace safety, job burnout and job engagement on the job satisfaction and employees' consistence with safety administration approaches and occupational injuries. In this research occupational injuries explain why workplace safety and job satisfaction enhances the employee's job engagement" and likewise the element of job burnout decreases the employee`s job engagement. All of the proposed hypothesis in this study were accepted which stated that there is significant negative relationship between workplace safety and occupational injuries. There is significant positive relationship between job burnout and occupational injuries. There is significant negative relationship between job engagement and occupational injuries. There is significant negative relationship between job satisfaction and occupational injuries. Occupational injuries mediate the relationship between workplace safety, job burnout, job engagement and job satisfaction.

***Keywords:** Job Burnout, Job Engagement, Job Satisfaction*

The organizational employees that are involved in their work and enjoy their duty they are likely to be retained for longer time period. Likewise, if the organizational employees are not engaged in their work then the chances are that they are less centered around their work and more inclined to commit errors. This has noteworthy ramifications for the organizations in which workplace safety is known to be a key variable. The broad research has been carried out in studying the relationship among the engagement of the employees and workplace safety outcomes. A meta-investigation was carried out by (Rich et al. 2010) and he found that 25% of the business units (regarding engagement) have reported less than 49% of the incidents related to safety than the last 25%. Correspondingly, a similar review found that in safety settings, the organizations that are more engaged have 41% less workplace safety incidents and occurrences.

Job is considered as major issue in most of the organizations. Organizations think that it's hard to overcome from the burnout issue. Burnout is known as that condition which emerges when delayed anxiety causes to swing to depletion, inclusion to swing to negativity, and viability to wind up distinctly an absence of achievement (Maslach; 2003, Maslach; 2001), is an unavoidable marvel in any of the organization (Cordes& Dougherty,1993). Burnout cost considerable measure to organizational employees as well as the organization as a whole. Lee and Ashforth (1996) were of the view that burnout is critical in clarifying an extensive variety of practices and states of mind in upsetting workplaces. The researchers have also recommended that burnout is key element that is identified with an extremely wide cluster of different factors of social and administrative importance (Kalliath& Morris, 2002). The element of job burnout has been the most research area for over 40 years in most of the occupations that comprised of nursing staff, experts, instructors, telecom industry, construction industry, information technology industry, food industry and so forth.

Kahn developed a significance of engagement to consolidate "the simultaneous business and verbalization of individuals "favored self" in practices that hoist relationship with the work and with alternate organizational employees, singular proximity (physical, mental, and energetic) and powerful, full shows" (Kahn, 1990). Moreover, for Kahn, the engagement of the individual in their part was appeared by the three core measurements. The first is the verifiable which signifies the possibility that the engagement of the every single individual is reflected by the hypothesis of the energies that the individual play while they are in their roles that are performed on duties, which can change as demonstrated by the applicable segments. To speak to this thought, Kahn depicted as cuba diving teacher who indicated previews of engagement by method for each one of the three estimations in the midst of a jumping effort.

Hoppock portrayed job satisfaction as the combination of mental, physiological and normal conditions that cause the individual sincerely to state that he/she has the feeling of being in with the business or the task he/she is performing in the organization (Hoppock, 1935). As demonstrated through the approach regardless of the way that job satisfaction is influenced by various outside segments and still that remains something inward that there are many other necessities that are in the mind of the individual and needs to be fulfilled at any cost, the employees at times do not feel secured and as a result they are not engaged in their work and the organization is unable to get the desired profitability. Vroom in his definition on job satisfaction focuses with respect to the organizational employees in the workplace. Thusly he portrays job satisfaction as loaded with feeling acquaintances with deference with individuals toward work roles which they are

carrying out throughout their duties(Porter, Steers, Mowday&Boulian, 1974).

Occupational injury is any physical harm condition maintained on a worker regarding the execution of his or her work in the business. The individuals in the organizations spend no less than 33% of a day at work which strongly affect their safety and security because of work and business related injuries. These occupational injuries represent a noteworthy general safety and formative issues which result in a genuine wellbeing, social, and economic outcomes on the workers and their bosses.

In summary the main aim of the paper is to study the impact of workplace safety, job burnout and job engagement on employees' job satisfaction with the mediating role of occupational injuries. The structure of the paper would be that first all the key variables of the study would be discusses in detail. Second, the theoretical framework of the study would be highlighted with the help of which hypothesis would be developed. Third, methodology would be defined after which data would be collected from the respondents and that will ultimately lead to the analysis of the data and discussion will be done on that. Last the future direction and implications will be drawn for the future researchers.

Literature Review

Workplace Safety
The organizational employees' that are more engaged they will probably utilize their creativity to recommend and make the desired improvements to the frameworks of workplace safety. The engagement of these organizational employees give them sense of feeling that they are performing the duties they are assigned while they are on the job and this gives them chance to enter into new horizons and look into the potential and key issues. Moreover it has been portrayed that it is the behavior of the

individual that drive them to the set practices and strategies of the organization and this in turn lead to the unsafe workplace safety as well as most of the time the employees are not involved in the decision making process (Christian, Bradley, Wallace & Burke, 2009).Moreover, the research has demonstrated that "employees that are always engaged in their work are found to be motivated and they tend to work more safely" whereas employees that are non-connected with their work are more vulnerable to "burnout" (Gunningham&Johnstone 1999).This in turn decreases the intention of worker and their inspiration to make the best choice. It has been found in the research that the organizational employee that say they often enjoy their working in the organization are found to face less issues of the workplace safety as compared to the employees who scarcely enjoyed working in the organization(DeJoy, 1994).

Job Burnout
Presently days, the most accepted definition of burnout is based on the three broad ideas which were picked by Maslach and his colleagues (Maslach, 2001; Leiter and Maslach; 2003, andMaslach, 1978). One of the core components of burnout is the passionate depletion that is depicted by nonappearance of imperativeness and for the resources that are being utilized in the organization. This "sympathy shortcoming" might be aligned together with the estimations of disappointment and strain as the employees of the organization recognize they can't continue giving of themselves or be accountable for clients as they had been some time recently. Another segment is that of dehumanization, which is set apart by treatment of customers as items as opposed to individuals. The organizational members may show separated and passionate insensitivity & they might be negative toward their peers, customers and also for the organization for which they are working.

The last part of burnout, decreased individual achievement is described by inclination to assess oneself contrarily. The organizational employees encounter decrease in sentiments of job skill and effective accomplishment in their work or cooperation with the other individuals. The issue representative who is accepting the disciplinary references from the chief or the sentiments one may suppose one were bailing a cracked boat and understood that the watercraft may sink is considered as the main element of this burnout segment.

Factors through which burnout are related to work solicitations or business resources. The most alluded component is work over-load. This had been appointed quantitative or qualitative work overload. Quantitative work over-load is the impression of a considerable measure of work to complete in given day or period and qualitative work over-load happens when the occupation necessities outperform fitness level (Kalliath& Morris, 2002). Earlier research showed that extraordinary postponed work demands exhausted energetic resources and imperativeness and brought on excited weakness (Maslach, 2003). Experts later confirmed that workload and time weight are dependably and insistently related to business burnout (Maslach et al. 2001). Distinctive test examine that has in like manner showed relationship among quantitative and qualitative work over-load and grouping of physiological, mental and behavioral strain reactions (Leiter, Maslach& Frame, 1998). Likewise, if the work over-load is not directed properly, it may provoke to stress, shortcoming, accidents, exhaustion, hopelessness and other negative outcomes (Kalliath& Morris, 2002).

Burnout is taken as the reaction that particularly occurs among the researchers, experts that work with the people in some farthest point like teachers, medicinal chaperons, social laborers (Maslach et al. 2003). Though unique implications of burnout are available, the most

by and large depicted meaning of burnout is the psychological issue of excited exhaustion depersonalizes and reduced individual accomplishment (Maslach, 2001). Passionate depletion insinuates feelings of being truly overextended and depleted of one's excited resources. Depersonalize suggests unfriendly, obtuse, or a lot of pulled back response to different people who are typically the recipients of one's organizations or care. Diminished individual accomplishment implies diminish in the individual slants of aptitude and productive achievement in the work that is being finished.

Job Engagement of Employees
Kahn confirmed that engagement of the employee is imitated by the relationship in which the individual has contributed, performed the duties, involved in the decision making process, his/her feelings were given importance and were actively involved in the work and their job requirements were being met. Kahn (1990) expressed, people show engagement through "furnishing" themselves by the role they are playing on duties, by the energies they are using while performing their tasks and through the sentiments while achieving the desired results. The theoretical structure for Kahn's theories on engagement is also available in Rich et al. (2010) work, which set that the most diminished theory of individual energies that are exerted in work along with the one that was only physical, modified, or computerized as indicated by Robert & Davenport, (2002) and without psychological or energetic affiliation.

Rich et al. (2010) biggest measure of motivation incorporated the theory of physical and subjective resources, and incorporated sentiments of the individuals as well. At the largest amount of motivation, individuals are involved with their work by an excited relationship among their work and the role they are in while they are in the organization. This thought is unfaltering with Kahn's (1990), who saw that engagement of the organizational

employees in their role was most hoisted when people were earnestly connected with their work development. Kahn's thought/idea of engagement, as being appeared by three estimations, is in like manner unsurprising with the speculative tripartite importance of perspectives, which have been sorted as including energetic, psychological, and behavioral fragments (Rich, 2006). The scientists highlighted not simply on the psychological appraisals in airs, furthermore the impact and behavioral sections as well (Robert & Davenport, 2002).

Worker engagement has turned into a vigorously examined subject lately. In any case, there is still uncertainty within the scholastic writing regarding how worker engagement can be impacted by administration. There has been critical enthusiasm for worker engagement; however, this has been combined with good arrangement of misconception. As indicated by Warr et. al, (2012), this misconception can be halfway credited to the way that there is no authoritative definition, bringing about engagement being open-defended and in this way measured in fluctuating ways.

According to HR point of view, engagement keeps on being a vital thought. Because of the testing financial atmosphere, associations now like never before are choosing to rebuild and resize, which has brought about associations exploring new ways to deal and increase the level of engagement. Organizations are always ahead of one another to enroll and prepare their ability, so they have to do their best in order to get the good results. Organizations have to strike the correct harmony amongst cultivating and improving worker engagement levels keeping in view that they don't compromise with their positions.

The employees that are engaged in the organization are found to be conferred, persuaded, vivacious and excited about critical thinking. They are caught up in their work, do their best when they are into their occupations, are amped up for making good showing with regards to, apply vitality in their work and are a source of sustained competitive advantage for other employees. (Rich, 2006). Every individual working in the organization has immediate and one-sided control over measure of optional exertion he or she made accessible to an organization (Schaufeli and Bakker, 2004). The engaged employee of the organization will reliably beat and accomplish new norms of perfection. (Robert et, al. 2002).

Employees Job Satisfaction
Job satisfaction is how much an individual is satisfied with their occupation therefore representatives' excitement to perform at a perfect level (Bateman et al.1983). Williamet. al, (1991) is of the view that there is never perpetual supply of what business satisfaction is or what it addresses; however still there is need of the environment where the employee would be feeling safe in order to perform his/her tasks efficiently. Likewise, William et al. (1991) gave multiple definitions from many of the scholarly writing portraying job satisfaction as "Useful and positive perspectives towards the business exhibit job satisfaction (Faragher et. al, 2005)"combination of feeling and emotions that the employees of the organizations had with respect to their present place of business (Lu et. al, 2005)".

Benderet al. (2005) takes the concept of job satisfaction as the multi-dimensional concept. All around the relationship of the significant number of researchers have focused on the negative or positive impact of the employees towards their jobs and the role they perform in the organization. "Job satisfaction focuses on three sections of legitimate direct: that is scholarly, effective, and behavioral and is comprehensively used to choose general satisfaction in human capital organization" (Wright et, al. 2007). Different segments affect

the job satisfaction but then change after some time; the instability could be credited to changes inside the workplace and moreover economic, measurement and social examples (Chang et, al. 2007).

Job satisfaction addresses blend of positive or negative feelings that members of the organization are having towards their work. At the point when any of the members of the organization is being used in the business, it conveys with it the necessities, objectives and experiences which determinate wishes that he has ousted. Job satisfaction addresses how much yearnings are and facilitate the bona fide respects. Job satisfaction is solidly associated with that individual's direct in the work put (Lu et al., 2005). Job fulfillment is the employees' sentiment achievement and accomplishment at work. It is all things considered seen to be clearly associated with benefit and moreover to individual flourishing. Job satisfaction recommends doing some work one acknowledges, doing it well and being made up for one's attempts. Job satisfaction moreover deduces excitement and happiness with one's work. Job satisfaction is considered as the driving force that prompts to affirmation, wage, headway, and the achievement of various destinations that incite to a slant fulfillment (Ahsanet, al. 2009).

Job satisfaction can be portrayed in like manner as how much the member of the organization is substance with the prizes he or she gets away from his/her occupation, particularly to the extent inborn motivation (Illies et, al. 2009). The term job satisfaction implies the mindset and opinions people have about their work. Positive and extraordinary mindsets towards the business exhibit work fulfillment. Negative and troublesome mindsets towards the business show work disillusionment (Brucket, al. 2002).

Occupational Injuries

Dembe, Ericksom, Delbos and Banks (2005) characterize occupational injuries wounds as harm to body which result from an episode at work environment. Barlinget, al. (2003) trusted that Occupational wellbeing is multidisciplinary approach that considers physical and emotional wellness, prosperity and self-awareness of people. Melamed & Oksenberg(2002) worked at Australian Department of work environment connection and private company and uncover that employment independence, input and adapting emphatically influences the occupational injuries and turns out to be more straightforward when work fulfillment is utilized as arbiter.

The theory of domino created by Heinrich recommended that accident is one of the perspectives that outcomes in harm which happens because of individual blame, equipment that is not maintained properly and likewise environment in which individual is taught and raised. Bellet, al. (1990) utilizes different data which includes passing declarations; specialist remuneration detail death rate to distinguish business related occupational injuries and found that aggregate data give all the clearer picture of occupational injuries at working environment and their results (Jeong, 1998).

There have been not many reviews that have concentrated on the occupational injury among the industrial laborers. Notwithstanding, to take care of occupational injury and security issues of the workforce, progressed epidemiological reviews are basic for strategy producers, general safety specialists and the program implementer (Gilmore et, al. 1996). Thusly, the case study was intended to fill the crevice by distinguishing the determinants of occupational injury harm among material assembly line laborers, which, is vital for the advancement and fortifying of enactment and mediation needs to protect the safety and security of the

working force (Waehere, Dong, Miller, Haile & Mean, 2007).

Conceptual Framework and Hypothesis Development

The research has followed positivistic paradigm and this study is descriptive and exploratory in nature. The research is falling in quantitative strategy as the main objective of this study is fulfilled by getting the responses through questionnaire. The organizations were selected on the basis of convince sampling from Lahore, Karachi, Faisalabad. Moreover, the relationship that exists between the dependent and independent variables needs to be tested which is shown in Figure 1. The conceptual model given examines the relationship between work place safety, job burnout, job engagement, employee job satisfaction and occupational injuries.

The main aim of this research study is to study the impact of workplace safety, job burnout and job engagement on employee and this is being carried out in the manufacturing industries of Pakistan. Furthermore, this study intends to see if there is any difference when the mediator occupational injuries is added that could be attributed with the demographic variables such as gender, years of experience, level of education and income. In order to get the desired responses questionnaire was adapted from the previous studies. The items for workplace safety were adapted from Fang et al. (2004). Items used to measure job burnout were adapted fromPiko (2006). The items for job engagement were adapted from short version UWES scale by Schaufeli, et al. (2004) and for employee job satisfaction were adapted from (Spector, 1997). Moreover, for measuring the mediating variable the items were adapted from Melemed et al. (2002).

The questionnaire was enclosed in a cover letter which explained all the important elements of the research that could help out the respondents in filling out the questionnaires such as research objectives, research ethics and confidentiality. The questionnaires were being distributed among managers, supervisors and supporting staff from administration. Almost 400 questionnaires were circulated among the targeted population. Out of which 320 completed responses were received. Therefore, the response rate was approximately 80%.

Figure 1 near here

Model Statement: "Occupational injuries explain why workplace safety and job satisfaction enhances the employee's job engagement" and likewise the element of job burnout decreases the employee`s job engagement.

Hypothesis Development

H1: There is significant negative relationship between workplace safety and occupational injuries.
H2: There is significant positive relationship between job burnout and occupational injuries.
H3: There is significantnegative relationship between job engagement and occupational injuries.
H4: There is significant negativerelationship between job satisfaction and occupational injuries.
H5: Occupational injuries mediates the relationship between workplace safety, job burnout, job engagement and job satisfaction.

Findings

The reliability test for all of the variables that were part of the study was carried out using Cronbach`s alpha which is used for measuring the internal consistency of the research variables. As per research the minimum acceptable limit of the alpha value that is acceptable for any of the exploratory study is set as 0.6 (Streiner, 2003).The alpha values for all the variables that are work place safety, job

burnout, job engagement, employee job satisfaction and occupational injuries are recorded above the mentioned benchmark value as presented in Table 1. Therefore, it can be concluded that the scales that are adapted for this study have high level of internal consistency and are reliable.

Table 1 and 2 near here

The above table is demonstrating the reliability values along with the proxy variables that are describing the variables included in the study. The beta values in the above table shows the relationship among the variables either they are positive or negative so according to that workplace safety has negative relationship with the occupational injuries beta value is (-.101) which proves first hypothesis of the study. Secondly job burnout has positive relationship with the occupational injuries beta value is (-.321**) which proves second hypothesis of the study. Third, job engagement has negative relationship with the occupational injuries beta value is (-.445**) which proves third hypothesis of the study. Fourth, employees job satisfaction has negative relationship with the occupational injuries beta value is (-.499**) which proves first hypothesis of the study.

Table 3 near here

Multiple regression model was run in order to investigated whether occupational injuries mediates the relationship between workplace safety, job burnout, job engagement and job satisfaction. Model 1 included the variables that were controlled in the study that are sector, organization type and organization level. In model 2 independent variables were added along with the mediating variable that is occupational injuries. In model 3 the interactions among the variable were added. Results of the study had indicated that all the controlled variables were significantly related with the mediating variable occupational injury.

Moreover it is noted that occupational injury is having interaction of b = -0.11 which indicates that occupational injuries is mediating the relationship between workplace safety, job burnout, job engagement and job satisfaction which proves the last hypothesis of this study.

Discussion and Conclusion

The organizational employees that are involved in their work and enjoy their duty they are likely to be retained for longer time period. Likewise if the organizational employees are not engaged in their work then the chances are that they are less centered around their work and more inclined to commit errors. This has noteworthy ramifications for the organizations in which workplace safety is known to be a key variable. Kahn developed a significance of engagement to consolidate "the simultaneous business and verbalization of individuals "favored self" in practices that hoist relationship with the work and with alternate organizational employees, singular proximity (physical, mental, and energetic) and powerful, full shows" (Kahn, 1990).

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The research has proved the hypothesis that is there is significant negative relationship between workplace safety and occupational injuries. There exists significant positive relationship between job burnout and occupational injuries. There exists significant positive relationship between job engagement and occupational injuries. There exists significant positive relationship between job satisfaction and occupational injuries and occupational injuries mediates the relationship between workplace safety, job burnout, job engagement and job satisfaction.

Implications and Directions for Future Research

The proposed considerations for measuring the impact of impact of workplace safety, job burnout and job engagement on employees' job satisfaction with respect to mediating role of occupational injuries is of great importance for the researchers and practitioners. The consequences of the present review should be summed up and this might be imitated in different parts of Pakistan and rest of the world. It would give intriguing experiences that whether the outcomes uncovered in Pakistan are same or generally in western culture. The proposed framework of this review if legitimately comprehended and utilized by the suspicions and limit states of the review then it may back off the errand for sociology specialists opening the black box of relationship between workplace safety, job burnout and job engagement on employees' job satisfaction and occupational injuries.

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APPENDIX

Figure 1:


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Workplace Safety → Job Burnout → Job Engagement → Job Satisfaction → Occupational Injuries
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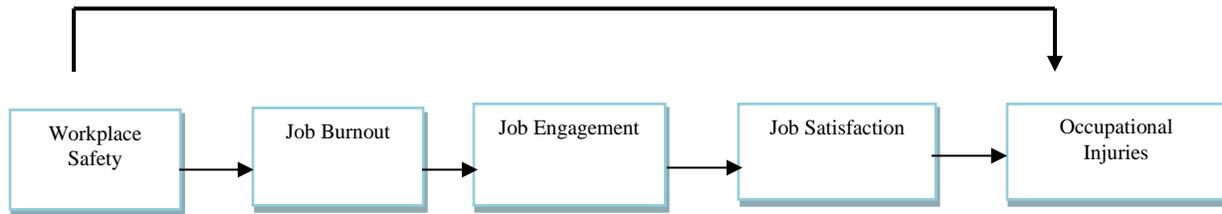
Table 1

Constructs	No of items	Alpha value
Workplace Safety	11	0.80
Job Burnout	13	0.84
Job Engagement	9	0.81
Job Satisfaction	10	0.874
Occupational Injuries	8	0.822

Table 2

Means, Standard Deviation, Alphas and Inter-correlations (N=320)

	α	M	SD	1	2	3	4	5	6	7	8	9
1.Sector		1.88	.485	_	.279**	-.035	.222**	.034	.165*	-.007	-.056	-.101
2.Type		1.89	.456		_	-.560**	.278**	.118	.056	-.008	-.145	-.088
3.No. of Employees		2.30	.476			_	-.657**	.102	.177*	.137	.172*	.081
4.Level		1.40	.458				_	-.229**	-.423**	-.254**	-.332**	-.431**
Variables												
5. Workplace Safety	0.8	0.44	0.15					_	.435**	.257**	.422**	.321**
6.Job Burnout	0.8	0.47	0.11						_	.282**	.351**	.399**
7.Job Engagement	0.8	0.20	0.01							_	.445**	.445**
8.Job Satisfaction	0.8	0.32	0.02								_	.499**
9.Occupational Injuries	0.8	0.42	0.04									_

Table 3

Predictors	Model 1		Model 2		Model 3		Model 4	
	B	**SE**	**B**	**SE**	**B**	**SE**	**B**	**SE**
Constant								
Sector	1.66*	.522	2.22**	.567	1.64*	.609	1.29*	.678
Type of org.	-2.52*	.554	-2.15**	.667	-2.65**	.762	-2.01**	.756
Size of Org.	.345	.621	-.167	.562	.066	.473	.222	.463
Level of org.	2.22*	.756	.322	1.06	1.25	1.04	1.34	1.02
Occupational Injuries			-.499*	.032	-.078	.034	.015	.134
Workplace Safety					-.023	.045	.075	.054
Job burnout					.210*	.102	-.045	.124
Workplace Safety * Job burnout×Occupational Injuries							-.010*	.043
Job Engagement* Job Satisfaction×Occupational Injuries							.025**	.010
R	.442		.486		.418		.622	
R^2	.203		.378		.372		.327	
F	7.48**		7.83**		8.48**		7.65**	
ΔR^2	2.45		2.36			2.41		2.42

*P<0.05, **P<0.01