

Effect of Health, Safety and Environment (HSE) on Human Psychology and Productivity – A Study Regarding Manufacturing Sector

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Abstract

This study titled Effect of Health, Safety and Environment (HSE) on Human Psychology and Productivity concerning manufacturing industry is carried out to find the effect of the health and safety of the workers and the impact of work environment on the workers' psychology and productivity. The study focuses on finding the existing health, safety and environmental policies in the organisation, examining employees' level of understanding of HSE policies, studying the attitude of the management towards the HSE policies and finding out if improving the HSE policies improves the productivity. The study also focuses on determining the challenges in implementing and sustaining the various HSE policies and finding ways to improve the various HSE policies in the organisation to improve productivity. A survey is conducted in the organisation with a sample of 110 workers selected through the stratified random sampling process. Structured questionnaires consisting of 50 closed-ended multiple-choice questions are provided to the workers and responses are collected. Various statistical analysis is done on the responses received, and findings were postulated. The study highlights that the health, safety and environment has a positive effect on the workers' psychology and productivity. Increasing the standards of HSE policies in the organisation increases productivity. Also, based on the current level of HSE policies followed in the organisation, few recommendations were made at the end of the study to increase the standards of the HSE policies.

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I. BACKGROUND OF THE STUDY

Occupational health, safety and environment (HSE) are considered as a procedure to ensure the safety & healthy work-place environment in order to increase workers capacity to perform. Health and safety standards instituted by organisations are aimed at the promotion and maintenance of physical, mental, social wellbeing of workers in all sectors. The workplace has become an integral part of the business for employers, employees, society as well as the government. The quality of the workplace also termed as the work environment, has a direct

impact on the level of employee's satisfaction, motivation and performance. Out of all production cost, labour cost has become an essential consideration in product and service development as most firms aim to maximise productivity from their workforce. Hence to minimise the total cost of production, the organisations ignore the health, safety and environment aspects. Even though some organisations acknowledge the health, safety and environment aspects as essential for the functioning and productivity of the organisation, they fail to

concentrate on the level of health and safety conditions to be provided to the workers.

II. REVIEW OF LITERATURE

The World Health Organisation, (1999) defines health as a “state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity”. Thus health and safety refer to the preventing and protecting people from injury and occupational disease in any form due to hazards and risk that may harm, injure, cause the unsafe environment to people or damage equipment or the facilities put in place at the workplace. The International Labour Organisation, (1996) defines occupational health and safety as a discipline with a broad scope involving many specialised fields. In its broadest sense, it aims at promoting and maintaining the highest degree of physical, mental and social wellbeing of workers in all occupations. Preventing workers of adverse effects on health caused by their working— conditions. Protecting workers in their employment from risks resulting from factors— adverse to health.

According to Cohen and Michael, (1999), workers' involvement may be termed as the willingness of employees' to participate and to accept the responsibility given to them for creating a safe and accident-free workplace. From a management perspective, workers involvement refers to the ability of workers to directly influence or form the management and work process in an organisation. Workers involvement is a process involving behaviour that is dynamic, action-oriented and problem-solving that continuously seeks for improvement of the working standards in a safety-conscious environment.

According to Glendon and McKenna (1995), active safety management is both functional and humanistic. The role of management and the involvement of all the employees working in the organisation as talented critical players in health and safety management are essential in order to cultivate

the positive beliefs, practices, values and norms among all the employees in the company. Building a safety culture on so many diversities is not an easy task. But it had been proven that companies with good health and safety cultures have employees with positive patterns of attitude towards safety and health practices and follow them accordingly

Leonard W. O'Sullivan (2016) states that as a result of changes in manufacturing including an upward trend in automation and the advent of the fourth industrial revolution, the requirement for supervisory monitoring and cognitive demand has increased in automated manufacturing.

Rousseau (1988), defined culture as “the ways of thinking, behaving and believing that members of a social unit have in common”. He identified several characteristics that makeup such a safety culture. These include an informed culture, reporting culture, flexible culture, just culture and learning culture. An informed culture refers to those who manage and operate the systems knowledge about the human, technical, organisational and environmental factors that determine the safety of the system as a whole, while a reporting culture is a willingness in which people report errors, accidents and near-miss incidents. A just culture in an organisation where an atmosphere of trust is present, and people are encouraged or even rewarded for providing essential safety-related information. There is also a clear line between acceptable and unacceptable behaviour. Whereas, a flexible culture takes different forms but is characterised as shifting from the conventional hierarchical model to a flatter professional structure. Again, a learning culture is the willingness and the competence to draw the right conclusions from its safety information system, and the will to implement significant reforms when the need is indicated

Jack P. Callaghan (2018) and his colleagues together published an article called "Are hybrid sit-stand postures a good compromise between sitting and standing". In this article, the authors give more importance to the sitting and standing positions of

the employees during the work hours since it directly affects the health and safety of the employees. The authors say that the potential alternatives for regular sitting and standing postures are hybrid sitting and standing postures. The purposes of this study were to identify where limbo pelvic and pelvic angles deviate from sitting and standing and from using these breakpoints to define distinct postures: sitting, standing and perching in order to examine differences in muscle activations, stretching and ground reaction forces between postures. In the study, it was concluded that chair designs aimed at reducing the lower limb angle within 115–170° might improve the convenience of the participants.

Tom Cox and Eamonn Ferguson (1994) under the article titled "Measurement of the subjective work environment" had tried to measure the subjective work environment. The article begins by questioning the role of the work environment in determining occupational health of the employees and explores the possible mechanisms by which that environment might exert its influence on the employee. It concludes that one of the essential common pathways is psycho-physiological in nature, and is rooted in individual perception and cognition and the experience of stress.

III. NEED FOR THE STUDY

Out of all production cost, labour cost has become an essential consideration in product and service development as most firms aim to maximize productivity from their workforce. Hence to minimize the total cost of production, the organizations ignore the health, safety and environment aspects. Even though some organizations acknowledge the health, safety and environment aspects as essential for the functioning and productivity of the organization, they fail to concentrate on the level of health and safety conditions to be provided to the workers. Moreover, the cost that will be incurred due to any workplace accident on failure to follow the safety protocols (or)

the cost of employee turnover due to poor health (or) environmental damage due to improper environmental management will be more than the cost that will be needed to ensure proper health, safety and environment policy in the organization.

Healthy and safe working conditions improve productivity and will thus, help organizations to become competitive in the globalised world economy, and that is why many organisations are making efforts to ensure that health and safety are managed at the workplace effectively. Hence there is a strong need to analyse the effect of health, safety and environment on human psychology and productivity and the functioning of the organization in the society. There is also a need to identify the level of importance to be provided to the worker's health, safety standards and environmental policies of the organization and how to improve them to achieve higher productivity.

IV. OBJECTIVES

To analyse the effect of health, safety and environmental (HSE) aspects of the workplace on human psychology and productivity in an organization.

- To find the existing health, safety and environmental (HSE) policies in the organization.
- To examine employees' level of understanding of HSE policies of the organisation.
- To study the attitude of the management towards the HSE policies of the organisation.
- To determine the challenges in implementing and sustaining the various HSE policies in the organization.
- To find alternative ways to improve the various traditional HSE policies as per new trends.

V. METHODOLOGY

The methodology followed for conducting the Casual study research. A clearly framed questionnaire will be circulated among the audience, and their response will be recorded. Also, the data from other sources such as journals and books will

be taken which will complement the data collected from the audience. The data thus collected will be subjected to various analysis to find the correlation between the HSE policies of the organization and the employees' performance. For this purpose of study, "Simple Random Sampling" technique is adopted with a sample size of 110.

VI. TOOLS FOR DATA ANALYSIS

The raw data that is collected from various sources will not give the result of the study directly. The collected data must be interpreted into information, and then it should be analysed from various angles to arrive at our final result. For analysing the data that is collected, it is proposed to apply the following statistical tools and software tools to interpret the data.

- Statistical tools and analytical tools
- Business Intelligence software packages

Percentage of various designations in each department

This analysis helps us to identify the designations that the employees occupy in each department. The position in each department in the organization also has an effect on the employees' perception about the health, safety and environment aspects of the organization.

Department	Worker	Supervisor	Manager	Executive
Design	5	4	1	0
Production	4	5	2	0
Inspection	13	7	2	0
Cross Functional	35	4	2	1
Human Resource	0	1	2	1
Administration	5	1	1	2
Housekeeping	12	0	0	0

Agreement of employees on the availability of structured health policy

This analysis is done in order to find how well the employees in different designations agree about the availability of structured health policy in their organization. The health policy in the organization should be standard and available to all the employees in the organization. All the employees should also be educated about the health policies of the organization.

Designation	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Executive	4	0	0	0	0
Manager	10	0	0	0	0
Supervisor	1	14	4	3	0
Worker	5	35	10	18	6

Designation	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Executive	100.00%	0.00%	0.00%	0.00%	0.00%
Manager	90.00%	10.00%	0.00%	0.00%	0.00%
Supervisor	4.55%	63.64%	18.18%	13.64%	0.00%
Worker	6.76%	47.30%	13.51%	24.32%	8.11%

From the above graph we could see that all the executive employees (100%) state that there is a structured health policy for the organization. 90% of the managers strongly agree, and 10% just agree with the executives. When it comes to supervisors and the workers, the percentage of employees who strongly agree is just 4.55% and 6.76% respectively. Nearly 63% of the supervisors and 47% of the workers just agree that there is a health policy. But the percentage of workers who are either neutral or disagree is more when compared with the percentage of the managers. This is a clear indication of either unavailability of worker-friendly health policies or the lack of flow of proper information about the health policies from the top management to the workers.

Frequency of health check-up programs

The frequency of health check-up programs is vital in order to analyse the health policies of the organization. The health of the employee can be monitored, and necessary actions can be taken at appropriate time only if the health check-ups are organized at regular intervals of time. The health issues of the employees should be identified in earlier stages before it develops into a severe issue. The below graph shows the frequency of the health check-ups conducted as stated by the employees with different years of experience.

Years of Experience	No regular check-up	Once in a year
00 to 05 Years	19	16
05 to 10 Years	10	15
10 to 20 Years	4	27
20 to 30 Years	6	13

From the above graph, we could see that the percentage of employees who say “no regular check-up” is high with the less experienced employees and less with more experienced employees. Nearly 54% of the employees with 0 to 5 years of experience and 40% of the employees with 5 to 10 years of experience feel that the health check-ups are not conducted regularly. But 87% of the employees with 10 to 20 years of experience and 68% of the employees with 20 to 30 years of experience claim the health check-ups are conducted regularly.

This can be due to the organization conducting the regular health check-ups once in a year but missed to conduct once or twice in recent years. This makes the new employees feel that the check-ups are not conducted regularly while the more experienced employees still have a thought that the check-ups are being conducted regularly.

Health insurance policy coverage for different designations

This analysis is done in order to find out if there are any variations in the health insurance policies

provided to the employees in various designations in the organizations. The below table and graph clearly shows that only the executives and managers are given a health insurance policy which covers them as well as their family members. The supervisors and the workers are covered under a basic health insurance scheme which covers only them during work.

Designation	Employee and family	Only Employee	Total Employees
Executive	4		4
Manager	10		10
Supervisor		22	22
Worker		74	74

Common health issues based on gender

The common health issues faced by the employees are obtained in order find if there is any dependency on the health issues with the gender of the employee. By nature, male and female employees have different body conditions and are subjected to various stress factors during work. While male employees can handle robust physical activities, female employees cannot do so. The graph below shows the various health issues faced by male and female employees during work.

Gender	Body Ache	Cold/Fever	Mental Stress	No issues
Female	53.85%	30.77%	15.38%	0.00%
Male	29.58%	29.58%	30.99%	9.86%

The graph clearly states that the percentage of a female who reports body pains during work is significantly large (about 53%) when compared to percentage of male employees (about 29.5%). The percentage of male and female employees who suffer from common cold or fever is almost same (about 30%). From the graph, the male employees can be seen to be subjected to higher mental stress than female employees. But when it comes to “no issues”, none of the female employees report it. The male employees are comparatively healthier than female employees.

From this, we can say, some arrangements should be made to reduce the physical stress for the female employees, and they can be given where more mental effort is needed. The physical work can be provided to male employees.

Common health issues based on department

This analysis is done in order to find if the department in which the employee work will have a direct effect on the health issues that they face during the work.

Department	Body Ache	Cold/Fever	Mental Stress	No issues
Administration	14.44%	23.33%	51.11%	11.11%
Cross Functional	45.24%	26.19%	21.43%	7.14%
Design	24.52%	2.62%	72.14%	0.71%
Housekeeping	41.67%	58.33%	0.00%	0.00%
Human Resource	0.00%	25.00%	65.00%	10.00%
Inspection	42.86%	28.57%	23.81%	4.76%
Production	36.36%	36.36%	18.18%	9.09%

From the graph, we could see that the departments such as “Human resource”, “Administration” and “Design” departments are subjected to mental stress more than the departments such as “Inspection”, “production” and “housekeeping”. The “production” and “inspection” departments are more subjected to body pains than the “Human resource” and “Administration” departments. The “housekeeping” department is mainly subjected to cold or fever, which is mainly due to the nature of the work they do.

Percentage of employees covering extended shifts

The extended shift coverage and the employees’ health might be related. In order to analyse this, the following chart is prepared. The employees were asked if they were asked to cover extra shifts by the management.

Designation	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Executive	0.00%	0.00%	0.00%	0.00%	100.00%
Manager	0.00%	30.00%	10.00%	60.00%	0.00%
Supervisor	0.00%	18.18%	32.73%	44.55%	4.55%
Worker	6.76%	13.51%	32.43%	47.30%	0.00%

But from the chart, we could see that most of the employees disagree it. The disagreement level is not healthy, which means that they were asked very few times to extend the shift. This is a healthy work culture to be followed.

Effect of education on safety awareness

The education details, as well as the safety awareness and necessity details, were collected from the respondents by administering a combination of 4 questions. Based on the response obtained, the dependency of safety awareness with the education is elucidated with the help of below percentage analysis and the line chart. The table below contains the agreement index of the employees on the necessity of safety features.

Education	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
10th / SSLC	0.00%	40.00%	30.00%	30.00%	0.00%
12th / HSE	0.00%	30.00%	50.00%	20.00%	0.00%
Bachelor’s Degree	64.62%	35.38%	0.00%	0.00%	0.00%
Master’s Degree	100.00%	0.00%	0.00%	0.00%	0.00%
Doctorate	100.00%	0.00%	0.00%	0.00%	0.00%

From the percentage analysis and the chart, it is clearly seen that all the employees who have higher education such as a doctorate or a master’s degree (100%) strongly agree that the safety features are must whereas the employees with lower education level do not strongly agree that the safety features are necessary. Most of them (30% to 50%) are neutral in their opinion about the necessity of the safety features. This clearly shows there is a lack of awareness provided to the employees by the organization.

Frequency of safety training programs

The respondents were asked to select the frequency of safety training programs conducted in the organization. Based on the response, the below graph is formed from the percentage of the employees and the frequency of the training programs.

Department	Once in 2 Months	Once in 3 Months	Not frequently
Administration	0.00%	77.78%	22.22%
Cross Functional	0.00%	88.10%	11.90%
Design	0.00%	0.00%	100.00%
Housekeeping	8.33%	16.67%	75.00%
Human Resource	0.00%	100.00%	0.00%
Inspection	0.00%	95.45%	4.55%
Production	0.00%	100.00%	0.00%

It is seen that most of the employees (above 75%) from most of the departments agree that safety training is provided every 3 months. This is a good practice by the organization. But looking into the chart closer, we could see that the design department and the housekeeping depart is almost ignored during the safety training programs. This might be due to the fact that the management thinks that the production and inspection departments are the once which have high safety issues and design departments do not. But this is wrong. The design department, as well as the housekeeping department, faces safety issues in their own way.

Accidents witnessed by various designations

The respondents were asked to fill the count of the accidents that they witness or aware of in the last one year. They were also asked to rate the nature of most of the accidents that happen (not the most serious one). Based on the response, trend lines were drawn in order to find if there is any dependency on the designation.

Designation	Below 5	5 to 10	Above 10
Worker	18	22	34
Supervisor	8	9	6
Manager	4	6	0
Executive	3	0	0

Designation	Near miss incident	Temporary damage to the body	Permanent damage to the body
Worker	25	15	8
Supervisor	15	10	8
Manager	7	6	8
Executive	0	0	8

From the above two trend lines, it is number of accidents witnessed or aware of by the workers is more, and it gradually reduces as we move towards the executive designation. This is a clear indication of lack of proper accident tracking and reporting process.

Also, the chart that shows the variation of nature of accidents clearly shows that most of the near-miss incidents and temporary damages are not reported to executives. But all the permanent damages were reported to executives as they cannot be ignored or in some cases hidden.

Individual safety policy for women employees

The employees were also asked if they have any individual safety policy for the women employees working in the organization such as policy to prevent sexual abuse, bullying and harassment during the work. If there is a policy by which the abuser will be harshly punished. Based on the response from the employees, it is seen that majority of the employees (62%) disagree that there is such a specific safety policy for women. 20% strongly disagree, and 14% of the employees have a neutral

opinion. Only 4% of the employees tell that there are such policies. This is clear indication that there is no well-structured written safety policy to prevent sexual harassment and abuse, but the incidents are being reported.

Agreement Index	Frequency	Percentage
Strongly Agree	0	0.00%
Agree	4	3.64%
Neutral	16	14.55%
Disagree	68	61.82%
Strongly Disagree	22	20.00%

Satisfaction index of various designations on amenities

This analysis is done in order to find if the employees are provided proper amenities in the workplace during the working hours. The amenities are the basic needs for human beings to exist in conform in an environment. The satisfaction level on these amenities will have a direct effect on the productivity of the employee since it affects the comfort of the employees.

Designation	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
Worker	2.70%	10.81%	25.68%	60.81%	0.00%
Supervisor	18.18%	31.82%	27.27%	22.73%	0.00%
Manager	40.00%	60.00%	0.00%	0.00%	0.00%
Executive	100.00%	0.00%	0.00%	0.00%	0.00%

From the analysis of percentage, it is seen that 100% of executive employees feel highly satisfied with the amenities provided to them. Nearly 40% of the managers and 20% of the supervisors also feel highly satisfied with the amenities. But none of the workers is highly satisfied. Few workers, about 10% are satisfied, and 25% are neutral. But about 60% of the workers are dissatisfied. When it comes to high dissatisfaction index, none of the designations selected it.

This is an indication of availability high-class amenities to the executives and managers and very fewer amenities available for workers. The workers should also be provided better amenities for their comfort.

Organizational information flow rating

The respondents were asked to rate the information flow in their organization out of 5. The information flow in the organization is one of the vital factors which decides the organizational environment. Based on this rating, we shall see how information flow alters the productivity of the employees.

Rating	Frequency	Percentage
1	0	0.00%
2	30	27.27%
3	48	43.64%
4	25	22.73%
5	7	6.36%

From the above percentage, we shall see that about 43.6% of the employees rated the information flow with a rating of 3. 22.7% with a rating of 4 and 27.2% with a rating of 2. Only a few employees, about 6.3% rated the information flow with a rating of 5. This shows that the information in the organization is not flowing correctly through proper channels. The employees lack proper information about what they are doing in the organization.

Analysis through software packages

Computer software packages make the data analysis an effortless task by reducing the effort and automating most of the calculations what we manually do. Currently, there are loads of software packages available exclusively for data analysis. Some of the software packages that are available for loading the data into database are Informatica, Datastage etc. Some examples of software packages for storing the data in database are Oracle, DB2,

Teradata etc. And some of the packages available for reporting are Elk, BI Publisher etc.

VII. SUMMARY FOR FINDINGS

A percentage analysis on the gender of the employees showed that 64.5% of the employees are male, and 35.5% of the employees are female. This is because of the nature of work that is involved in the organization involves more physical strength.

About 54.5% of the respondents fall under the age group 20 to 30 years. 28.1% of the respondents fall under 30 to 40 years and only 17.2% fall under 40 to 50 years of age. Age is one of the vital factors for the need for HSE policies.

More than half of the respondents, about 59% have completed bachelor's degree. 19% of respondents completed master's degree. 3.6% of the employees completed doctorate in respective fields, and only 9% of the respondents have completed 10th and 12th grade respectively. Most of the organization's work is carried out by the engineers who have completed bachelor's degree.

About 31.8% of the employees have 0 to 5 years for experience. 22.7% of respondents have 5 to 10 years of experience. 28.1% of employees have 10 to 20 years of experience, and only 17.2% have more than 20 years of experience. The high number of employees under 5 years of experience denotes that the company has recently hired many fresh minds and the decrease in percentage denotes that the employees leave the company over the years.

An analysis of the agreement level of employees on the presence of structured health policy shows that 100% of the Executives state that there is well-structured health policy. 90% of the managers strongly agree, and 10% just agree with the executives. When it comes to supervisors and the workers, the percentage of employees who strongly agree is just 4.55% and 6.76% respectively. But the percentage of workers who are either neutral or disagree is more when compared with the percentage of the managers. This is a clear

indication of either unavailability of worker-friendly health policies or the lack of flow of proper information about the health policies from the top management to the workers.

Analysis of the frequency of health check-ups shows that the percentage of employees who say "no regular check-up" is high with the less experienced employees and less with more experienced employees. This can be due to the organization conducting the regular health check-ups once in a year but missed to conduct once or twice in recent years. This makes the new employees feel that the check-ups are not conducted regularly while the more experienced employees still have a thought that the check-ups are being conducted regularly.

The percentage of a female who reports body pains during work is significantly large (about 53%) when compared to percentage of male employees (about 29.5%). Male and female employees percentage who suffer from common cold or fever is almost same (about 30%). From the graph, the male employees can be seen to be subjected to higher mental stress than female employees. But when it comes to "no issues", none of the female employees report it. The male employees are comparatively healthier than female employees.

When asked about the awareness of accident recording system, the employees who initially accepted that they have a written, structured safety policy in the organization were not sure whether a proper accident recording system exists in the company. Nearly 40% of the employees were not sure about the accident recording system, and nearly 20% deny that there is one. This is a clear indication of lack of proper awareness.

It is seen that most of the employees (above 75%) from most of the departments agree that safety training is provided every 3 months. This is a good practice by the organization. We could see that the design department and the housekeeping depart is almost ignored during the safety training programs.

This might be due to the fact that the management thinks that the production and inspection departments are the once which have high safety issues and design departments do not.

The responses to the question related to presence of particular safety policy for women show that the majority of the employees (62%) disagree that there is such an individual safety policy for women. 20% strongly disagree, and 14% of the employees have a neutral opinion. Only 4% of the employees tell that there are such policies. This is clear indication that there is no well-structured written safety policy to prevent sexual harassment and abuse, but the incidents are being reported.

From the analysis of percentage on the availability of amenities, it is seen that 100% of executive employees feel highly satisfied with the amenities provided to them. Nearly 40% of the managers and 20% of the supervisors also feel highly satisfied with the amenities. Few workers, about 10% are satisfied, and 25% are neutral. But about 60% of the workers are dissatisfied. When it comes to high dissatisfaction index, none of the designations selected it. This is an indication of availability fewer amenities to the workers when compared to executives and managers.

A statistical analysis using chi-square method also proved that there is a significant relationship between the education level of the employees and their agreement on the need for structured safety policy and there is no significant relationship between the designation of the employees and their need for improved health, safety and environment policies.

VIII. SUGGESTIONS AND RECOMMENDATIONS

The management of the organization should take into account that the employees are more important than the present production because employees are the investment for the future.

Further, management should take steps to educate the employees about practising their rights inside the organization while working. The management is fully responsible for educating the employees about the various HSE policies of the organization and make him aware of the penalty for not following the policies

The management should arrange for regular health check-ups. There should not come by any missing in arrangement of the health check-up camps. The employees should be treated accordingly.

The management should take necessary steps to check if the employees are provided with proper working environment so as to ensure that they do not fall ill or face physical illness. The proper environment, such as the physical and social environment should be made by the management and the employees together.

The leave policies should be modified in order to allow the employees to avail leave and spend some quality time on his personal work. The management also should consider making policies to provide maternity leaves and travel leaves in order to maintain the employee's mental and physical health.

Gyms or physical fitness centres can be opened, and employees can be allowed to participate in fitness activities during pre and post-work hours. This enables a healthy lifestyle for the employees. A portal can be opened where the employees can record their physical exercise based on which the employees can be rewarded.

The employees should not be asked to cover extra shifts unless there is a real need. The extra shifts covered should be adequately compensated with leaves and monetary benefits as well.

The management and employees should take part in all the safety training provided by internal or external experts. Regular safety training and demonstrations will help the employees to

remember the safety activities during the emergencies.

The management should enforce strict penalty for those who do not follow safety procedures correctly. Enforcing strict penalty will not only make the employee remember about the safety policies, but will also make others think twice before breaking the safety rules. In addition, it reduces accidents drastically.

here should be a proper accident recording system maintained in the organization and all the incidents should be entered in it. If an accident occurs, the cause of the accident should be clearly analysed by a committee, and all necessary corrective actions should be taken in order to avoid similar accident in future. Also, proper compensation should be provided to the affected victim.

The management should have a different safety policy for women as nearly 35% of the employees are female employees. Policies to prevent sexual harassment in the workplace, separate rooms for feeding children, pick up and drop cab facility for women working in night shifts can be arranged.

The management should arrange for better amenities for the workers who work in the shop floor as well by providing of excellent canteen facility, drinking water, lighting, air ventilation, ergonomic sitting and standing infrastructure, more toilet facilities in the work area. The separate committee should be formed who will take care of creating, modifying the HSE policies as and when required. The comity will also take responsibility for bringing the recent trends in the HSE policies in the organization.

IX. CONCLUSION

It can be concluded that increase in health, safety and environmental policy standards will have a direct effect on the employee's psychology, and it impacts the productivity of the employee. Therefore, in order to improve the productivity of the organization, it is of prime importance that the HSE policies should be improved. The management

should take full responsibility to educate the employees about the HSE policies. Simultaneously, it is the responsibility of all the employees to take part in the HSE policy implementation and improvement of standards. This should be taught to the employees by the management. , separate committee should be formed who will take care of creating, modifying the HSE policies as and when required. The comity will also take responsibility for bringing the recent trends in the HSE policies in the organization.

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