



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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**EVALUATION OF WORKPLACE HEALTH, SAFETY AND WELFARE PROMOTION: A REVIEW OF
NESTLE INDIA LTD.
[A FACTOR ANALYSIS APPROACH]**

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ABSTRACT

Working conditions have attracted a great deal of attention of managements of business and other organizations in the recent years. There are two basic reasons for this. Firstly, the growth rate of trade union movement has compelled the managements to provide better working conditions to the employees, Secondly, enlightened managements realise the significance of better working conditions facilities to employees for achieving greater productivity and efficiency in the organization. An employ spends about 8 hours at the place of work during any working day. He must be provided with such types of facilities which will maintain his health and keep him interested in his work. This paper attempts to study the employee health welfare and safety measures provided at Nestle Ltd and their effect on improving the efficiency and productivity. The welfare measures influence the sentiments of workers whereby they feel that their interests are well protected by the management.

KEYWORDS

Health, safety, efficiency, Nestle India Ltd.

INTRODUCTION

EMPLOYEE HEALTH SAFETY AND WELFARE

Health and safety is a general state of physical, mental and emotional well being. The main objectives of industrial health and safety are as following:

Improve productivity and quality of work.

Reduce accidents, injuries, absenteeism and labour turnover.

Protect workers against any health hazard arising out of work conditions.

FOUNDATION OF NESTLE

The founder of Nestlé was Henry Nestle, a pharmacist, who from a modest beginning founded the company in 1866 in Switzerland for manufacturing milk powders for babies. At that time Switzerland faced one of the highest infant mortality rates and the milk formula saved the lives of many infants whose mothers were unable to breast feed successfully. At present Nestlé is the **World's largest food company** with its international headquarters at Vevey, Switzerland and production units as well as offices worldwide in almost every country in the world. Nestlé is often quoted by most as **"Multinational of Multinationals."** Nestlé is now the No. 1 food company. Nestlé operations worldwide are divided into 3 Zones mentioned as following:

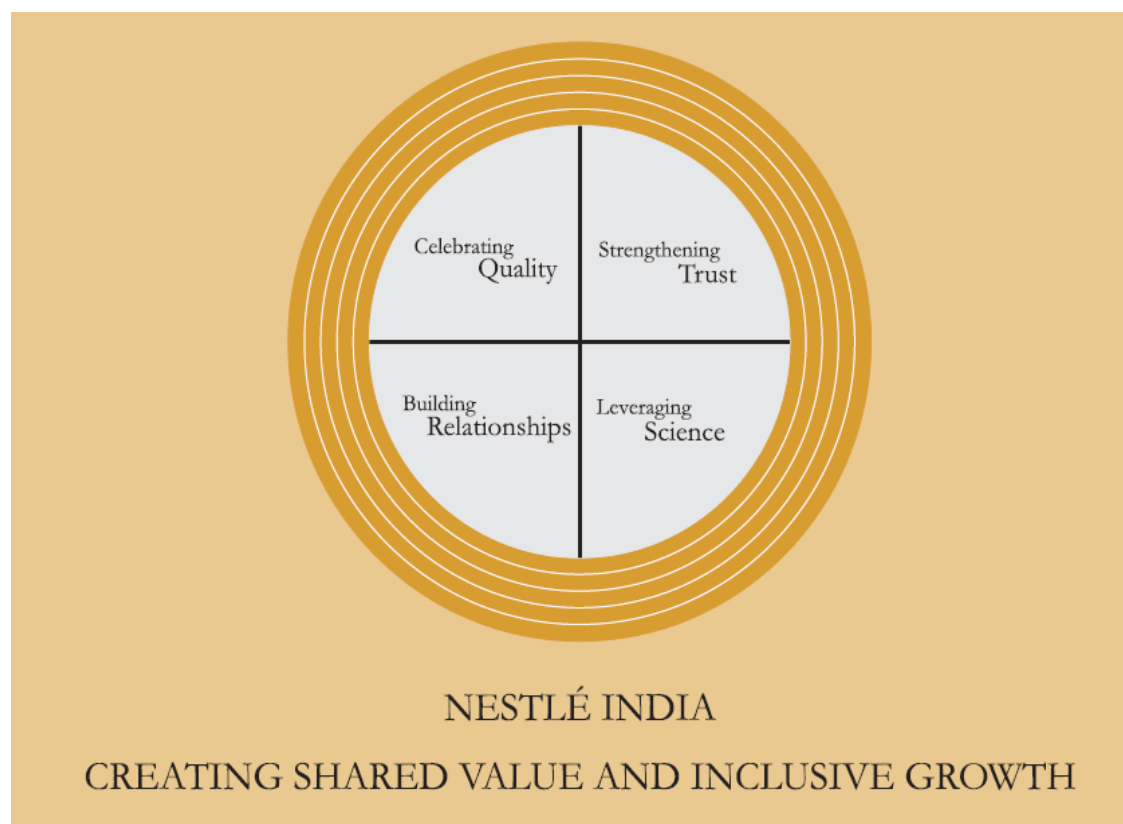
Zone EUR : Europe

Zone AOA : Asia, Oceania and Africa

Zone AMS : Americas

India comes under zone AOA with South-Asia-Region (SAR). Nestlé is amongst the most admired companies as per survey of Fortune magazine.

Figure 1.1 Nestle India- The Market Leader



(Source: <http://www.nestle.com/Resource.axd?Id=0E487F7F-C57B-4569-AC96-D035B5E5045B>)

REVIEW OF LITERATURE

A number of researches have been conducted on Employee Health, Safety And Welfare. Due to shortage of time and resources, a review of all the past researches done could not be mentioned in this research project. So, a snapshot of some of the reviews is being presented. **Danna and Griffin(1999)** concluded that Investing in the health of employees can also bring business benefits such as reduced sickness absence, increased loyalty and better staff retention... **Fuller's (1999)** study indicated that managers had little health and safety training which left them with limited understanding of their legal and corporate responsibilities within the area. **Pransky (1999)** concluded that accurate reporting of work-related conditions is necessary to monitor workplace health and safety, Under-reporting of workplace injuries and illnesses is common due to a variety of causes and influences. **Reid(1999)** evaluated that the benefits of an OHS are to maximize health and morale of employees; maximize performance and increase productivity; minimize medico-legal costs; enhance workplace safety; and reduce sickness absence. **Johansson and Partanen(2002)** concluded that workers have organized in trade unions and parties to strengthen their efforts at improving workplace health and safety, job conditions, working hours, wages, job contracts, and social security. **Nicholson(2002)** concluded that despite extensive legislation in the European Union, employees remain exposed to occupational risks and there is still a significant burden of work-related ill-health.

Shaw et.al (2004) concluded that after workplace injuries, supervisors can play an important role in aiding workers, accessing health care services, and providing reasonable accommodation. **Hasle and Limborg (2005)** concluded that small enterprises have special problems with the work environment, the risk is higher and the ability to control risk is lower. The scientific literature regarding preventive occupational health and safety activities in small enterprises in order to identify effective preventive approaches. **Mishra And Bhagat(2007)** concluded that high rate of labour absenteeism in Indian industries is indicative of the lack of commitment on the part of the workers. **McEwen and Ritchie(2008)** indicated that management has responsibility for employee welfare at work and that an appropriate management structure to address safety issues should be accessible.

Previous studies on Employee Health, Safety and Welfare focuses on the importance of these welfare activities in an organization. It also focuses on the role on management and supervisor in promoting these activities in the organization. Accurate reporting of work-related conditions is necessary to monitor workplace health and safety. A fresh research is needed to study that what the Indian industries are doing to promote these employee health, safety and welfare activities in their organisation and the employee attitude towards it.

METHODOLOGY

This research is descriptive and conclusion oriented. The need of the study has arisen to have more insight vision into the fact how these employee health, safety and welfare programmes are followed in Indian Industries, its benefits and the employee attitude towards it. Earlier researches show that organization following health, safety and welfare programmes leads to minimize employee absenteeism and turnover. It will enable to cover the gap identified from the review of literature. So, a need was felt to undertake a fresh research in this area.

The scope of the study was restricted to Nestle India Ltd. .

Following were the objectives for carrying on the study:

To study about the safety provisions of the factory workers.

To know about the duties performed by safety officers.

To ascertain the satisfaction of employees regarding the various health, safety and welfare facilities provided in Nestle.

To know that how these helped in improving the efficiency and productivity.

In this study HR manager, HR executive, Supervisors and officers has helped in getting the questionnaires filled: A sample of minimum respondents was selected from various Departments of Nestle Factory. An effort was made to select respondents evenly. The survey was carried out on 100 respondents: For the purpose of research convenient sampling technique was used as employees from different departments were selected according to convenience. In this research the tools of analysis used were percentages. SPSS software was used to conduct Friedman two ways ANOVA, Reliability analysis and Factor Analysis.

Table.a.Demographic Profile Of Respondents

Demographics	No. Of Respondents	Percentage Of Respondents
AGE		
20-25	11	11%
25-30	23	23%
30-35	34	34%
35-40	20	20%
40-45	8	8%
Above45	4	4%
TOTAL	100	100%
GENDER		
Male	95	95%
Female	5	5%
TOTAL	100	100%
DURATION		
1-5 Years	18	18%
5-10 Years	77	77%
10-15 Years	5	5%
TOTAL	100	100%

Table depicted that majority of respondents were from the age group 30-35. Males were the majority of respondents in the study conducted and duration of the employment was 5-10 years.

ANALYSIS AND INTERPRETATION

The common factors which are the platform of the study are enumerated and analysed in the following tables.

STATEMENT1. EMPLOYEE WELFARE ACTIVITIES

Table 1: Employee Welfare Activities

Variable	Mean Rank	Ranks
Medical	2.24	1
Uniforms	3.80	4
Recreation	4.82	6
Laundry	3.12	3
Restrooms	3.10	2
Canteen	3.92	5

1 being most important and 6 being least important

From the table it was observed that Scores are significantly different on The Friedman two way ANOVA test ($p < 0.001$). For the various Employee Welfare Activities in Nestle. The first rank being the most important that is Medical Aid Facility and the last rank that is 6, which is Recreation Facilities being the least important ranked employee welfare activity. It can be concluded that the majority of respondents ranked Medical Aid as the most important Employee welfare activity and Recreation Facilities as least important.

STATEMENT2. BENEFITS OF CONDUCTING EMPLOYEE HEALTH, SAFETY AND WELFARE PROGRAMMES**Table2: Benefits Of Conducting Employee Health, Safety And Welfare Programmes**

Benefits Of Conducting Employee Health,Safety And Welfare Programmes	Number Of Respondents	Percentage Of Respondents
Decrease Accident Rates	75	26.13%
Better Work Environment	52	18.12%
Improve Employment Relations	57	19.86%
Improves Quality Of Work	51	17.77%
Reduce Employee Turnover	52	18.12%
TOTAL	287	100%

* The number of respondents was more than sample size because of multiple choice options.

ANALYSIS AND INTERPRETATION

Out of the total data collected about 26% of the respondents felt that decrease in accidents while working was the major benefit of these activities. While 20% of the respondents felt improved employment relations followed by better work environment. Improves quality of work and reduce employee turnover with 18% of respondents in favour. It can be concluded that majority of the respondents felt the reduce accident rates as the major benefit.

STATEMENT3. HYGIENIC CONDITIONS MAINTAINED IN AND AROUND CANTEEN AND WORKPLACE**Table3: Hygienic Conditions Maintained In Canteen And Workplace Areas**

Hygienic Conditions Maintained In Canteen And Workplace Areas	Number Of Respondents	Percentage Of Respondents
To the highest	16	16%
Somewhat higher	41	41%
Somewhat low	40	40%
To the lowest	3	3%
TOTAL	100	100%

ANALYSIS AND INTERPRETATION

From the data collected it has been found that 41% of the respondents said that hygienic conditions maintained were somewhat higher, 40% said somewhat low,, 16% said to the highest and rest 3% said to the lowest.

It can be concluded that the majority of the respondents found that the hygienic conditions maintained were somewhat higher.

STATEMENT4. SATISFIED WITH HEALTH AND SAFETY FACILITIES**Table 4: Satisfied With Health And Safety Facilities**

Satisfied With Health And Safety Facilities	Number Of Respondents	Percentage Of Respondents
Very Much	81	81%
Somewhat	11	11%
Not at All	8	8%
TOTAL	100	100%

ANALYSIS AND INTERPRETATION

From the data collected it has been found that 81% of the respondents were very much satisfied with health and safety facilities, 11% were somewhat satisfied and remaining 8% were not all satisfied with it.

It can be concluded that the majority of the respondents were very much satisfied with health and safety facilities.

STATEMENTS5. SATISFIED WITH WELFARE FACILITIES**Table 5: Satisfied With Welfare Facilities**

Satisfied with Welfare Facilities	Number Of Respondents	Percentage Of Respondents
To a Great Extent	79	79%
Somewhat	11	11%
Not At All	10	10%
TOTAL	100	100%

ANALYSIS AND INTERPRETATION

From the data collected it has been found that 79% of the respondents were satisfied with welfare facilities to a great extent, 11% were somewhat satisfied and remaining 10% were not all satisfied with it.

It can be concluded that the majority of the respondents were satisfied to a great extent with regard to welfare facilities.

STATEMENT 6. RATERS AGREEMENT
Reliability Statistics

Table 6.1: Cronbach Alpha

Cronbach's Alpha	Number Of Items
.649	9

Table 6.2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.657
Bartlett's Test of Sphericity	Approx. Chi-Square	275.904
	Df	36
	Sig.	.000

Table 6.3: Total Variance Explained

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	2.824	31.378	31.378
2	1.650	18.337	49.715
3	1.111	12.342	62.058
4	1.016	11.290	73.347
5	.782	8.687	82.035
6	.650	7.223	89.257
7	.553	6.143	95.400
8	.282	3.131	98.531
9	.132	1.469	100.000

Extraction Method: Principal Component Analysis

Table 6.4: Rotated Component Matrix

Variables	Component			
	1	2	3	4
Prevention		.681		
Behaviour	.911			
Coaching	.891			
Provisions	.944			
Reporting		.457	.602	
Security			.908	
Programmes				.859
Training				.588
Investigation		.847		

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a Rotation converged in 3 iterations.

Table 6.5: Factor Analysis

Variables	Statements	Factor Loadings
Prevention	Provide technical expertise on accident prevention.	.681
Behaviour	Observe health and safety behavior of employees.	.911
Coaching	Coach employees to be safety conscious	.891
Provisions	Organisation follows Safety provisions and security problems.	.944
Reporting	Develops safety reporting system	.602
Security	Monitor workplace for security problems.	.908
Programmes	Conduct health and safety programmes.	.859
Training	Train managers to recognize and handle difficult employee	.588

Investigation	Offers accident investigation expertise.	.847
---------------	--	------

Table 6.6: Safety Provisions

Factor Label	Statements	Loadings
	Provisions	.944
	Behaviour	.911
	Coaching	.891

Table 6.7: Accident Prevention

Factor Label	Statements	Loadings
	Investigation	.847
	Prevention	.681

Table 6.8: Safety Reporting

Factor Label	Statements	Loadings
	Security	.908
	Reporting	.602

Table 6.9: Safety Programme

Factor Label	Statements	Loadings
	Programmes	.859
	Training	.588

ANALYSIS AND INTERPRETATION

The factor analytic methodology has been used to analyze the Employee Health, Safety and Welfare in Nestle India Ltd. based on responses received from the 100 employees to the survey questionnaire. The cache of factor analytic methods is quite a rich and rigorous one. The Principal Components Analysis (PCA) has been used to explore and confirm the inter-relatedness between the occurrences of variables pertaining to dividend.

The correlation matrix of the ten variables on Employee Health, Safety and Welfare has been subjected to the PCA. It provided a set of components, which explained variances in descending order of total variance of a set of variables pertaining to a domain of variables under study. Theoretically, it extracted as many components as is the number of variables.

The number of principal components to be retained has been decided based on Kaiser's criterion of Eigen value > 1 and Bartlett's test. The Bartlett's test of significance led to acceptance of nine significant principal components. The one variable was eliminated out of ten variables. The PCA with varimax rotation method has been used to maximize the sum of squared loading of each factor extracted in turn. It explained more variance than the loadings obtained from any other method of factoring. The factors loaded by variables having significant loadings of the magnitude of 0.40 and above have been interpreted.

The scales of measurement were tested using Cronbach α reliability test. Cronbach α was 0.649, which is satisfactory level of construct validity. The correlations between the factors were then examined which revealed the existence of correlation between certain factors. This perusal suggested the use of factor analysis to investigate any distinct underlying factors and to reduce the redundancy of certain barriers indicated in the correlation matrices. Principal Component Analysis was chosen as the method of extraction in order to account for maximum variance in the data using minimum number of factors. The default solution (eigen values > 1) resulted in extraction of two factors.

The factor 1 variables: Provisions, behaviour and coaching are labeled as **"Safety Provisions"**. Factor 2 was named as **"Accident Prevention"** including: Investigation and prevention. Factor 3 was named as **"Safety Reporting"** including reporting and security. Factor 4 was named as **"Safety Programme"** including Programmes and training.

FINDINGS OF THE STUDY

The findings of the study were as follows:

Majority of the respondents felt that there is proper floor cleaning system in Nestle Co.

Majority of the respondents felt that there is proper ventilation in different production areas.

Majority of the respondents were Very much satisfied with the drinking water facilities in Nestlé.

Majority of the respondents consider Hygienic conditions in latrines and urinals above average in Nestlé.

Majority of the respondents agreed with the arrangement of proper fencing of Machinery

Majority of the respondents agreed that defective parts of machines were always replaced.

Majority of respondents ranked Medical Aid as the most important Employee welfare activity and Recreation Facilities as least important.

The major benefit that the respondents felt of employing these programmes was the reduce accident rates.

The majority of the respondents found washing facilities of the company fair.

Majority of the respondents were very much satisfied with the sitting arrangements.

Majority of the respondents agreed that first aid box was mostly available.

Majority of the respondents found that the hygienic conditions maintained were somewhat higher.

It was found that respondents were very much satisfied with health and safety facilities.

Majority of the respondents were satisfied to a great extent with Welfare Facilities.

Majority of the respondents agreed that the company follows safety provisions and security problems and majority disagreed that the company train managers to recognize and handle difficult employee situation. With the help of factor analysis correlation was found between certain factors.

CONCLUSION

In this chapter we will discuss about the conclusions which are drawn from the findings which we have discussed earlier in the data analysis. An employee spends about 8 hours at the place of work during any working day. He must be provided with such types of facilities which will maintain his health and keep him interested in his work. It is the responsibility of every management to ensure workers' safety while they are at work. Safety measures not only result in reduced industrial accidents but also raise industrial efficiency. Therefore, employers should lay emphasis on safety measures in their plants. Accident prevention is the main objective of any safety programme. Accidents in industry cause damage to property and life. In Nestlé India Limited there is a separate "Safety Department" having four members. Besides it Nestle also provides various welfare facilities like Canteen, Lockers & Rest rooms, Medical Aid etc. Previous studies on Employee Health, Safety and Welfare focuses on the importance of these welfare activities in an organization. It also focuses on the role on management and supervisor in promoting these activities in the organization. Accurate reporting of work-related conditions is necessary to monitor workplace health and safety. A fresh research is needed to study that what the Indian industries are doing to promote these employee health, safety and welfare activities in their organization and the employee attitude towards it. It can be concluded that there is proper floor cleaning system in Nestle Co. There is proper ventilation in different production areas. Majority of the respondents were Very much satisfied with the drinking water facilities in Nestlé. They consider Hygienic conditions in latrines and urinals above average in Nestlé. They agreed with the arrangement of proper fencing of Machinery and that defective parts of machines were always replaced. Majority of respondents ranked Medical Aid as the most important Employee welfare activity and Recreation Facilities as least important. The major benefit that the respondents felt of employing these programmes was the reduce accident rates. Majority of the respondents found washing facilities of the company fair. They were very much satisfied with the sitting arrangements. They agreed that first aid box was mostly available. It found that the hygienic conditions maintained were somewhat higher. It was found that respondents were very much satisfied with health and safety facilities. They were satisfied to a great extent with Welfare Facilities. They agreed that the company follows safety provisions and security problems and majority disagreed that the company train managers to recognize and handle difficult employee situation.

RECOMMENDATIONS

As we did our research on knowing the Employee Health, Safety and Welfare in Nestle India Ltd. according to prescribed length and limitation, but we had received better view from the employees in this regard and also we got some suggestions from the various employees which may be contradict to each other because each person has its own perception about everything. A few suggestions received from employees are like below:

- 1 Regular cleaning should be done in training department
- 2 Temperature should be maintained at such level so that the body can tolerate it.
- 3 Mosquito killing spray should be used in drainage area
- 4 Sewerage storage area should be covered separately.
- 5 Grassy lawn should be properly maintained.
- 6 There should be some medical facilities available for night shift, and two employees from each department should be well-trained for providing first aid.

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