

Nexus Among Management Practices and Workplace Injuries among Operational Level Employees in the Apparel Industry in Sri Lanka

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Abstract: Safety factors have a significant impact on industrial success. Workplace injuries are characterized as the negative outcomes of poor safety management. The primary areas of management practice in a safe environment were recognized as training and supervision, employee engagement, communication and feedback, rewards system, and management commitment. The purpose of this research is to determine the association between managerial practices and workplace injuries. Different management practices were found using a literature synthesis to accomplish the study objectives, and there are twenty-two sub-factors within the five management practice categories; training and supervision, employee participation, communication and feedback, rewards system, and management commitment. The quantitative research technique, which included a survey strategy was applied. The survey data was analyzed using the correlation approach to determine the association between management practices and occupational injuries. A 5-point Likert scale was used and obtained data were analyzed using SPSS-23 software's correlation analysis. The findings of the study revealed a link between managerial practices and occupational injuries in Sri Lanka's garment sector. Finally, plausible management methods for identified key components were offered to prevent occupational injuries in the industry.

Keywords: *Communication and feedback, Employee participation, Management commitment, Management practices, Reward system, Training program, Workplace injuries.*

Introduction

Organizations aim for excellence by using safety management practices to ensure their day-to-day operations (Nordlof, Wiitavaara, Högberg, & Westerling, 2017; Wachter & Yorio, 2014). Workplace injuries are one of the significant concerns in the manufacturing industry. Workplace injuries are the results of workplace accidents and illnesses or injuries encountered at work are considered workplace injuries (Barnes, Hevron & Menounou, 2023). Studies indicate that older workers experience a higher rate of injuries than younger workers and that injuries are linked to both a personal and financial burden (Bravo, Viviani, Lavallière, Arezes, Martínez, Dianat, & Castellucci, 2022).

According to Kheni, Dainty, and Gibb (2008), management has a considerable impact on the preparatory stage of safety policy, rules and procedures, work instructions, and regulations. Hence, management and employees can collaborate to promote management practices, which raises awareness and encourages the ability to implement workplace safety

management practices (Vu, Vo-Thanh, Chi, Nguyen, Nguyen, & Zaman, 2022). Training programs, managerial commitment, incentive systems, communication and feedback, and employee engagement are all examples of management practices (Hu, Yan, Casey, & Wu, 2021; Ali, Abdullah, & Subramaniam, 2009). Safety training programs are done in the workplace to teach information about risk analysis and hazard identification (Zhuanglin, Chunfu, & Sheqiang, 2007). According to Reimana and Rollenhagen (2014), management commitment to safety is assessed as an element of safety culture or as opinions on safety culture. An incentive system, according to Taufek, Zulkifle, and Kadir (2016), is one of the major aspects that will influence how an employee engages in their job. Employee involvement in organizational decision-making is another aspect of employee engagement (Kheni, Dainty, & Gibb, 2008). Thus, by instilling particular management practices to decrease workplace accidents, management may foster a strong safe organizational culture (Reimana & Rollenhagen, 2014). Ensuring efficient management practices

in the workplace may lower the cost of accidents and illnesses while also assuring individual safety (Taufek, Zulkifle, & Kadir, 2015). Workplace injuries or diseases can arise as a result of their exposure to a variety of risk factors, including ergonomic, chemical, mechanical, and physical variables (Rodrigues, Sá, Masi, Oliveira, Boustras, Leka, & Guldenmund, 2020). Injuries can also occur as a result of a constantly changing working environment, changes in the production process, technological developments, and personnel replacement (Barbosa, Azevedo, & Rodrigues, 2019).

Worker belief management has also been linked to safety values, predicting risky work behavior from employees, and creating a safe workplace free of near-fatalities, illnesses, and accidents (Hajmohammad & Vachon, 2014). As a result, management and managers (72% of the time), the Occupational Health and Safety Management System (OHand S) (67%), and risk control (67%) are the safety factors that are most frequently addressed (Petersen, 1996). Major problems are commonly brought on by workplace injuries (Yu, Chang, & Salvendy, 2004). According to Alex, Petridou, Dessypris, Skenderis, and Trichopoulos (2003), organizations provide compensation for their injured people every week of almost \$1 billion. Additionally, in a single year, work-related injuries cost countries a significant portion of their GDP.

According to Pega, Náfrádi, Momen, Ujita, Streicher, Prüss-Üstün, and Woodruff (2021), a work-related injury is any occurrence that occurs in the workplace and produces major modifications in everyday working practices. According to Labour Department figures, around 80 Sri Lankans are killed in work-related incidents each year (Warakapitiya, 2016). According to Ministry of Health data, around 15% of wounded patients in total admissions at the Colombo National Hospital were work-related injuries, with just 1% disclosed from total estimated accidents (Dissanayake & Fonseka, 2009). According to the Ministry of Labour and Trade Union Relations (2017), 172 fetal accidents occurred in Sri Lanka's 28,854 registered industries in 2017. According to Ministry of Labour Relations and Manpower data, about 17.6% of employees in Sri Lanka

work in the manufacturing sector (excluding the Northern and Eastern provinces), and accidents in manufacturing workplaces are common, particularly in the garment industry. The garment industry is the second-largest in terms of value addition within the Industrial sector, accounting for 20% of total value addition. According to the Sri Lanka Export Development Board, the garment sector directly employs roughly 300,000 people in the nation. According to Sewwandi, Fonseka, and De Silva (2016), there is a growing frequency of occupational injuries in Sri Lanka, with women working in textile manufacturers being the most vulnerable. As a result, work-related injury cases have a major impact on both employees and organizations (Yu et al., 2004).

As a result, this study identifies essential managerial practices to emphasize the decrease of occupational injuries in Sri Lanka's garment sector. The value of management practice is determined by the extent of its contribution to injury reduction in the workplace (Vredenburg, 2002). Any staff who does not follow safety regulations may result in a loss of profit for the entire organization (Claxton, Hosie, & Sharma, 2022).

Management practice is one of the most crucial facets of the safety culture. An association between managerial practices and occupational injuries has been discovered by prior research. The majority of the study, however, hasn't focused on a thorough examination of management practices in safety culture or looked at the connection that results in workplace injuries. The garment and construction industries in Sri Lanka see more than 4,000 worker accidents annually, according to data from the International Labour Organisation (2017). Additionally, the garment industry has not been mentioned in any of the preceding studies on health and safety in the construction industry (O'Farrell, Byrne, & Moore, 2014; Cooke, Lingard, & Blismas, 2013). The sizeable garment industry has the potential to have a significant impact on Sri Lanka's economy (Embuldeniya, 2015). Furthermore, Perera (2021) studied how safety management strategies affect safety compliance and how employees' safety knowledge plays a mediating function in large Sri Lankan clothing enterprises.

Even though workplace injuries are one of the crucial concerns in the manufacturing industry, sufficient investigations have not been conducted in the Sri Lankan context. In particular, there are limited investigations that examine how management practices affect workplace injuries in the context of Sri Lanka. Accordingly, The main objective of this study is to evaluate the association between management practices and the prevalence of workplace injuries in Sri Lanka's apparel industry. This study will identify major characteristics of management practices and examine the link between workplace injuries and management practices that are highly worried. The research questions are as follows in this study.

1. Whether there is a significant relationship between management commitment and workplace injuries?
2. Whether there is a significant relationship between employee participation and workplace injuries?
3. Whether there is a significant relationship between training programs and workplace injuries?
4. There is a significant relationship between communication and feedback and workplace injuries?
5. Whether there is a significant relationship between the reward system and workplace injuries?
6. To what extent there is a significant relationship between management practices and workplace injuries?

Management has a huge impact on the culture practices give guidance and affect individual and organizational behavior. This study will identify the most important management practices that can assist in decreasing workplace injuries. The disparity between the literature survey and the study findings in the apparel industry was discovered owing to the Sri Lankan environment. The findings of this study will be important for corporate-level decision-makers in the Sri Lankan apparel industry to establish and sustain efficient and effective management practices for minimizing workplace injuries. Furthermore, academic students and researchers might profit from this research by doing additional research based on the findings.

Literature Review

Management Practices

Management practices on workplace safety are used to reduce risks, guarantee a secure workplace, and protect workers' health to the fullest extent possible (Vu et al., 2022). According to Ek, Runefors, and Borell (2014), safety management is concerned with both safety procedures and the accountability of the safety management system. According to Zhu, Zedtwitz, Assimakopoulos, and Fernandes (2016), top management is the main force behind management practices, and management is closely watched to make sure that enough resources are committed to establishing best practices. Safety management is concerned with both safety practices and the accountability of the safety management system, according to Ek, Runefors, and Borell (2014). Top management is the driving force behind management practices, and management is closely observed to ensure that enough resources are committed to building best practices, according to Zhu et al., (2016).

The growing interest in health and safety management systems is having a direct impact on the reduction of occupational injuries and illnesses (Yule, Flin, & Murdy, 2007). As a result, members of top management must ensure that the organizational management system complies with its requirements (Pilbeam Pilbeam, Doherty, Davidson, & Denyer, 2016). Following Cooper's safety culture paradigm, Ek, Runefors, and Borell, (2014) discovered a bidirectional relationship between safety culture and safety management. This crucial link between safety culture and safety management is guided by Cooper's reciprocal model of safety culture.

Workplace Injuries

A "workplace injury" is defined as any physical harm brought on by an accident that happens: (i) while the staff member is at work carrying out their normal union work or acting in a professional capacity for their local, state, or national labor organization; (ii) while they are traveling from their home to their place of employment to start performing such work; or (iii) while they are returning home from their place of employment after having completed such work (Bravo et al., 2022). A workplace

injury is defined as an accident, disease, or catastrophe that occurs on the job (Abbas, 2015). According to Goetsch (2011), job-related injuries are caused by exposure to the work environment. According to Vredenburg (2002), occupational injuries have happened as a result of tasks assigned to a certain profession. According to Kim and Cho (2015), poor working conditions are a direct cause of workplace injuries, which can be either physical or psychological. Adopting the employees to respond to and report any work-related accidents, near misses, and risk situations in the workplace is a vital component of the safety culture (Ek et al., 2014).

Relationship between Different Management Practices and Workplace Injuries

Occupational injuries are defined as illnesses or injuries that occur as a result of exposure to a hazardous working environment (Drakopoulos, Economou, & Grmani, 2012). As a result, many organizations must shoulder the enormous expense of accidents (Haslam, O'Hara, Kazi, Twumasi, & Haslam, 2016). Furthermore, work-related accidents place a financial strain on the company, the employee, and their families (Marson, 2001). Because the International Atomic Energy Agency introduced that phrase in the accident summary report of a nuclear plant disaster in 1986 (Agumba & Haupt, 2014), work-related accidents might lead to the start of management practices awareness. Several incidents inside the organization show a poor safety culture (Nordlof, Wiitavaara, Winblad, Wijk, & Westerling, 2015). However, a better degree of safety culture may have a favorable influence on the reduction of accidents (Deros, Ismail, Ghani, & MohdYusof, 2014).

According to Oltedal and McArthur (2011), there is a favorable association between reporting workplace injuries and safety training. However, if the frequency of accident reporting is high, the need for safety training is likewise significant. Safety training can improve safety knowledge and awareness (Ek et al., 2014). Ali, Azimah, Chew Abdullah, and Subramaniam (2009) discovered a substantial linear link between managerial practices and occupational injuries in Malaysia's industrial zone.

Furthermore, the coefficient of correlation suggested that only communication and feedback, as well as employee engagement, were substantially connected to injury rates. According to Wright, Roper, Hart, and Carter (2015), if an organization has well-developed safety management practices, it will have fewer work-related incidents. Furthermore, Kim, Park, and Park (2016) showed that management practices had a substantial impact on the reduction of workplace injuries. By implementing specific management practices in the organization, management may foster a strong safety culture (Ali et al., 2009). According to Fernandez-Muniz, Montes-Peon, and Vazquez-Ordas (2007), a set of management practices was employed to analyze the impact and link between workplace injuries. Proper safety management practices may boost management commitment and workforce engagement. The concept of the human resource strategy is the foundation for additional management techniques (Wachter & Yorrio, 2014). The differences between various management styles support the best methods for managing the safety culture of the company (Kelloway, Mullen, & Francis, 2006). For this study, the most important managerial practices that have been thoroughly evaluated in earlier literature were chosen. Management commitment, staff involvement, training programs, communication and feedback, and a reward system are the most important components.

Management Commitment

Taufek, Zulkifle, and Kadir (2016) define management commitment as the employee's dedication to their employer in terms of safety and health problems. Management plays a vital role in reducing workplace injuries by implementing pre-planned safety procedures, rules, and laws on behalf of the organization (Wachter & Yorrio, 2013). According to Hsu and Chen (2010), management is always supportive of employees' efforts to improve their health and safety behaviors. Based on the findings of empirical studies, management commitment is a critical aspect in establishing a good safety culture and favorable employee attitudes (Biggs, Banks, Davey, & Freeman, 2013; Fernandez-Muniz, Montes-Peón, & Vázquez-Ordás, 2007).

According to Arboleda, Morrow, Crum, and Shelly (2003) and Choudhry, Fang, and Ahmed (2008), management commitment is the primary reason for implementing a successful safety program inside the organization. Then, according to Hsu and Chen (2010), organizations retain favorable and supportive attitudes toward their personnel. According to Brown, Willis, and Prussia (2000), the notion of workplace safety is shared by management and employees, and both should engage in health and safety practices. Furthermore, this element defines management and staff engagement in achieving organizational shared goals (Cooper, 2006). Accordingly, hypothesis 1 of the present study developed as H1: “There is a significant relationship between Management Commitment and workplace injuries” based on the aforementioned empirical investigations.

Employee Participation

Employee involvement refers to the motivation of workers to engage in organizational safety initiatives (Rich, Lepine, & Crawford, 2010). This comprises both high drive and psychological engagement, according to Rich, Lepine, and Crawford (2010). Employee safety attitudes and behaviors have a significant impact on how they participate in safety management practices (Wachter & Yorio, 2013). Furthermore, in certain organizations, employee participation in safety is a poorly recognized element (Harter, Schmidt, and Killham, 2006). Employees who participate in safer implication jobs are making a conscious effort to complete the activity. However, some workers are not overconfident or misunderstand the risks since they perform safe implications duties (Taufek et al., 2016). Employees take part in creating solutions to human error-related issues as well as doing safety observations on their fellow workers (Wachter & Yorio, 2013). In addition, workers actively participate in recruiting and accident investigations to guarantee the safety of their coworkers (Vredenburg, 2002). As a result, based on the preceding empirical investigations, hypothesis 2 of the current study H2: “There is a significant relationship between Employee participation and workplace injuries” was formulated.

Training and Supervision

The management of the organization emphasizes safety training as the primary safety practice (Wachter & Yorio, 2013). Employees who have received training are more inclined to follow directions and provide a safe working environment. Additionally, Ali et al. (2009) contend that the shortage of safety training will lead to an increase in occupational injuries. Because the manager should be concerned about the safety of the employees (Barling, 2005). Furthermore, Mearns, Whitaker, and Flin (2003) discovered that strong supervision controls occupational injuries and that supervision depends on experience.

Furthermore, Arboleda et al., (2003), Cooper (2002), Brown et al., (2000); and Carder and Ragan (2003) stated that training programs can be designed to address root cause analysis, hazard recognition, accident investigation and avoidance to gain a comprehensive understanding of occupational health and safety. Under safety training programs, the frequency of safety training as well as numerous hours of formal safety training must be considered (Wachter & Yorio 2013; Vredenburg, 2002). Thus, hypothesis 3 of the present study was developed as H3: “There is a significant relationship between Training Programs and workplace injuries”

Communication and Feedback

Communication is crucial in management practices to create a secure environment (Wachter & Yorio, 2013). Companies can use a variety of media, including speaking, writing, facial expression, and body language, according to Taufek et al. (2016). should provide their subordinates with safety information. Furthermore, using appropriate communication means, the organization may disclose safety details such as the incidence of injuries, the rate of near misses, and safety awareness programs. Feedback is an indication of excellent communication.

Lai, Liu, and Ling (2011) observed that employees are notified of new or amended safety standards and safe work instructions, as well as information on possible workplace risks. Employees, according to Taufek et al (2016),

should be aware of information on the necessity of working safely as well as knowledge about safety accidents that have occurred in other comparable organizations. Aside from that, the communication system informs employees about safety accidents and/or near misses, and it disseminates the findings of safety investigations throughout the workforce (Subramaniam, Mohd Shamsudin, Mohd Zin, Sri Ramalu, & Hassan, 2016). Thus, hypothesis 4 of the present study was created as H4: “There is a significant relationship between Communication and feedback and workplace injuries”.

Reward System

Rewards have a significant impact on workplace safety and injury prevention. Various forms of incentive programs consider both monetary and non-monetary benefits (Baig, Rehman, Naz, & Jamil, 2022). A reward system is a strategic plan that companies use to recognize and reward employees for their contributions, accomplishments, and positive behaviors through a range of perks, remuneration, and recognition programs (Noorazem, Md Sabri, & Mat Nazir, 2021).

According to previous studies, rewarding safe work leads to a strong safety culture (Turner, 2019). However, prior studies revealed that projects that used monetary rewards had greater

accident rates than projects that did not use the monetary rewards system (Mustafa & Ali, 2019). On-site reporting of danger or risky behavior is rewarded. Individual safety performance programs can be carried out with monetary and non-monetary prizes for fewer incidents (Lai et al., 2011). Accordingly, hypothesis 5 of the current study was formulated as H5: “There is a significant relationship between Reward system and workplace injuries” based on the empirical investigations.

Conceptual Framework and Development of Hypothesis

Kumar (2010) said that a theoretical framework is produced through a literature study and that it gives an explanation for the research design's direction. The conceptual framework includes elements of safety culture such as company safety policy, management practices, rules and procedures, supervision, and workforce, as well as five types of management, practices such as training and supervision, employee participation, communication and feedback, rewards system, and management commitment. In addition, twenty-two sub-factors were found across five management practice areas. Figure 1 depicts the conceptual framework of the current investigation.

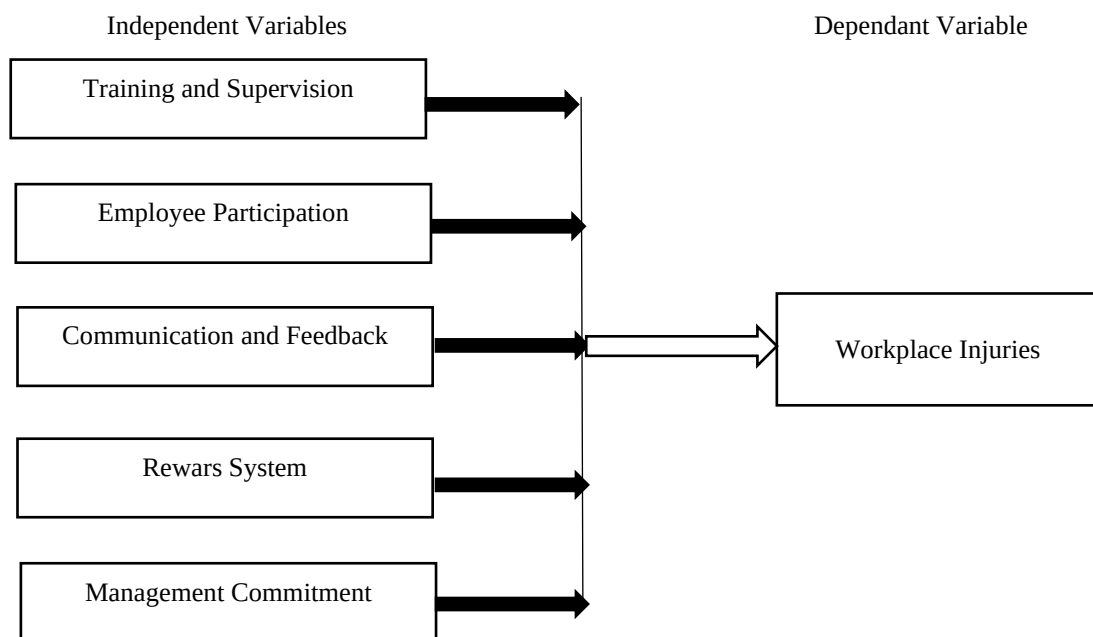


Figure 1. Conceptual Framework

Based on the empirical data, the current study hypothesizes a causal link. As a result of the considerable association between the prevalence of occupational injuries, theories have been demonstrated from the literature. As a result, the following six hypotheses are developed:

H1: There is a significant relationship between Management Commitment and workplace injuries

H2: There is a significant relationship between Employee participation and workplace injuries

H3: There is a significant relationship between Training Programs and workplace injuries

H4: There is a significant relationship between Communication and feedback and workplace injuries

H5: There is a significant relationship between Reward system and workplace injuries

H6: There is a significant relationship between Management Practices and workplace injuries

Research Methodology

According to Polonsky and Waller (2011), research design is a mix of research methodology and research methodologies. In a nutshell, research design is the process of bringing a research challenge to a close. The current study used an explanatory research technique, with a major focus on evaluating hypotheses established in light of empirical research findings. The current study is cross-sectional and quantitative since the data was only gathered once and was quantified and analyzed

quantitatively. To collect all necessary data for this study, a survey method was used.

The primary data collection tool of the present study was a structured questionnaire translated into native language. The scale for measuring management practices was developed and validated by Otaye-Ebede, (2018) and was adapted to measure the management practices of the present study. Fullarton, & Stokes, (2007) developed and validated a workplace injury instrument that was adapted to assess the respondents' propensity to workplace injuries in the present study.

Over 350 garment manufacturers employ over 300,000 employees in our nation, according to the Board of Investment in Sri Lanka (2020). According to BOI figures, the garment sector employs 38,400 people. The population of this study may be characterized as all operational-level personnel. According to Akdeniz (2020), in this study, Morgan's table (Krejcie & Morgan, 1970) has been referred to establish the sample size, which was 380. Furthermore, this aids in determining the number of samples required to accurately represent a population.

In the current study, a simple random sampling strategy was adopted since random sampling gives each element an equal chance of being chosen for the significant sample (Kothari, 2004). The primary statistical kinds in this study are descriptive statistics and correlation analysis. The software Statistical Package for Social Sciences (SPSS) Version 23 was used for the data analysis

Analysis and Results

Table 1 depicts the demographic profile of the respondents based on the descriptive statistics of the current study.

Table 1. Demographic Profile of the Respondents

Description		Frequency	Percentage
Gender	Male	51	13%
	Female	341	87%
Work Experience of the Respondents	0 – 5 years	231	59%
	5 – 10 years	107	27%
	10 – 15 years	37	9%

Above 15 years	17	5%
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(Source: Findings of the Survey Data, 2022)

The level of association between management practices and workplace injuries was measured using correlation analysis. The findings of the correlation analysis of the study are summarized in Table 2.

Table 2. Correlation of Management Practices and Workplace Injuries

		Workplace Injuries	
Spearman's rho	Training & Supervision	Correlation Coefficient	-.332**
		Sig. (2-tailed)	.009
		N	392
	Employee Participation	Correlation Coefficient	-.180
		Sig. (2-tailed)	.168
		N	392
	Communication & Feedback	Correlation Coefficient	-.352**
		Sig. (2-tailed)	.006
		N	392
	Reward System	Correlation Coefficient	-.367**
		Sig. (2-tailed)	.006
		N	392
	Management Commitment	Correlation Coefficient	-.519**
		Sig. (2-tailed)	.000
		N	392
	Management Practices	Correlation Coefficient	-.342**
		Sig. (2-tailed)	.009
		N	392

(Source: Findings of the Survey Data, 2022)

The current study's pertinent six hypotheses were investigated using Spearman correlation analysis, and a summary of the findings is shown in Table 3. Table 3 also shows whether the hypotheses were accepted or rejected.

Table 3. Summary of the Findings

Variable	P value	Correlation coefficient	Hypotheses	Acceptance or rejection of Hypotheses
Management Commitment	.000	-.519	H1: There is a significant relationship between Management Commitment and workplace injuries	Accept
Employee Participation	.168	-.180	H2: There is a significant relationship between Employee participation and workplace injuries	Reject
Training and Supervision	.009	-.332	H3: There is a significant relationship between Training Programs and workplace injuries	Accept

Communication and Feedback	.000	-.352	H4: There is a significant relationship between Communication and feedback and workplace injuries	Accept
Reward System	.009	-.367	H5: There is a significant relationship between the Reward system and workplace injuries	Accept
Management Practices	.009	-.342	H6: There is a significant relationship between Management Practices and workplace injuries	Accept

(Source: Findings of the Survey Data, 2022)

Discussion

Based on the findings of the present study the discussion on each hypothesis can be elaborated along each hypothesis tested in the present study. According to the results of the correlation analysis presented in Table 2, the test is significant, ($r = -0.519$, $p < 0.05$). Accordingly, hypothesis 1 is accepted and it was revealed that there is a moderate negative association exists between management commitment and workplace injuries. This finding is in line with the outcomes of the empirical research conducted by Zohar, (2003), Nadhim, Hon, Xia, Stewart, and Fang, (2018), and Rowlinson, (2023).

Based on the findings presented in Table 2, the test is not significant for the H2: “There is a significant relationship between employee participation and workplace injuries” ($r = -0.180$, $p > 0.05$). Since employee participation doesn’t have a statistically significant association with workplace injuries, H2 was rejected. This result is consistent with the findings of Jones and Kato, (2003) and Clarke, (2006).

As per the correlation analysis results depicted in Table 2, the test is significant for the H3: “There is a significant relationship between training & supervision and workplace injuries” ($r = -0.332$, $p < 0.05$). Accordingly, hypothesis 3 is accepted and it was revealed that there is a significant negative association between training & supervision and workplace injuries. This finding is content with the outcome of the studies conducted by McCaughey, McGhan, Walsh, Rathert, and Belue (2014) and Yap and Lee, (2020).

According to the output of the correlation analysis presented in Table 2, the test is

significant for the H4: “There is a significant relationship between communication and feedback and workplace injuries” ($r = -0.352$, $p < 0.05$). Therefore, hypothesis 4 is accepted and it was revealed that there is a significant negative association between communication & feedback and workplace injuries. This result is consistent with the findings of the investigations conducted by Dodge, (2012) and Meulenbroek, and Cherney, (2021).

Based on the results of the correlation analysis depicted in Table 2, the test is significant for the H5: “There is a significant relationship between reward system and workplace injuries” ($r = -0.367$, $p < 0.05$). Accordingly, hypothesis 5 is accepted and it was revealed that there is a significant negative association between reward systems and workplace injuries. This outcome is in line with the key findings of Ali et al., (2009) and Karakhan, and Gambatese, (2018).

As per the results of the correlation analysis presented in Table 2, the test is significant for H6: “There is a significant relationship between management practices and workplace injuries” ($r = -0.342$, $p < 0.05$). Hence, hypothesis 6 is accepted and it was revealed that there is a significant negative association between management practices and workplace injuries. Moreover, the findings of the correlation analysis of the present study reveal that management commitment has having highest negative correlation with workplace injuries and employee participation has the least association with workplace injuries.

Conclusion

The study’s goals are to identify the key managerial practices that influence the prevalence of occupational injuries in Sri

Lanka's garment sector. As a result, the findings of this study established the association between managerial practices and workplace injuries. The statistical model analysis is used in the study to reveal the key elements. These results may be utilized to adopt management practices in the garment business, and the repercussions of these practices can be examined. Management commitment to safety awareness has exhibited a statistically significant negative strong correlation to the occurrence of workplace injuries, implying that increasing management commitment to safety awareness would decrease the occurrence of workplace injuries. Furthermore, there was a statistically significant negative perfect correlation between conducting an accident investigation and workplace injuries implying that increasing accident investigation would reduce the occurrence of workplace injuries. Similarly, management can show whether or not it is feasible. If the present scenario is comparable, management may monitor all essential aspects to limit the occurrence of workplace injuries.

This study is solely based on statistical analysis. By integrating professional interviews, research will also reveal subjective qualities by taking into account people's perspectives. Most

crucially, management practices connected to safety culture would be highlighted as a key organizational component. As a result, these statistically significant management practices may have been used in any other business, such as the hotel industry.

According to the study's findings, providing non-monetary incentives will lower the likelihood of occupational injuries. Employees will be more motivated and encouraged if management recognizes the best employee who does the task inside an organization in front of their peers and another member of the management team. Because individuals throughout the world want to keep their goodwill and personality rather than track rewards. Incentives based on group safety performance are another important management practice. All aspects of workplace safety are kept under management's supervision. Management can implement tactics such as devoting a suitable budget to occupational safety, recruiting employees with safety awareness, including safety specialists in safety training programs, and the like. Future safety planning is also a significant aspect that is tied to management commitment. The recommended strategies for enhancing occupational safety in an organization can be shown in Table 4.

Table 4. Recommended Strategies

No	Critical factors	Recommended strategies
1	Training elements of hazard identification and avoidance	• Accurately classify the various forms of occupational hazards (physical, biological, chemical, ergonomic, and psychosocial). • Spreading accurate information about the danger and risky behavior. • Post labels and appropriate hazard identification signs. • Reporting hazards. • Knowledge of risk-reduction strategies.
2	Frequency of safety training	• Conducting recurrent safety training programs. • Avoid extended training sessions. • Offering training with hands-on activities. • Organizing training programs according to the knowledge level of the trainees.
3	Information provided by another employee about nearby misers	• Management has the power to record near-misses. • Conduct official and unofficial public awareness campaigns on near-misses. • Taking preventative measures.

4	Sharing the result of safety investigation among the workforce	• Determine an appropriate investigation approach and assemble various persons (such as a safety manager, a factory manager, and technical specialists) for the investigation team, including an employee member. • Determine the core cause of the accident and make the findings public.
5	Providing non-monetary rewards	• Praise and uplift the most outstanding workers in front of other peers.
6	Rewarding people based on their success in group safety	• Encourage the people with team based on incentive schemes
7	Management commitment to safety awareness	• managers pay attention to the safety of the organization • Can maintain key performance indicators for safety conditions
8	Management participation in Hand S practices	• Distributed sufficient funds for workplace safety. • Selecting employees who are aware of safety issues. • Participate in safety professionals for safety training programs.
9	Make safety preparations for the future	• Applying for safety awards • To attract well-known consumers to the business, it was decided to implement an advanced safety system.

Based on the concerns raised throughout the research, the research offers the following topics for additional investigation. The impact of workplace safety policies and practices on reducing occupational injuries. This study only looked at one aspect of safety culture: managerial practices. Additional studies can be done concentrating on other areas such as rules and procedures, safety affinity communication, and the development of individual and group safety learning. Determine which management strategies affect worker injuries in various industries, such as the hotel and healthcare sectors. This study is restricted to the garment sector. Identify various management practices that influence the prevalence of workplace

injuries throughout the country or in provinces other than the Central Province to time constraints, this study was confined to clothing manufacturing facilities in the Central Province to collect data. A qualitative examination of the managerial practices that influence workplace injuries in the garment sector. A qualitative research technique can be used to do research. Personnel opinions are highly subjective, and they will aid in the completion of an in-depth examination of this problem. Because this study was conducted only on a quantitative basis. The present study has generated implications for the employees, management, regulators, and policymakers not only in the apparel industry but also in similar manufacturing industries.

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