

Performance Evaluation after the Implementation of the Occupational Health and Safety Advisory System (OHSAS) in Zar Macaron Co Using the Balanced Scorecard Model

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ABSTRACT: The purpose of this study, which is applied, is the performance assessment of Zar Macaron after the implementation of OHSAS based on the balanced scorecard model. For this purpose, after desk studies, a questionnaire was developed using the said certificate and related checklists based on the balanced scorecard model. Its validity was measured according to the expert comments and its reliability was measured using Cronbach's alpha (0.765). Then it was distributed among the target population (255 cases), among which 178 questionnaires were returned. The demographic characteristics of the target population were studied by descriptive statistics, and the binomial test was used to evaluate the OHSAS effectiveness in the company. The significant level of the test was considered less than 0.05. SPSS was used for statistical analysis. The results showed that more than 50% of the statistical population believes that the OHSAS implementation is effective on the performance, financial areas, internal processes and learning and growth. But it could not have a positive impact on the customer area. The Friedman test results showed that in the perspectives of respondents, the financial, customer, internal processes and learning and growth areas did not have equal priority.

Keywords: Occupational Health and Safety Advisory System (OHSAS 18001), performance evaluation, balanced scorecard model.

INTRODUCTION

Manpower is the biggest asset of any organization. It has a spiritual dimension in addition to physical one. Employees can build or destroy the organization. They can have either constructive or destructive role in achieving organizational goals (Coleman, 2002).

Employees can develop new methods and practices for better organizational performance. They can reduce organizational problems and weaknesses and bring surprising results. But they, like many other valuable things, can be fragile (Warr, 2007). There are a variety of hazards and risks in today's world, many of which are unique to the workplace. Managers should be aware that effective management is not achieved without considering the health and safety of employees. It is the management task to create an occupational health and safety advisory system in order to eliminate or reduce hazards to employees and other interested parties who may be exposed to health and safety hazards arising from organizational activities. It can be achieved using existing standards in this area such as OHSAS 18001 (Ghaleh Noee, 2008).

All public and private organizations need some kind of performance evaluation system for development, growth and sustainability in today's competitive world in order to measure the efficiency and effectiveness of their plans, processes and HR (Amir, 2005). This study tries to answer this general question: "Whether implementing this system is effective on the organizational performance in four perspectives of the balanced scorecard model?"

Literature Review:

Ghasem Tori (2006) performed a study entitled "The impact of OHSAS on the incident indicators" performed at Pars Khodro. He states: "Workforce is a valuable asset and the axis of economic development of a country whose health and performance directly affects the profitability of the organization." The study was done with the analytical-descriptive in Pars Khodro in 2006. It investigated the impact of OHSAS 18001 on accident indicators (Accident Frequency Rate, Accident Severity Rate, and Frequency Severity Indicator). The results indicate that the OHSAS and implementation of its requirements could be effective in controlling the frequency and severity of accidents so that a decreasing trend is observed in accident indicators compared to when the system was not implemented in the organization. The *t* test results show a significant difference in the test indicators in 2006. Conclusions suggest that between the years before the deployment of OHSAS 18001 which coincided with activities to deploy the safety and health advisory system, accident indicators had an improving trend, and the deployment of this system has been effective in controlling accident indicators.

Kermani and Montajabi (2009) performed a field study entitled "The impact of the safety working-team on reducing occupational accidents." They were trying to investigate the impact of building a safety working-team on the reduction of occupational accidents. The authors considered the necessity of this study to the effective role of supervisors and foremen in the form of a safety working-team on reducing and controlling occupational accidents (Williams, 2007).

Van den Bruck . (2009) published an article entitled "Occupational health and safety and economic performance in small and medium-sized enterprises (SMEs)." The study was done in SMEs of Europe Union. The results show that the importance of the relationship between OHSAS and economic performance in firms is very high, however it is emphasized that there is no clear definition of economic performance.

MATERIALS AND METHODS

Type of Study:

The present research is applied in terms of objective. Applied research is in search of a scientific objective and it is emphasized on the influence of the prosperity and welfare of the masses and the desirability of the activity, and develops scientific approaches of administrative activities. The statistical population consists of all directors, consultants and employees of Zar macaron (750 cases). Cochran formula is used to determine the sample size. The sample size was calculated 255 using the formula. The questionnaires were distributed among 260 sample members, among which 178 questionnaires were returned. Thus the questionnaire return rate was about 68%.

RESULTS AND DISCUSSION

Hypothesis: OHSAS has a positive effect on organizational performance of Zar Macaron. The binomial test was used to evaluate the above equation. As can be seen, the p-value (0.00) is less than the significant level (0.05), so the null hypothesis is rejected. In other words, by comparing the number of table observations in each category, it can be stated that more than 50 percent of respondents believe that OHSAS has a positive impact on organizational performance of Zar Macaron.

Overview of results of hypothesis tests

No.	Hypotheses	Description	Test Result
1	Main hypothesis	OHSAS in Zar Macaron is effective on organizational performance.	H1 is accepted
2	Sub hypothesis	OHSAS in Zar Macaron is effective on financial area.	H1 is accepted
3	Sub hypothesis	OHSAS in Zar Macaron is effective on customer area.	H1 is accepted
4	Sub hypothesis	OHSAS in Zar Macaron is effective on internal processes.	H1 is accepted
5	Sub hypothesis	OHSAS in Zar Macaron is effective on growth and learning.	H1 is accepted

CONCLUSION

Discussion and Comparison:

The result of the main hypothesis reflects the positive impact of OHSAS on organizational performance of Zar Macaron. This result is consistent with that of Williams (2007). The result of this study shows the positive impact of OHSAS on the performance.

The result of the first sub-hypothesis shows that OHSAS has a positive effect on the financial area of Zar Macaron and this suggests a positive impact of OHSAS on the economic performance of the company. The results of Van den Bruck (2009) also reflect a positive relationship between OHSAS and economic performance.

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