

**Exploration of Occupational Health and Safety on Employee Satisfaction: A Case Study of
Amazon BHX1**

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CHAPTER 1: INTRODUCTION

1.1 Introduction

This chapter aims to provide the background related to occupational health and safety and its significance in corporate sector. In addition, the problem statement and rationale of the study has also demonstrated along with aim & objective and research question.

1.2 Background

This research aims to explore how international organization execute their Occupational Health and Safety (OHS) policies towards employee's job satisfaction. To be specific, this study explore how Amazon reviewed their occupational health and safety policies on/after the Covid19 to make it more productive and to provide a positive perception among its employees.

OHS is defined as the psychological and physical condition of employees due to the work environment provided by the company (Rodrigues et al., 2020). Jensen et al. (2013) demonstrated that in cases, where a company implements effective safety measurement, fewer workers left the job and have the least number of turnover intentions. A well-established understanding of OHS allows the employees to have more attention to working conditions and avoid workplace hazard incidents. While, on the other side, those companies that pay little attention towards the safety and well-being of employees, experience more hazardous incidents. Therefore, Hofmann et al. (2017) suggested that it is primarily for companies regardless of their size of business to provide the initial training about the safety of the process and aware the employees about the policies of OHS in the first place. Workplace health and safety is an essential concern for employees, however, limited research has been reported that explain its impact on employees' well-beings. Therefore, present study determines the significance of workplace health and safety for employees in depth.

OHS of employees has gained much concentration, especially in developed countries that run large multinational corporations (MNCs) and businesses including Amazon. De Cieri and Lazarova, (2021) demonstrated that MNCs shared some similar characteristics that include inappropriate workplace structure, ill-structured jobs (Zisk et al., 2015), long working hours (Buckley and Casson, 2015), and a huge mismatch between the job preferences and employees' abilities, lack of human-machine system and most detrimental one is mismanagement which leads to dissatisfaction of employees. All these factors contribute to result in workplace hazards, poor

mental and physical health, ill productivity, and employee injuries and poor quality of work that ultimately increase the cost.

MNCS must determine the reasons for the high rate of injuries and accidents that threaten the employee's safety in the workplace. The lack of experience and training regarding certain mechanical processes was highlighted as one of the major root causes. According to the International Labor Organization (2023), lack of training and adequate skills to perform the job are the major contributors to cause experimental and human error within the working environment. Employees that have no prior experience working in MNCs and have little exposure to heavy types of machinery are more prone to workplace hazards including electrical. Kaynak et al. (2016) demonstrated that perceived compatibility of safety has a positive impact on employees' well-being and reduces the rate of workplace hazards.

1.3 Problem Statement

The given study has chosen the Amazon BHX1 company to determine the employee's perceptions regarding health and safety policies. The Workplace Health and Safety (WHS) team of Amazon work closely to provide the best safety measurements; however, the company faced strong criticism regarding employee safety and the continuous negative image threatened its brand image. In addition, the company has recruited more than 500,000 employees during COVID-19 which contributes to the further negative image of the company (CNBC, 2021). Therefore, there is a need to explore the impact of occupational health and safety on employees at Amazon to analyze their perceptions and productivity regarding safety measures and job satisfaction.

1.4 Rationale

This research has been conducted with a number of rationales. First, Amazon has a global team WHS which is responsible for maintaining and implementing the highest records of safety and well-being in a workplace environment which is equal for all employees regardless of their workplace designations (Amazon, 2022). Therefore, the study determines the impact of WHS policies on health and safety of employees. Secondly, Amazon distributes the employees to a different range of projects including process inspection and provides training to handle massive production processes (Amazon jobs, 2022). However, despite of immense WHS strategy, amazon face criticism over the health and safety of employees. Hence, study has rationale to investigate the impact of WHS strategies on different range of projects. In addition, after the COVID-19

pandemic, the working environment changes and the company face massive changes in terms of employee satisfaction due to health concerns. Hence, the research has the rationale to explore the impact of occupational health and safety measures on employee satisfaction with Amazon and the concerning role of the WHS team in providing an adequate work environment.

1.5 Aims & Objectives

Based on the gap in the existing literature, this study aims to explore the following research objectives:

- To explore the recent expansion of WHS within Amazon
- To determine the changes in WHS strategy during the last five years (2018-22)
- To determine the impact of WHS changes on employee's satisfaction

1.6 Research Questions

1. What are the key WHS issues adopted by Amazon?
2. What are the major changes in Amazon's WHS during the last five years (2018-22)?
3. What is the impact of WHS changes on employee's satisfaction?

1.7 Structure of the dissertation

The outlines of this dissertation are as follows:

Chapter 2: Literature Review-Past literature which is relevant to the research topic will be reviewed to identify the research gap

Chapter 3: This chapter provides the insights of the methods that are utilized to accomplish research objectives

Chapter 4: The primary data will be analyzed statistically with the help of SPSS software

Chapter 5: This chapter provide the summaries findings of the research along with future implications and recommendations

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The current chapter has been developed for discussing the past literature based on the current aims and objectives. The aim of the research is to determine the influence of workplace health and safety on the employee satisfaction at Amazon. For this purpose, this chapter has been developed in order to review the existing research in context of workplace health and safety. There have been researches performed on the health and safety issues of firms and industries (Claeson, 2015; Shan, 2021). The health and practices found to have negative implication over the productivity in the working environment (Hou et al. 2021). Ogala (2021) added that the HSPs are core factor for the implementation of standardized process across Amazon while dealing with local facet. Therefore, the current research is largely focused around the workplace health and safety in Amazon. The review first discusses the significance of workplace health and safety along with determining the health and safety practices which are practiced at Amazon. Further, the study shed light on the issues which are experienced in sustaining health and safety across the workplace alongside with identifying the influence of workplace health and safety on the employee satisfaction. Nonetheless, the theoretical foundation and the conceptual framework has also developed.

2.2 Importance of Workplace Health and Safety

The health and safety program at workplace are important and need to be potential priority of the management as they tend to save lives, lower the cost and enhance productivity. The programs of health and safety need to stress the involvement, wellness component and continued monitoring. Health and safety at work require safe condition of working which do not risk the people for being unfit (Che Huei et al., 2020)). According to Jonathan and Mbogo (2016) claimed that the health and safety at work is aimed for creating capabilities, condition and other habits which allow the worker and the firm for carrying the work more efficiently. These should be performed in the way to prevent the events which can cause harm to the employees. It is therefore argued that the safe working condition has notable influence on the worker habits which influence the efficiency as well. These largely implies that the employee who work in safe condition generally perform in a way which does not harm them. Senol (2019) claimed that the occupational health and safety is one of the important phenomena which occupies notable place in the business. Potential effort is being made for preventing occupational disease and accident which might occur

in small and large enterprises. Implementing effective health and safety at work make the workplace more comfortable and hazards free in order to prevent the unwanted incidents. Che Huei et al. (2020) argued that it is significant to develop safety and health awareness as well as interest among the employee for the safety programs. The process includes setting of realistic goals and monitoring the progress efficiently. Senol (2019) asserted that the occupational safety and health is key area in the working life encompassing three different objectives. These objectives are generally developed for protecting the production, businesses and the employees. These are also aimed toward offering effective working environment along with protecting the health of employees.

2.3 Health and Safety Practices at Amazon

It is obligatory for a company to concern about the health and safety of employees. Workplace maintenance is one aspect that includes preventive, curative and rehabilitative efforts to achieve an optimal workplace environment. The company must provide health insurance to employees to gain their trust and increase the productivity of the company (Badri et al., 2018). After the COVID-19 pandemic, company policies have been modified and become stricter and more concerned regarding employees' safety and health. Since, the pandemic, MNCs face a major shortage of employees due to health issues, therefore, effective measures have been imposed including the use of Personal Protective Equipment (PPE) (OECD, 2020). Although PPE is helpful for employees' health still, there is an employee who does not follow the safety guidelines.

According to Ogbonnaya et al. (2018), employee satisfaction is directly linked with their health, safety and well-being. It has evident that large companies often shared relentless behavior with employees. In this context, Amazon is well known for its inexorable behavior and nature. Recently, Amazon initiated a working-well program that has aim to facilitate employees with mental, physical and nutritional support (Alimahomed-Wilson and Reese, 2021)). Since poor health and safety measures have a direct link with incidents and injuries, therefore Amazon decided to implement the objectives of the working-well program to cut the number of recordable incident rates up to 50 per cent by 2025. Although, it is noteworthy that the company facing criticism over worker conditions due to the large and growing size and demand of customers (Blanco-Oliver et al., 2021). The company has set a budget of \$300 million for its safety project for the year 2023. Although, the proper breakdown of spending of this program is not broken yet (CNBC, 2021).

Considering the importance of health and safety programs in the organization, Amazon undertake different health and safety practices to ensure safe working environment for the workers. Safety is one of the integrals to Amazon as the company largely strive for safer practices, employees and the communities. The working environment enable the employees irrespective of their skill level, background and experience (Amazon, 2023). Amazon is situated in different part of the world, amidst the pandemic when the business was faced with increased issue of health and safety Amazon adapted several practices to maintain the health and safety practices. Therefore, Amazon has improved the cleaning intensity involving the regular sanitization and implementation of touch screen. Similarly, they utilized cleaning robots for the routine usage. Moreover, the employees have received significant units for the personal protective equipment. The Amazon product and the factory also incorporate sanitary and hand-washing equipment station for maintaining health and safety of employees. According to Blanco-Oliver et al. (2021), the warehouse of Amazon has revealed that how worker belonging to distinct continent tend to share concern for the health and safety and has confirmed the role played by labor for considering the better working conditions. As per Du et al. (2022), Amazon has sponsored more than 1800 immunization session on site for the employee working at front-line. The company continued to innovate over the behalf for keeping the safety of employee. Moreover, to improve the safety of the worker the company has made notable vaccination which are accessible for more than 1 million worker and the family member since 2021. Amazon also offer significant number of rewards for motivating the employees.

2.4 Issues Faced in Maintaining Health and Safety in Workplace

Health and safety are considered as one of the inevitable aspects, the employee tend to perform their duties well when they have good health. Therefore, it is important to ensure safe working environment for the employees (Watterson, 2020). The tech giant is one among the few corporates which has been benefit from the national lockdown which was imposed around the globe. However, because of the order most of workers at warehouse are at risk because of inadequate safety and health precautions (Blanco-Oliver et al. 2021). However, considering the importance of health and safety programs it is important to note that there exist certain challenges in implementing and promoting health and safety challenges. These includes lack of awareness, lack of involvement of employees in the health and safety program, lack of government audit, inadequate government regulation and inadequate resources. Similarly, there exist growing

challenges in the implementation of health and safety program i.e., lack of positive response of the worker for wearing personal protective equipment in the firm (Watterson, 2020). The report of Blanco-Oliver et al. (2021), added that the warehouse of Amazon has showed concerned in terms of health and safety which confirmed the role which labor plays in organizing better working conditions. The report by OECD (2020) showcases that the retailers particularly the medium and small enterprises face challenges in health and safety. For instance, there exist lack of knowledge and capacity for implementing adequate health and safety measure amidst the pandemic. Moreover, it has been found that there has been notable increase in the orders faced by Amazon which exacerbate the need for implementing health and safety issues. Amazon claim to have adopted thermal camera, implementing protective personal equipment, promoting social distancing measure and increasing warehouse cleaning which reduce the contact among the workers. Blanco-Oliver et al. (2021), added that the narrative that union and worker from the world is different as there has been notable equipment shortage and impossibility of distancing due to the increasing workforce. Parker (2020) claimed that presently there has been growing concern over the rise of infection across the world and the ability for maintaining the declining rate. Workers, employers and government and their firm experience notable challenge as they combat the pandemic and protect the health and safety at work. Beyond the crises, there has been increasing concern for resuming the activity in a way which sustain the progress being made in suppressing the transmission.

2.5 Theoretical Framework

The human behavior theorist, Maslow added that safety is perceived as the important need of human. The theorist uses the themes regarding safety, psychological, self-actualization and social esteem for illustrating the human motivation and the paradigms. The Maslow has also postulated that there has been rudimentary desire for the people which are structured around the probability and repetency. The safety need include safety at work, accident hazards, illness, danger in the working environment, personal security and the other disease (Wachter and Yorio, 2014). The health and safety on the other hand emphasis on the implementation and formulation of particular policy which are intended toward keeping worker away for getting harm in order to improve the productivity. In attempt for satisfying the need of the work, most of the firm tend to formulate distinct policies in terms of health and safety policies for guaranteeing the safe working environment which is capable for ensuring the injuries, accidents and the disease for improving

the wellbeing of employees for carrying the task more effectively. Thus, the Maslow theory is increasingly relevant for the current study as it offers adequate safety and health policy and the other program for managing the implementation process which guarantee the employee safety and health needs. It also assists in ensuring safe working environment lower the accident number and also boost the morale of the worker for enhanced productivity (Hale et al. 2019).

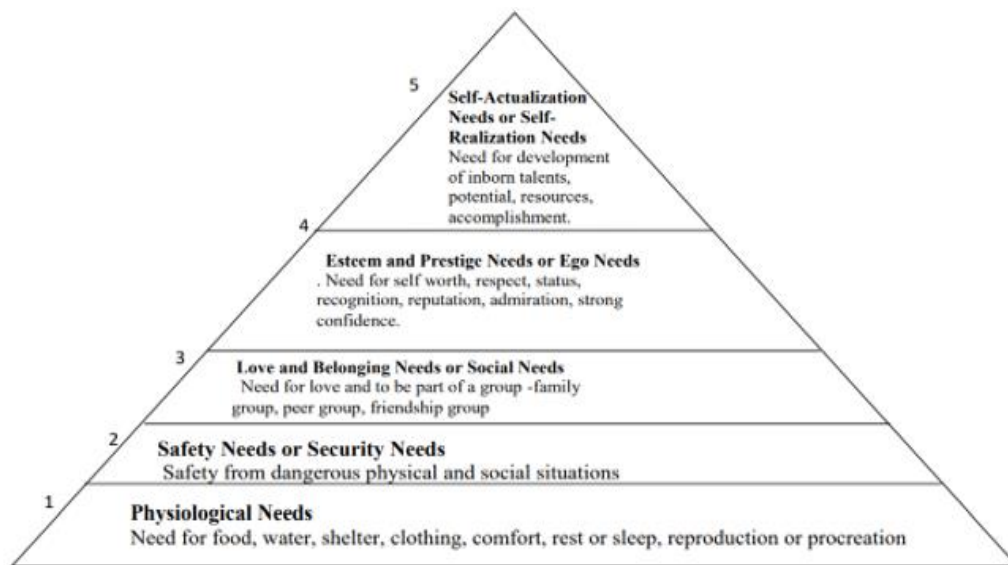


Figure 1:

Source of Maslow Hierarchy of Needs Aruma, Melvins, and Hanachor (2017).

2.6 Chapter Summary

The current chapter was developed for discussing the past literature regarding the influence of health and safety program on the employee satisfaction. The chapter thereby explores the significance of workplace health and safety. The chapter also revealed that Amazon adopted different health and safety practice for protecting the employees. Amidst the pandemic, the company adopted different health and safety practices. There exist different issues which are being faced in maintaining health and safety of the employee particularly during the pandemic. Furthermore, it is found that the workplace health and safety have potential influence on the employee satisfaction. From the overall literature findings, it has been found that the literature lacks when considering the health and safety of big firm such as Amazon.

CHAPTER 3: METHODOLOGY

3.1 Introduction

The current chapter is developed for discussing the methodological choices to accomplish the research process. The chapter explores the notion of philosophy, approach, design, method for collecting data, analysis and ethical consideration.

3.2 Research Philosophy

The current research aimed to explore the occupational health and safety in context of Amazon BHX1. Therefore, the positivism philosophy has been used for collection of data in more objective manner. The philosophy of positivism includes data collection which rely over the measurement analyzed through statistics in order to make findings generalizable. The philosophy has assisted in determining the quantitative data in comparison with the qualitative ones (Marsonet, 2019). The positivism philosophy has assisted in analyzing the objective data and make findings more accurate.

3.3 Research Approach

The research has made use of deductive approach as it is more inclined toward quantitative aspect of the study. The approach is considered as the top to bottom for reaching to the conclusion logically. It helps with objective aspect and positivist epistemology (Liu, 2016). Considering this the approach has assisted in interpreting the finding in quantitative manner such as the influence of WHS to the employee satisfaction along with reviewing the recent expansion of WHS in the Amazon. Therefore, the deductive approach has widely assisted in this case by reaching to the findings more logically.

3.4 Research Design

The research has made utilization of quantitative research design in order to gather objective data linked with research and objectives. The quantitative design comprises the procedure for investigating and dealing with the data in more rational manner. For instance, it involves different numerical ratios, values and rating. One of the potential advantages of quantitative design is that it promotes objective analysis considering the workplace health and safety in Amazon BHXI. With the assistance of this quantitative data the research has been able to quantify the challenges of workplace health and safety and the influence of changes in WHS on the satisfaction of employee.

3.5 Data collection method

There exist two sources of gathering data such as secondary and primary data. The primary data is generally gathered with the assistance of survey, interview or focus group. The strategy in the current research was to gather the primary data with the assistance of survey. The survey was designed through google forms for disseminating it easily. The questions asked from the respondent were in quantitative nature relying over numerical responses. The survey was conducted from the employee in context of workplace health and safety. The employees who were eligible having experience with WHS were recruited serving at least three years at Amazon BHXI. These respondents were recruited for attainment of the quantitative data linked with the changes and the influence of WHS in the past decades.

3.6 Sampling

The method of sampling which has been used in the survey is probability sampling. Such that through survey, the data was collected from the random employees which eliminate the sample which were not included in the change period. The population size of Amazon employee is approximately 1000. The sample size of the research was 120 respondents working in different department of Amazon. So, the sample size is 12%. Out of 120 sample, I got responses from 80, which was about 67% response rate. The research makes use of convenience sampling as it ought to be cost-effective and easy to use (Etikan, 2016).

3.7 Data analysis

The data analysis assists in identification of tools which were used for determining and analyzing the data. These tools vary as per the method utilized for attain the research outcome. Considering the method of the current research using primary data collection method and quantitative design the research has make effective utilization of SPSS. Data is interpreted with the assistance of means, standard deviation and through frequency distribution method in order to develop association among the key topics. The method largely assists in measuring and checking the gathered data which showcase effective outcome. Data analysis has been conducted in line with the research questions.

3.8 Ethical consideration

The current study has adhered to ethical requirement of the research by effectively reviewing the consideration linked with primary research. Researcher has ensured the confidentiality of the participant and the participant were well informed regarding the purpose of the study. The participant was also ensured that their information will be stored in safe place and has not been disclosed to the public. The informed consent of the participant was also attained before collecting the research data. Additionally, the research ensured that no participant has been harmed during the procedure of the research. For this purpose, I have completed 11 pages of ethics application which was duly signed by my supervisor.

3.9 Summary

This chapter concluded that for current research, positivism research and deductive approach were suitable. This chapter also highlighted that to fulfil the aim of the study quantitative research design is suitable, sending the questionnaire to 120 coworkers via email and Chime platform. Furthermore, to collect data, the researcher used a questionnaire and the sample was collected from 80 respondents working in different departments of Amazon. Furthermore, the data were analyzed with the help of SPSS. **(questionnaire table in appendix 2)**

CHAPTER 4: FINDINGS AND DISCUSSION

4.1 Introduction

The study's findings are presented in this chapter, along with a discussion of their implications. This chapter has three different sections, each of which addresses the research questions outlined in chapter one.

An explanation of the statistical findings and an interpretation of the findings make up the two primary sections of this paragraph. The data's descriptive statistics are provided in the first section along with pertinent tables, figures, and charts. The second section of this chapter discusses the significance of the findings and identifies their practical applications. The chapter ends with an overview of the key conclusions and the study's ramifications.

Hence, the results of the study are in line with the research questions which are as follows:

1. What are the key WHS issues adopted by Amazon?
2. What are the major changes in Amazon's WHS during the last five years (2018-22)?
3. What is the impact of WHS changes on employee's satisfaction?

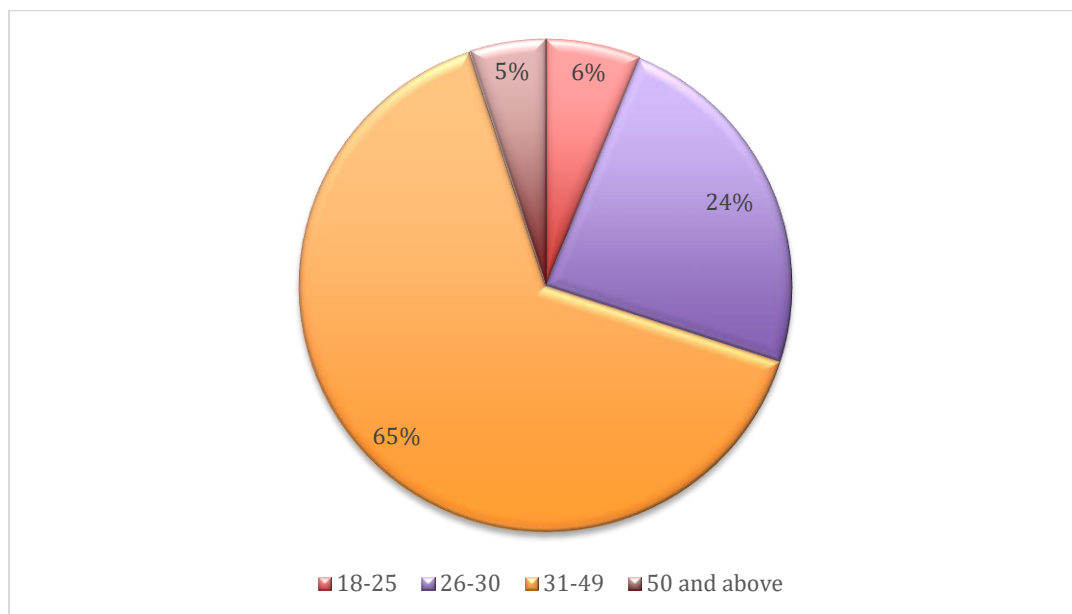
4.2 Overall Results

The data was taken through questionnaire with total population of N= 80. The data includes variables of age, experience in Amazon, familiar with Amazon health and safety rules, and others as follows.

AGE

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	5	6.2	6.2	6.2
	26-30	19	23.8	23.8	30.0
	31-49	52	65.0	65.0	95.0
	+50	4	5.0	5.0	100.0

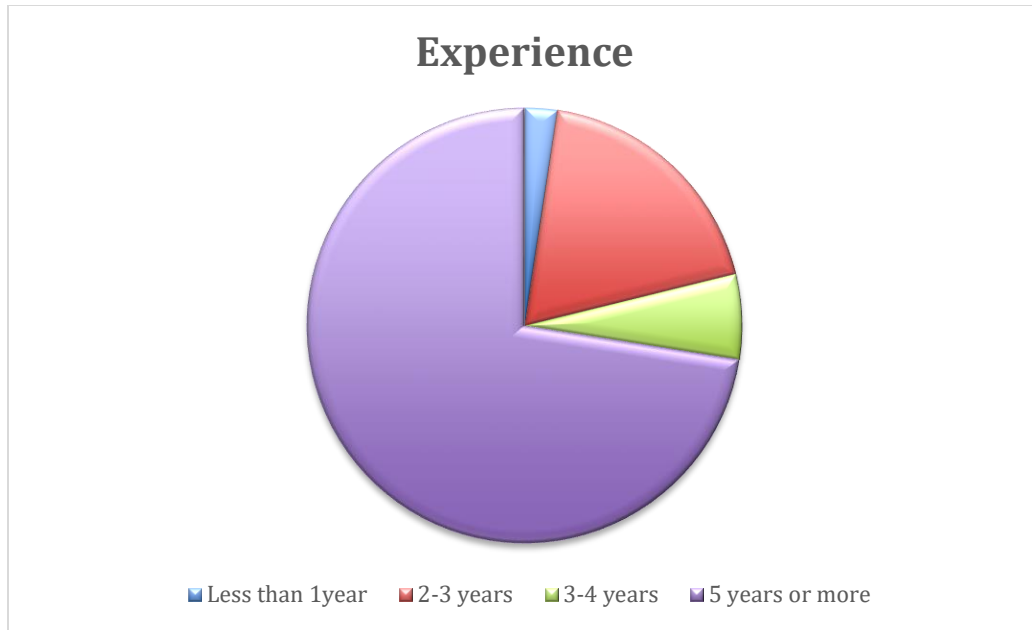
	Total	80	100.0	100.0	
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The above table and chart explain the age of participants which depicted the results that 6.2% were belong to (18-25 years) age group, 23.8% were belong to (26-30 years) age group, 65% were belong to (31-49 years) age group and 5% were belong to (50 and above years) age group. These results indicated that majority of the participants were belongs to 31-49 years age group.

EXPERIENCE

Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	2	2.4	2.4	2.4
	2-3 years	15	18.8	18.8	21.2
	3-4 years	5	6.3	6.3	27.5
	5 years or more	58	72.5	72.5	100.0
	Total	80	100.0	100.0	

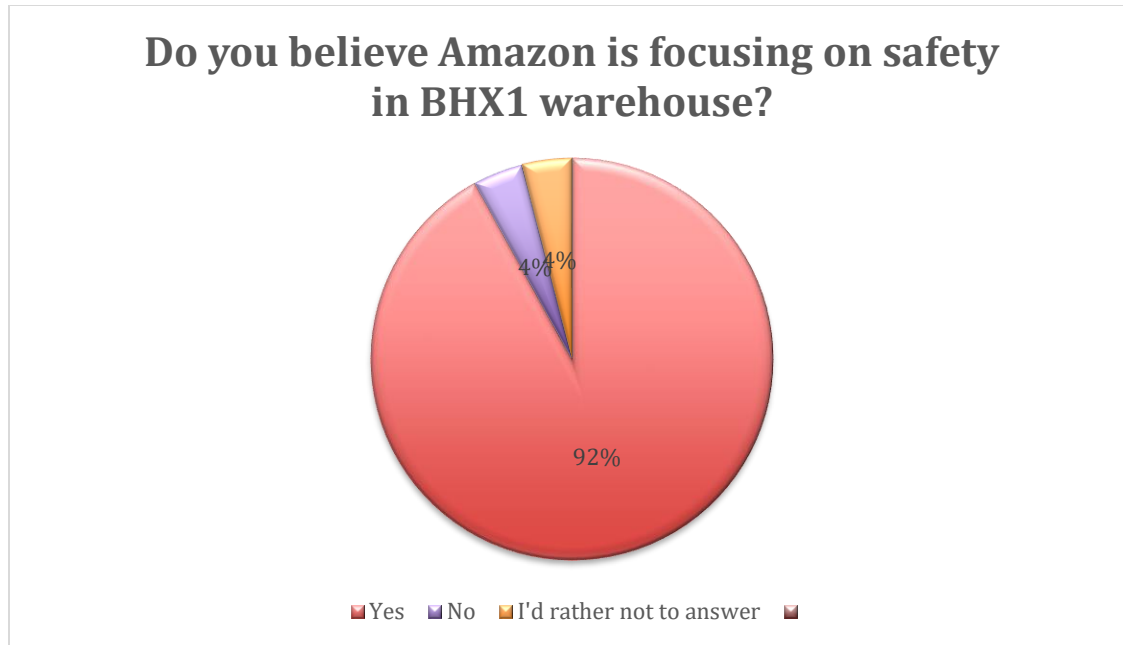


The above table and chart presented the experience of individuals working in Amazon BHX1 warehouse. Hence, the results evaluated that 2.4% workers have less than one-year experience, 18.8% workers have two to three years' experience, 6.3% workers 3-4 years' experience, and 72.5% workers have five years and above experience. It is evident that most of the workers are senior in the Amazon BHX1 warehouse.

The first research question is consistent with the literature, as evidenced by the following six tables. According to the replies received from employees, "Key metrics regarding safety incidents" is the most crucial concern for 22.5% of respondents.

Perception about safety issues in BHX1 warehouse

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	72	92.0	92.0	92.0
	No	4	4.0	4.0	96.0
	I'd rather not to answer	4	4.0	4.0	100.0
	Total	80	100.0	100.0	



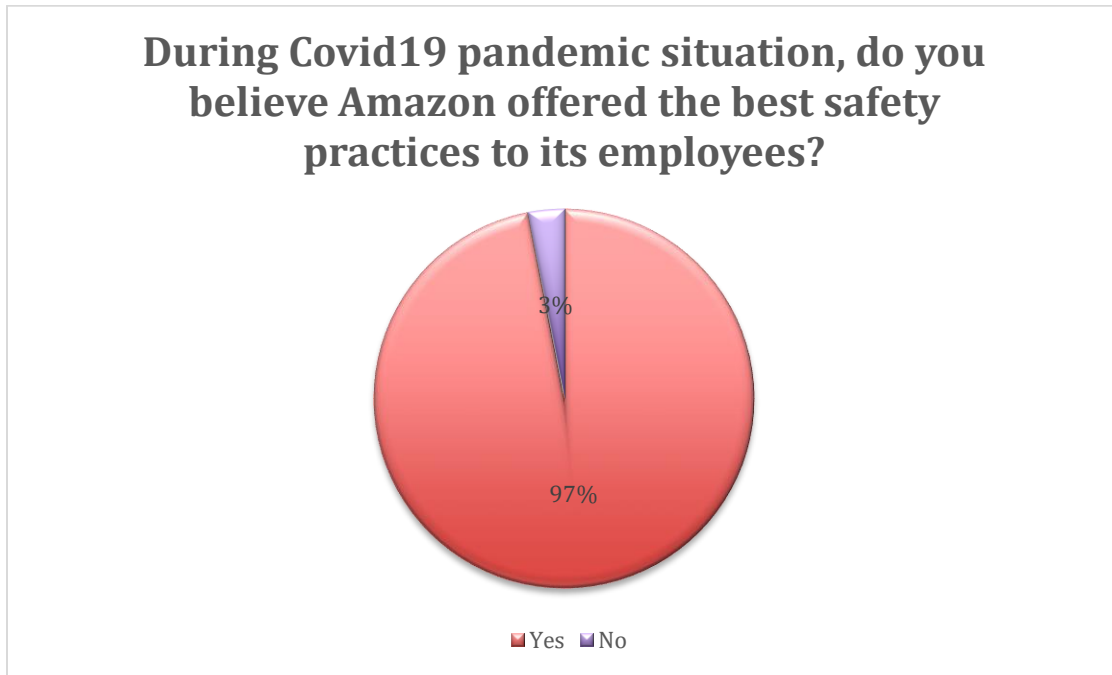
According to the above table and chart, it is noted that 92% workers believe Amazon is focusing on safety in BHX1 warehouse, 4% did not believe the statement and 4% have neutral perception. Hence, it is evident that most of the workers believed that Amazon is focusing on safety.

Perception about being familiar with WHS issues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	64	80.0	80.0	80.0
	No	16	20.0	20.0	100.0
	Total	80	100.0	100.0	

From the above table it is evaluated from the calculated results that 80% of workers were familiar with the WHS issues that Amazon proposed whereas 20% did not agree that they were familiar with WHS issues.

Perception about Employee safety

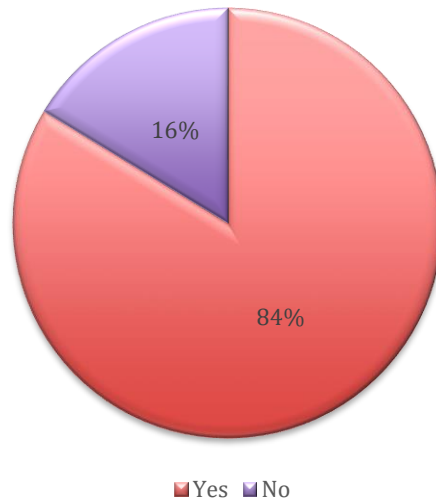


It is estimated from the chart above that 97% of the workers believed that Amazon offered the best safety practices to its employees during COVID-19 pandemic situation. Also, 3% did not believe that Amazon offered the best safety practices to its employees during COVID-19 pandemic situation.

Perception about Feeling Safe at workplace during Covid-19

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	67	83.7	83.7	83.7
	No	13	16.3	16.3	100.0
	Total	80	100.0	100.0	

During Covid19, did you feel safe at the workplace?



The above table and chart evaluated the results collected from survey that 83.7% employees feel safe at the workplace during Covid-19 in Amazon and on the other hand, 16.3% employees did not feel safe at their workplace. Hence, the results indicated that majority of employees felt safe during Covid-19 pandemic situation in workplace.

Perception about most beneficial safety policies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Two-meter distance between associates/employees	9	11.3	11.3	11.3
	Glass protectors at the canteens	6	7.5	7.5	18.8
	Wearing a mask all the time	30	37.5	37.5	56.3
	Washing hands whenever possible	24	30.0	30.0	86.3

	Others	11	13.8	13.7	100.0
	Total	80	100.0	100.0	

The above table explains that 11.3% workers thought that two-meter distance between associates/employees was beneficial safety policy, 7.5% believed another beneficial safety policy that is glass protectors at the canteens, 37.5% believed that wearing a mask all the time was considered as helpful safety policy, and 30% believed that washing hands whenever possible was also significant safety policy during pandemic.

Perception about Key WHS issues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Implementation of daily safety audits in each department	13	16.3	16.3	16.3
	Key metrics regarding safety incidents	18	22.5	22.5	38.8
	Adoption of Red card And on process to stop a process if unsafe to do so	34	42.5	42.5	81.3
	Mandatory safety distances	15	18.7	18.7	100.0
	Total	80	100.0	100.0	

In the above table it is noted that workers highlighted key WHS issues adopted by Amazon. Hence, as per the results, 16.3% found *'Implementation of daily safety audits in each department'* as an issue, 22.5% reported *'Key metrics regarding safety incidents'* as an issue, 42.5% reported found

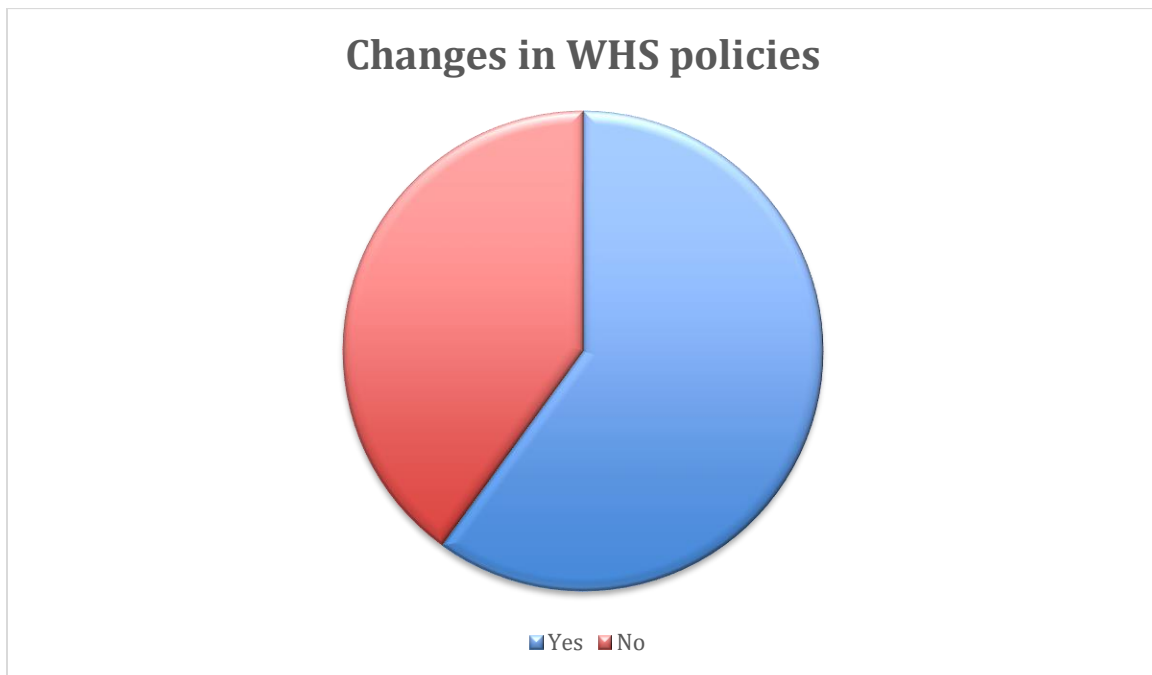
'Adoption of Red card and on process to stop a process if unsafe to do so' as a primary issue and 18.7% found another issue that was *'mandatory safety distance'*.

The second research question asks whether Amazon has significantly altered their WHS procedures in the previous five years. According to the research, this can involve implementing new WHS standards-improving policies, practices, and technologies.

As seen in the following table, 60% of employees thought that policies would change as a result of COVID19.

Perception about Changes in Policies during and after Covid19

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	48	60.0	60.0	60.0
	No	32	40.0	40.0	100.0
	Total	80	100.0	100.0	



The results of above table and chart represented the findings of 60% employees believed that there are changes in policies after COVID-19 and 40% did not believed that policies have changed. Hence, the chart also depicted major response of the employees.

In order to determine whether changes in Amazon's WHS policies have had any effect on employee satisfaction, the third research question will look into this possibility. Measures of job satisfaction, the work environment, and OHS perception both before and after the implementation of WHS modifications might be included in this.

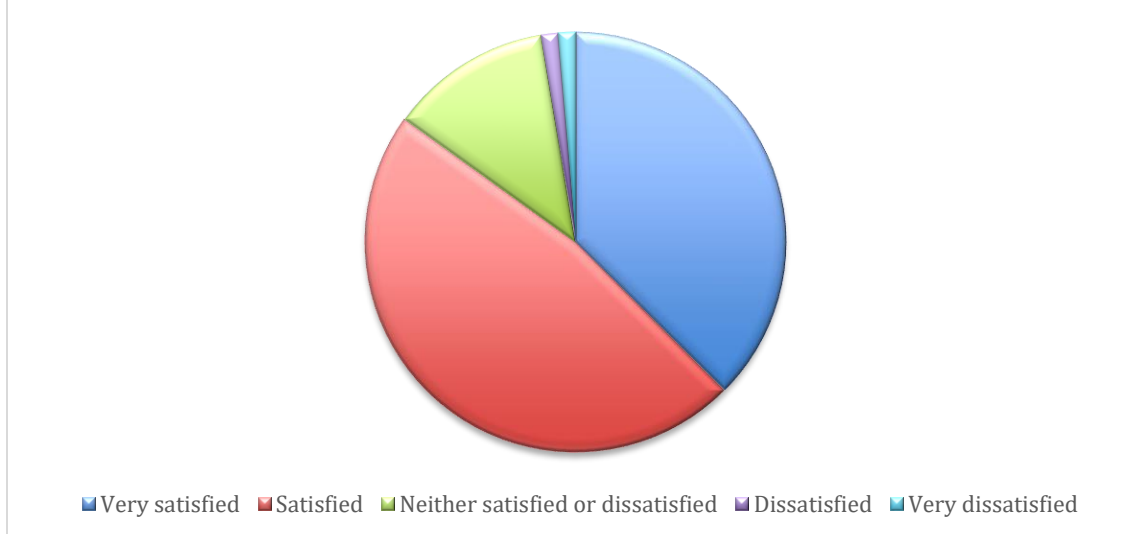
Workplace health and safety changes impact employee happiness and help organizations improve workplace health and safety procedures.

As seen in the following table, 47.5% of Amazon employees express satisfaction, demonstrating the success of the WHS modifications.

Perception about Impact of WHS changes on employee's satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	30	37.5	37.5	37.5
	Satisfied	38	47.5	47.5	85.0
	Neither Satisfied or Dissatisfied	10	12.5	12.5	97.5
	Dissatisfied	1	1.3	1.3	98.8
	Very Dissatisfied	1	1.2	1.2	100.0
	Total	80	100.0	100.0	

To what extent are you satisfied with the WHS policies are in place here at Amazon BHX1?



The table and chart above show how changes in WHS policies affect employee satisfaction. 37.5% of employees said they were very satisfied with the changes, 47.5% said they were satisfied, 12.5% said they were neither satisfied nor dissatisfied, 1.3% said they were dissatisfied, and 1.2% said they were very dissatisfied. The chart above shows that most employees (85%) are satisfied or very satisfied with the WHS changes. Only 1.2% of employees are very dissatisfied with the changes, which shows that the changes to WHS have worked to increase employee satisfaction.

Descriptive Statistics

The descriptive statistics explains the minimum, maximum, mean and standard deviation of each variable. Hence, the mean and standard deviation of 'Do you believe Amazon is focusing on safety in BHX1 warehouse?' is [mean= 1.15, S.D= 0.47998], the mean and standard deviation of 'Are you familiar with the WHS issues which Amazon are proposing?' is [mean= 1.20, S.D= 0.40252], the mean and standard deviation of 'During Covid19 pandemic situation, do you believe Amazon offered the best safety practices to its employee?' is [mean= 1.375, S.D= 0.76927], the mean and standard deviation of 'During Covid19, did you feel safe at the workplace?' is [mean= 1.1625, S.D= 0.37124], the mean and standard deviation of 'If so, which of the following safety policies did you find the most beneficial?' is [mean= 3.2750, S.D= 1.14709], and the mean and standard

deviation of *'What are the key WHS issues adopted by Amazon as per your observation?'* is [mean= 2.6275, S.D= 0.97102]. **(table in appendix 1)**

4.3 Discussion and Summary

This research found the results which are in line with objectives and research questions of this research. Hence, the demographic variables were initially evaluated which include age and experience of workers. Then, the results evaluated the frequency table of each variable to identify the satisfaction level of workers, familiarity with the issues, and safety policies that have been adopted by Amazon BHX1 warehouse. The graphical representations of these variables are also presented. Moreover, descriptive statistics is calculated for this study to identify the mean and standard deviation of variables with minimum and maximum values of each variable.

Hence, it is evidenced from the findings that Adoption of Red card and on process to stop a process if unsafe to do so, was identified as key WHS issue adopted by Amazon. It is also found that there are no changes occur in WHS policies after Covid-19. Also, it is evident that there is positive impact of WHS changes on employee satisfaction.

Another study examines the same results which are consistent to this study, Minwalkulet (2019) evidenced that among the three observable characteristics of workplace safety, employees said that their supervisors also put an emphasis on safety in the workplace and that management at all levels of the business followed suit. Employees' perceptions of their own safety, the safety of their supervisors, the safety of the company as a whole, and the safety initiatives taken by management are all high, according to this research.

The primary purpose of the research was to catalogue existing methods for ensuring a safe workplace. An organization's safety policies and procedures were evaluated using a standardized scale. In line with this, respondents said that their colleagues were very safety-conscious. Results also showed that respondents' co-workers observe safety regulations, demonstrate concern for the well-being of their colleagues, actively promote an environment where everyone can work safely, and maintain a clean and tidy workplace. According to the responses, the vast majority of employee's priorities safety is on the job.

Chapter 5- Conclusion and Recommendations

5.1 Conclusion

In conclusion, safe work behaviors are widely practiced by colleagues across all aspects of workplace safety. Management and supervisors were found to be very safety-conscious in the workplace, and employees cited the support of their superiors as a key factor in maintaining a risk-free work environment. Although the organization recognizes the need of PPE (Personal Protective Equipment) and offers it to its workers, some of those workers do not feel comfortable or safe using the majority of the PPE available to them. There is a reasonable feeling of security in the workplace among employees, managers, and those in charge of the Safety Program as a whole. Organizational commitment is strong across the board, with the greatest levels seen in employees' emotional commitment, followed by their normative commitment, and finally their continuation commitment. Hence, in this regard, management should make workplace health and safety initiatives top priorities because they have the ability to save lives, save costs, and boost productivity. Health and safety initiatives must include participation, a focus on wellbeing, and persistent monitoring. When it comes to workers' health and safety, it's essential that the workplace be a place where nobody has to worry about being hurt because of unsafe conditions.

5.2 Recommendations

The Amazon must maintain its safety program so that all of its employees may work in an environment free of risk to their health. Employee buy-in to the full scope of the safety program is essential to its success. It is very important, and the safety program has to be prioritized (Aruma, Melvins and Hanachor, 2017). Workers need to know that their opinions will be heard and respected if they are to engage with the program on a deep level. Personal protective equipment (PPE) should not be considered a substitute for work and should continue to be supplied and maintained in the same manner as it is currently. The employer must keep taking the necessary steps to ensure that effective control measures are devised and implemented to either eliminate or significantly reduce the risk. Each individual should have PPE that is enough for their specific job. As a corollary to this, supervisors should ensure that employees who need PPE have access to it and that there is enough of it in the workplace. Workers must utilize safety gear and be given thorough training on how to effectively use it. Increasing workplace safety is an effective strategy for both attracting top talent and keeping existing workers happy in their jobs (Huei et al., 2020).

Amazon's BHX1 warehouse has to do a better job of controlling its workers' safety in order to increase the dedication of its staff, which is directly correlated with how well the workplace is protected. The reliability and validity of the research would be strengthened with a bigger sample size, which might lead to statistically significant findings.

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Appendix 1

Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Do you believe Amazon is focusing on safety in BHX1 warehouse?	80	1.00	3.00	1.1500	.47998
Are you familiar with the WHS issues which Amazon are proposing?	80	1.00	2.00	1.2000	.40252
During Covid19 pandemic situation, do you believe Amazon offered the best safety practices to its employees?	80	1.00	3.00	1.3750	.76927
During Covid19, did you feel safe at the workplace?	80	1.00	2.00	1.1625	.37124
If so, which of the following safety policies did you find the most beneficial?	80	1.00	5.00	3.2750	1.14709
What are the key WHS issues adopted by Amazon as per your observation?	80	1.00	4.00	2.6375	.97102
Valid N (listwise)	80				

Appendix 2

Questionnaire



Exploration of occupational health and safety on employee satisfaction: a case study of Amazon BHX1

Dear Participants,

I am inviting you to participate in this research by completing the following survey. The aim of this research is to measure the effect of recent expansion of WHS within Amazon and to establish a clear evolution framework of WHS for the past five years. The following questionnaire will require approximately 5-10 minutes to complete. Thank you for taking your time in assisting me with this research. Under no circumstances are you obliged to answer any of the questions, however, in doing so will greatly assist me in completing my research and enhancing the understanding of this research focus. The data collected will remain confidential and used solely for academic purposes.

Sincerely,

Name:

Final Year:

Supervisor:

Position/Level.....

1) Which age group are you belonging to?

- 18-25
- 26-30
- 31-49
- +50

2) For how long have you been working for Amazon?

- Less than 1 year
- 2-3 years
- 3-4 years
- 5 years or more.

3) Do you believe Amazon is focusing on safety in BHX1 warehouse?

- Yes
- No
- I'd rather not to answer

- 4) Are you familiar with the WHS issues which Amazon are proposing?
- Yes
 - No
- 5) Please complete the following sentence: "Amazon Safety policies have a ... impact on employee satisfaction."
- Positive
 - Negative
 - Neutral
- 6) During Covid19 pandemic situation, do you believe Amazon offered the best safety practices to its employees?
- Yes
 - No
- 7) During Covid 19, did you feel safe at the workplace?
- Yes
 - No
 - I'd rather not to answer.
- 8) If so, which of the following safety policies did you find the most beneficial?
- Wearing a mask all the time
 - Two-meter distance between associates
 - Washing hands whenever possible
 - Glass protectors at the canteens.
 - Other
- 9) What are the key WHS issues adopted by Amazon as per your observation?
- 10) Do you think Amazon changed their WHS policies during or after the covid? If yes, what are the changes?
- 11) To what extent are you satisfied with the WHS policies are in place here at Amazon BHX1?