



THE RELATIVE RELEVANCE OF OCCUPATIONAL HEALTH AND SAFETY SYSTEMS ON MAINTAINING JOB SATISFACTION. A MODERATING EFFECT OF EMPLOYEE TURNOVER INTENTIONS

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ABSTRACT

1. INTRODUCTION

The harmful nature of the mining sector is daring yet undulating to the extent of death. It is believed that most of the Mining workers retire with sickness or die shortly of acquired sickness. (Arnold J. 2005). It is an obvious that these mining workers do not enjoy the right to safety as enshrined in the Labor law, Act 651 section 10, subsection 1 concerning satisfactory, safe and healthy conditions at work place. According to Sinclair RR, Tucker JS, Wright C, Cullen JC (2017), the Ghanaian mining sector employs approximately, 15 % of the country's labour force where majority are youthful. Unfortunately, majority of these employees are involved in the under ground operations. Due to this, employee turnover rate and poaching is high at the mining industry.

Perhaps, a quest to remedy this situation requires a strategy from the mining companies to restore, create and maintain satisfied workforce. Thus, providing a holistic Occupational health and safety systems is considered a good direction of promoting job satisfaction and reducing employees intention to leave the company. (Sun et al., 2016; Carayannis et al., 2014). An accident and injury prone industry such as Mining requires a capable yet satisfied workforce. As opined by Hira and I. Waqas (2015), happy people are happy employees. It takes materials to erect buildings, offices but takes competent and satisfied workforce to grow business (R. Jalagat 2016). A research carried out by V. Indermum (2017) on Aviation workers in India, signified that employees who are happy with their job tend to be more focus and do not compromise on work quality as compared to disenchanting personnel. More so, Fatehi et al (2016) confirmed positive parallel relationship of effective quality of work and job content.

A look at of Loher et al (2015), signified that a company's ability to meet job performance or having task-associated know-how are closely associated with employee's job satisfaction .

Latif et al (2013) also found out that productivity is related to job satisfaction. According to them, satisfied employees work with the mindset of achieving quality thereby reducing production errors and defect cost.

Camelia and Marius (2017) confirmed that happy employees are not liable to robbery, falsification, embezzlement instead self-confident, self-encouraged, and creativity with enthusiasm of creating safety working environments.

All these studies confirmed that satisfied employees had been relatively greater efficient, normal at work and overall performance orientated. In such circumstance, occupational health and safety system works as a middle driver to safety and satisfactory environment.

J.F Volkswain et al (2003), revealed through their study that Occupational health and Safety act as motivation to promote job satisfaction.

The essence of existence is fitness, whiles health is wealth. The employee's happiness is their country of health. (Trapp, M, KI Voigt and A. Brem 2018). Most employees do not forget work safety as motivation to work or a



means to job pride. To be happy come from suitable health while appropriate health come from a safety surroundings.

Teece, DJ (2017) studied the dynamics of occupational fitness and safety at the Mexican wood enterprise. The have a look at found out that occupational health and safety is genuine foundation of personnel' happiness at work. The study in addition revealed that secure running environment correlates with job pleasure.

OSHMS all started gaining interest after the emergence of mass production factories and the impact on bad work conditions on workers became worrisome. A study by means of Mock et al (2005) discovered that annual occupational harm rates in Ghana were 11.5 injuries/11000 humans within the city regions, 4.9/1000 inside the rural regions. Occupational injuries had better mortalities, longer incapacity and higher treatment fee. These had been enormous occupational damage quotes among youngsters, kids and adults. The mining enterprise is one of the proneness hubs of occupational accidents with a perturbing quantity of 12.7% amongst mining drivers, 17.4% among frontline mining employees and seventy one.6% of injury prolonged to mining related stakeholders (Mock et al 2005)

Moreover, evaluating Ghana to most important mining international locations together with Australia, USA and Nigeria, the fatality frequency charge of Ghana of (0.0711) surpassed Australia of (0.0279) and USA (zero.569) (Eric Stemn 2018). A document from the Ministry of Lands and Natural Resources revealed that mining companies have become naive with the issue of health and safety. The document in addition noted that, most of the cocoa and different coins crop lands have suffered explosion and chemical pollutions which are damaging to the crops. (Ministry and Land and Natural Resource Report 2021)

A current prevalence at a Town called Apiate, a suburb at the Western Region of Ghana witnessed a deadly explosion as reported by Richmond Akwasi Nsiah which killed 17 people, injured 500 and destroys numerous buildings within the vicinity.

The Inspectorate Division of the Mineral Commission of Ghana found out that the accident happened due to negligence of safety and health measures. (African Watch Reports 2022). These problems offer colossal evidence of the mining industry which require strict enforcement of occupational health and protection systems (OHSMS). Despite the urgency of OSHMS as approach to reduce accidents and incidents, it's far seemingly that it boost employee performance and organizational productiveness. (Casadesus-Masanell and Ricart, 2010; Osterwalder et al., 2008). Firms with proactive OSHMS measures are able to capture and generate higher index productiveness, common task delight and performance as compared to reactive OSHMS measures (Hacklin et al., 2017). The study is objective at addressing the idea of OHSMS toward task performance. The study therefore ambitions to provide enough evidence for helping Locke's price concept (Edwin Locke 1976) and the activity characteristics theory. (Shawn Peters 1988)

2. LITERATURE REVIEW

Occupational Health and Safety Systems

Aruqi et al (2018) opined the practice of Occupational fitness and Safety Systems (OHSMS) varies in practice from one enterprise to the other. Hence no single definition has been finalized. Mock C et al (2004) described OSHMS as a framework that helps companies to constantly identify and manipulate health and safety risks, lessen the capacity for incidents, foster compliance of fitness and protection legislation and always enhance performance. Scholars interpret OSHSMS with numerous dimensions. Balkir (2012) describe OSHMS as a manner of making sure employee's mental and physical health are maintained and sustained. Urging to keep strict adherence to highest degree of physical, intellectual and social well being of workers is key to every organization which want to achieve ultimate performance. Keeping a promise to maintain OSHMS spark organizational growth. The multidisciplinary exercise of keeping health and luxury from accidents (Silk 2015). Industrial growth, climate alternate, competition and turbulent markets have prompted a rapid trade in maximum commercial installation. (Schneider and Spieth, 2013). Most companies are starting to impose stricter rules in quest to encouraged way of life of employees in compliance mode of accomplishing performance. These fast changes have appreciably impact on current policies, guidelines, assets, skills and fee advent system of companies. Hence, firms has began to channel a route of accepting



and fully spotting OHSMS as a figuring out thing to minimized cost (overhead price, manufacturing price, accident related fee) to enhance overall performance and revenue. (Jackson &Schuler, 2000).

Crawford, E.R., LePine, J.A., Rich, B.L. (2010), studied the relationship among burn out, task safety and task pleasure, their study reveal that job safety is a predictor of job satisfaction. According to them, retaining a protective surroundings and complying to all protection policies prevents employees from injuries that may restrict their skills. Unsafe operating surroundings results in disappointed group of workers. (Vandyke et al 2000)

As it may be understood from the growth of the content of definition,

OHMS is not only constrained to improvement of labor situations, accident prevention, healthy environment, relationships, and surroundings of people, but it's far an issue of promoting job satisfaction, employee development, stakeholder's engagement and quality of life programs. OHSM has become a broader program of promoting optimism among employees. A healthy employee is beneficial not only in performance achievement but a gift to the family, community and country at large. When OHMS is effectively practice, it creates positive mindset within employees about the company. This can lead to reputational success, a reason to which employees will decide to stay rather than leaving.

Job Satisfaction

Globally, every employee at any stage or role is running to satisfy an expectation (Sweney et al 2017). This expectation is basically mutual when such individual likes the process she or he is into. (Sweney et al 2017). Job pleasure varies from a person to another, what is good to satisfy one will no longer for the other (). A survey completed in USA on University professors on job satisfaction revealed that job satisfaction is an inner feeling concerning one's job, it triggers dedication and foster task performance. (). Job satisfaction lowers worker turnover intentions and errors in working (). Job satisfaction according Locke et al (1976) creating a feeling to work, appreciate organizational set up and enjoying every bit of the work is job satisfaction.

However, Hoppock (1935) defined job satisfaction as any mixture of psychological, physiological and environmental instances that purpose a person truly to say he or she is glad with his or her job. In Vrooms definition, emphasizes is placed contentedness, rightful mindset and personal decision to employees attribute to their job. Vrooms definition gave clear indication of personal decision towards satisfiers such as environmental factors, job situation, accident prevention policies, motivational issues and others. Employees become satisfy on mostly job safety issues which will prevent accident at the workplace. (Vroom 1964). It is a mechanism which explains how people feel about their job and its various elements (Spector 2001)

To Boateng et al (2016), job satisfaction is a private thing and choice which rise up from circumstances of their task. Kaliski (2007) claimed job satisfaction is predictor of employee well being from a positive mindset. It implies doing a job one enjoys, doing it well and being rewarded for one's attempt.

Mullins 2005 posits that satisfaction is more of a mind-set and an inner state with inner feelings. It has become beneficial to organizations in boosting employee's loyalty, reduce absenteeism and injuries on the workplace. (Rue, L.W. And Byars, L. (2003). According to Spector (1997), Job satisfaction stem from honest treatment, humanistic values and appropriate governance. Job satisfaction triggers organizational harmony and capable to lessen employees grievances and agitations. Organizational performance mostly increases when employees are satisfied.

Underpinning theories of Job pride

Job satisfaction has been drastically researched. Due to the more theories which explains the differences in pleasurable employees. Job satisfaction has method theories and content theories.

Process theories

The procedure concept of task pleasure depends on center pillars of the way motivation takes area. (Luthans, 2005). The method concept but explains how needs and goals are fulfilled and established cognitively (Perry et al., 2006). The theory holds that, needs as well as desires of personnel are to be diagnosed, assessed and respond to with attention of positive situations from the outside control of the employees. Under the idea, numerous theories were recommended below the large manner theories where researchers have tested in special environments. Some of these theories are: Equity Theory (J. Stacy Adams, 1963), Vroom's Expectancy Theory (Vroom 1964),



Porter/Lawler Expectancy Model (1968) and Goal-Setting Theory (Edwin Locke, 1968). Within the section theories of the vast method idea, each concept has its precise proposition together with, Equity concept proposed by using J. Stacy Adams (1968) posit that employee motivation at work is driven largely by means of their feel of equity. To them, employees create a intellectual ledger of inputs and consequences in their job after which use this ledger to compare the ratio of their inputs and outputs to others. From this, such employees make judgment whether or not they're dealt with fairly or now not. When they realized that they're treated pretty, the activity pleasure has a tendency to set it but it'll be vice versa. Moreover, the expectancy concept as proposed by using (Vroom 1964), holds that the cognitive technique of how a person tactics, is familiar with and takes motion based totally on specific motivational elements. The theory became developed on 3 components consisting of effort, performance and final results. The outcome serves as component for a way the character pick out to behave. Nevertheless, Locke's goal placing principle guide with concept that companies are to set putting potential dreams to motivate personnel and improve performance.

Content Theories

The content material theories on the other hand postulates companies must be capable of figuring out what fulfill or motivate employees at work through figuring out the desires, drives, incentives and dreams and their prioritization to get pleasure and perform effectively (Luthans, 2005). Researchers have organized one-of-a-kind lists of biological, mental, social and higher order wishes or requirements of humans. Almost all the researchers have labeled those desires into number one, secondary and excessive degree necessities of employees, which need to be fulfilled every time worker is required to be inspired and satisfied. There are several content material theories, which guide the managers in expertise „what motivates the body of workers a few those are: Maslow's Theory of Motivation/Satisfaction (1943), Herzberg's Two-Factor Theory (1959), Theory X & Y (Douglas McGregor)(1960), ERG Theory (Clayton P. Alderfer.) (1969)

Davis, K. And Nestrom, J.W. (1985), recommended that job satisfaction is an extensive predictor of organizational overall performance. Firms whose employees are primarily happy are much less liable to accidents, as a substitute preserve quality and create an effective competitive gain.

In this prospective of the two large theories, Zott and Amit (2010) deliberated that process pleasure is the sample that show how employees meets their objectives which leads to organizational overall performance. Duke (2019) posit that, excessive activity satisfaction Job pride is connected to performance which in flip is connected to better earnings. Employees who feel glad and content material of their roles are much more likely to approach the duties that they want to carry out with enthusiasm and dedication. In request, the first-class rewards employ by way of groups can lead to higher pleasure that can intend cause task performance.

Job Satisfaction and Occupational Health and Safety

Job satisfaction is key driving force for his or her value introduction, creativity and organizational task performance. According to Spector P.E (1985) bad occupational health and protection surroundings may additionally lead to excessive pressure, minor and major injuries a good way to substantially affect personnel working nation and choice making behavior. More so, research have observed the terrible OHSM practices may additionally pose fitness danger which might also result in result in high process stress and low morale of personnel. Studies has proven on countless occasion that, life threatening issues as hazards, injuries, accidents and fatalities influence employees intention to leave. Severities of these occurrences have negative influence on employees. (Egan, Yang & Bartlett, 2004); companies with less occurrence of accidents and injuries generally tend to have higher job performance (Judge, Thoresen, Bono & Patton, 2001); and less absenteeism, highly productive with enthusiasm to achieve more (Hackett & Guion, 1985). Occupational health and safety programs are considered as safeguards, activities that guarantee good safety and health by employees (Saphire 2017). Research emphasizes that the decline of job satisfaction among employees is an adverse signal for firms that their operations conditions might be deteriorating (Kılıç & Selvi, 2009).

According to Başaran, 1999; Eroğlu, 2007 providing employees of preventive measures to safety and health is an indicator of instating job satisfaction among employees. Major elements such as the nature of the task, compensation issues, promoting opportunities, reward management, grievances procedures, preventive measures, social relations within the place of work, management style, character characteristics (Soysal



& Tan, 2013). A study on security officers in Copenhagen, Denmark reveals that companies with less commitment to safety and health of their employees are prone to high rate of turnover whilst those committed enjoy a great pool of experience workers. For instance, Frederic Taylor, who's the architect of business evaluation research with scientific methods in works environments, conducted research emphasizing the relationship between human body physiology and the works environment. It was revealed that

work environment is one influencing factor which affects employees activities at work. A poor working environment breeds low performance and vice versa thus increasing the competencies of personnel and making jobs well completed. Similarly, Maslow's hierarchy of needs (1943) suggests that employees ought to be happy to pursue a better degree in the hierarchy of needs. His idea demonstrates that the simple needs of individuals, inclusive of safety, want to be met first. After gratifying primary desires, psychological desires can be satisfied. Based at the concept, it can be argued that fitness and safety measures are probable to have an effect on employees' job delight. Prior studies have determined similar significant relationships among process pleasure and health and safety perception. For example, Ayim Gyekye (2005) performed studies that reviews that employees with higher job satisfaction are more likely to have superb protection perceptions. In a examine carried out by means of Kılıç & Selvi (2009), it's miles found out that health and safety threat elements consisting of bodily, chemical and organic ones have effects on activity delight of inn personnel. In a comparable vein, Çınar and Gündoğdu (2019) said that occupational health and safety has a wonderful effect on process pleasure of personnel. More lately, research performed with the aid of Tatlı, Eğitmiş and Zümrüt (2021) determined that there may be a tremendous association among fitness and protection practices and activity pleasure of employees.

Employee Turnover Intentions, Occupational Health and safety and Job satisfaction

Employee turnover rates remain one of the most frustrating and embarrassing challenges faced by businesses. (O'connell, 2010). According to Tarallo (2018), generally, turn over cost is anticipated to cost 6 to 9 months revenue on average on common whenever an employer replaced a salaried worker. Apart from the fee of substitute, it is not always assured for companies to get the right capabilities and competences wanted. (Merhar 2016). According to Hamel (2014), excessive employee turnover affects productiveness of a company and morale in team work. Holston_Okai and Mushi (2018) carried out a study on 4 manufacturing firms at Johor Bahru, Malaysia on worker turnover intentions. The study reveals that effective OSHMS influences employee turnover intentions. Job satisfaction is steadily reached when turnover intentions are cleared.

According Saks (2006) worker turnover is defined as an employee's voluntary mind state to quit job. Turnover goal is a plan which captures individual employee's perception and assessment of job options (Mobley et al, 1979). Turnover intentions occur when a worker perceives every other opportunity as better than his or her cutting-edge role (Birgit Schyns et al 2007). They suggested elements that affects turnover. These are: colleague's relations, organizational dedication, organizational justice, organizational recognition, conversation and organizational politics.

Employee turnover intentions probably occur on the place of work due to low profits or unfair treatment via management. When employees perceived unfair treatment, they develop an intention to leave the company. Such intention utters their notion and choice making procedure and consequently reduces their productiveness. (Karimi, S (2007). Doğan, Demir & Türkmen, (2016) suggests that worker's turnover intentions negatively influence job satisfaction and performance. Intensive study on worker turnover intentions posits that employee commitment may be affected if worker developed the intentions. Hence, as preceding studies highlights that employee turnover intentions may cause adverse work behaviors and consequently affects employee satisfaction on the job.

METHOD AND MEASURE

Study Design and Setting

The study employed a cross-sectional study which was conducted between April 2022 and July 2022. Employees of the Mining sector of Ghana were considered from three Mining Companies in Ghana.

Participant

Participants in the study ranged in age from 15 to 45 years old and worked with the mining Companies. (Gold Star Mining, African Mining Service and AngloGold Mining Company). Key health and safety specialist and site



operations managers were included in the study. Our sample size was calculated by estimating a finite population proportion based on the total number of people aged 25–60 years in the companies. However, the participants were able to return the questionnaires giving the total number as administered. However, to obtain more representative data, In this study, we used convenience sampling and quota sampling to collect up to 399 samples.

Data Collection

Questionnaire, consent form and information research sheet were made available to guide the participants on responding to the questions. These three documents were given to the participants of whom they signed consent form and answered the questionnaire. It took three weeks to get it done.

Instrumentation, scales, and reliability analysis

The have a look at adopted the Hayes et al (1998) scale of degree of Occupational fitness and safety (OSH) the use of 55 items to degree the employee's perception of OHS. As adopted from Hayes et al, OSH was measured via five constructs with each of 10 objects: 1. Work safety, 2. Coworkers safety, 3. Supervisors' protection 4. Management protection and five. Satisfaction with protection programs.

Each assemble of the Safety Scale (SS) has Cronbach reliabilities of 0.96, 0.80, 0.97, 0.94, and 0.86, respectively. The basic Cronbach reliability of the SS is 0.86 with a ranging a five-factor Likert scale ranging from 1 (“Strongly Disagree”) to 5 (“Strongly Agree”).

Employee Turnover Intentions was measured the use of Wong et al., 2015 constructs which include organizational surroundings, fulfillment, recognition, growth, advancement, duty, and work itself. The OCQ has 18 objects, and responded on a 5-point Likert scale starting from 1 (“Strongly disagree”) to five (“Strongly agree”).

Job satisfaction was measured by the use of the Job Descriptive Index (JDI) by Spector, (1985). It measures one's delight in five sides: pay, promotions and merchandising possibilities, coworkers, supervision, and the work itself. The obtained data were analyzed by Wap PLS 7.0 software using descriptive statistics (frequency, model fits, confirmation analysis).

Validity and results

The research examined hypothesized model through a two-step method advocated by Gerbing and Anderson, (1988). The research items have been examined and passed construct Validity that is (convergent and discriminant) and reliability that is (Cronbach alpha and composite). SEM was utilized to estimate the fit and path coefficients (Jøreskog and Sörbom, 1982). According to the recommendation of Kline (2011), this goodness of fit indexes was applied:

Evaluation of convergent and discriminant validity

Convergent validity is the degree to which an instrument measures the concept or construct is intended for. Confirming convergent validity, the AVE (communality: average variance Explained) should be greater than 0.5 (Höck and Ringle, 2006). Discriminant validity suggests

that construct should be different from each other and have a low correlation (Bagozzi, 1980). The measure for discriminant validity is the square root of AVE or communality, which should be greater than any of the correlations among the constructs by Fornell–Larcker criterion (Garson, 2012). All these validity checks were taken into consideration to make sure the results were fit for analysis.

Table 2 indicates that the factor loadings of all indicators were significant at ($p < 0.001$). The CFA results showed a better model fit for the reviewed five-factor measurement model (P-value 5 0.000, GoF 0.636, SPR 5 0.500, RSCR0.963, SSR1.00, HLBCDR1.00, JOBSAT0.958, OHMSYS0.830, E.T_L0.831, E.T_1.00).

The AVE results shown in Table 6 by Jobsat, Ohmsys, E.t_L and E.t_int were 0.958, 0.830, 0.831 and 1.00, respectively. All constructs AVE were above the 0.50 threshold value (Fornell and Larcker, 1981). In addition, the factor loading of these constructs were above the threshold of 0.50 and significant at $p < 0.001$ (Hair et al., 2010). The factor loadings proved that the data for this research was fit for analysis and the entire results had adequate support for convergent validity.



The constructs showed suitable values for discriminant validity. As demonstrated in Table 6, all the values were greater than 0.631, which is the greatest correlation figure in Table 6. All the highlighted and underlined figures in Table 6 are the square-root of the AVEs which are expected to be higher than the individual intercorrelation figures. Therefore, we can endorse that all the constructs are having adequate values for discriminant validity. Cronbach's alpha and composite reliability (CR) was conducted to evaluate the internal

Consistency of this research. Cronbach's alpha shown in Table 3 was greater than the threshold of 0.70 (Hair et al., 2010), for (JOBSAT: 0.946; OHMSYS: 0.729; E.T_L: 0.747 and E.T_INT: 1.000). More so, all values of CR were greater than the threshold value of 0.70 (Nunnally, 1978), for (Hair et al., 2010), for (JOBSAT: 0.946; OHMSYS: 0.729; E.T_L: 0.747 and E.T_INT: 1.000).

RESULT AND DISCUSSION

Table 1: Characteristics of the Respondents of the Study (N = 400).

Demographic Variable	Number	Percentage
Gender		
Male	330	84.87%
Female	69	15%
Educational Levels		
Tertiary	297	74%
SHS	23	6%
Other	80	20%

Table2: Factor loadings

	Jobsat1	Oshmsys	E.T_Int	E.T_Int	Type	Se	P-Value
JOB_SAT	0.866				Reflect	0.045	<0.001
JOB_SAT	0.920				Reflect	0.044	<0.001
JOB_SAT	0.919				Reflect	0.044	<0.001
JOB_SAT	0.936				Reflect	0.044	<0.001
JOB_SAT	0.935				Reflect	0.044	<0.001
JOB_SAT	0.749				Reflect	0.045	<0.001
OSHM_SY		0.191			Reflect	0.045	<0.001
OSHM_SY		0.866			Reflect	0.045	<0.001
OSHM_SY		0.859			Reflect	0.045	<0.001
OSHM_SY		0.016			Reflect	0.050	0.374
OSHM_SY		0.795			Reflect	0.045	<0.001
E.T._In			0.783		Reflect	0.045	<0.001
E.T._In			0.844		Reflect	0.045	<0.001
E.T._In			0.816		Reflect	0.045	<0.001



E.T.Int	0.541	Reflect	0.047	<0.001
E._T._I	0.499	Reflect	0.047	<0.001
E.T_INT	1.000	Reflect	0.044	<0.001

Notes: Loadings are unrotated and cross-loadings are oblique-rotated. SEs and P values are for loadings. P values < 0.05 are desirable for reflective indicators.

Table 3. Construct Reliability Measures

Latest Variable	Cronbach's Alpha	Specification Coefficient
JOBSAT	0.946	Reflective
OHMSYS	0.729	Reflective
E.T_L	0.747	Reflective
E.T_INT	01.00	Reflective

Table 4. Goodness of Fit Indexes

Measure	Estimate	Threshold	Interpretation
GOF	0.636	≥ 0.36	Excellent
SPR	0.500	≥ 0.70	Excellent
RSCR	0.963	≥ 0.90	Excellent
SSR	1.000	≥ 0.70	Excellent
NLBCDR	1.000	≥ 0.70	Excellent

Table 5. Cut-off Criteria

Measure	Terrible	Acceptable	Excellent
GOF	> 0.50	≥ 0.36	<0.50
SPR	> 0.80	≥ 0.70	<0.70
RSCR	> 1.00	≥ 0.90	<0.90
SSR	> 0.80	≥ 0.70	>0.70

Table 6. Model Fit Measures

	CR	AVE	AFVIF	P – VALUES
JOBSAT	0.958	0.792	2.209	< 0.001
OHMSYS	0.830	0.548	3.331	<0.351
E.T_L	0.831	0.507	2.039	<0.001
E.T_INT	1.000	1.000	1.000	<0.001

DISCUSSION

The study looked at the performed confirmatory Factor Analysis (CFA) by ensuring the use of maximum likelihood procedure. The good fit indexes became excellent under a threshold of (0.50) against ≥ 0.36 . (Refer to table 4) this indicates goodness fit accepted rate of excellent is 0.50. More so, SPR ≥ 0.70 , <0.70 RSCR ≥ 0.90 , <0.90, and SSR > 0.70 ≥ 0.70 . The goodness fit index signifies determined prospect among the variables.

However, fit measures were also accepted JOBSAT 0.958, 0.792 , 2.209, < 0.001, OHMSYS 0.830, 0.548,3.331,<0.351 , E.T_L0.831, .507, .039, <0.001, E.T_INT, 1.000 1.000 , 1.000, <0.001 under a threshold of



1.000 (Hair et al 2010). The P values < 0.05 are desirable for reflective indicators. In Vrooms definition, antecedents of job satisfaction has always feature OSHMS. Accident prevention and safeguarding practices as well safety and health policies is revealing to be considered to be influencing factor on employee decision to abandon their jobs.

The correlations estimate a relationship between OSHMS and ETI. The findings indicate positive OSHMS affects employee's satisfaction on the job. This relates to the confirmation of Egan, Yang & Bartlett, (2004) as that companies with less occurrence of accidents and injuries generally tend to have higher job performance which boost employees morale hence employee satisfaction on the job.(Judge, Thoresen, Bono & Patton, 2001); and less absenteeism, highly productive with enthusiasm to achieve more (Hackett & Guion, 1985). Occupational health and safety programs are considered as safeguards, activities that guarantee good safety and health by employees (Saphire 2017). Research emphasizes that the decline of job satisfaction among employees is an adverse signal for firms that their operations conditions might be deteriorating (Kılıç & Selvi, 2009). Depressed and stressed up employees mostly have challenges with their jobs. Job satisfaction starts from an individual employee's mindset and job to the organization. According to Kılıç & Selvi (2009), OSHMS is the major motivate boost job satisfaction since employees consider their health as key before anything else.

The study reveal further that employee turnover intentions moderate the role of OSHMS and job satisfaction. This is consistent with Hamel (2014) study as that excessive employee turnover affects productiveness of a company and morale in team work. Lack of team morale lowers job satisfaction. Holston_Okae and Mushi (2018) study reveals positive role played as that effective OSHMS influences employee turnover intentions. Job satisfaction is steadily reached when turnover intentions are cleared. Turnover intentions occur when a worker perceives every other opportunity as better than his or her cutting-edge role (Birgit Schyns et al 2007). OSHMS is the effective mechanism for addressing the intentions of the employees for job satisfaction to be reached.

CONCLUSION

Job satisfaction has become an issue of concern in many industries. An accident prone industry like the Mining becomes uncertain to achieve performance. Due to open and deep pit extraction, accidents are very frequent and deadly, the least mistake an employee will do can result to death or incapacity. This put the employees in a state of alert for their life and job. Occupational health and safety systems

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