TEAMWORK AS AN INFLUENTIAL FACTOR OF EMPLOYEES SATISFACTION WITH WORKING CONDITIONS IN TEXTILE INDUSTRY

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***APSTRACT**: Complex socio-technical systems of the textile industry require a special organizational structure of the occupational safety system, based on a systemic approach, the influence and mutual relationship of various factors and stakeholders. In this regard, the quality of the safety system in textile industry organizations largely depends on teamwork and the consistency of management in maintaining occupational safety as significant factors of human resource management and the occupational health and safety system itself. The research presented in this paper was conducted on a sample of 215 respondents employed in the textile production sector from Southeast Serbia. The software program SPSS 21.0, exploratory factor analysis (EFA) and structural equation modelling used for statistical data analysis. The results obtained indicated an exceptional connection between the analyzed factors that were identified as significant for the efficient improvement of the functioning of the occupational safety system in textile industry organizations. The methods applied in this paper can be successfully used to improve the work environment safety system in the production processes of the textile industry and the work processes in them.*

***Keywords:** occupational safety system, safety performance factors, textile industry.*

TIMSKI RAD KAO UTICAJNI FAKTOR ZADOVOLJSTVA ZAPOSLENIH USLOVIMA RADA U TEKSTILNOJ INDUSTRIJI

***APSTRAKT:** Složeni socio-tehnički sistemi tekstilne industrije zahtevaju posebnu organizacionu strukturu sistema bezbednosti na radu, baziranu na sistemskom pristupu, uticaju i međusobnom odnosu različitih faktora i zainteresovanih strana. S tim u vezi kvalitet sistema bezbednosti u organizacijama tekstilne industrije u mnogome zavisi od timskom rada i doslednosti menadžmenta u održavanju bezbednosti na radu kao značajnih faktora upravljanja ljudskim resursima i samog sistema bezbednosti i zdravlja na radu zaposlenih. Istraživanje prikazano u ovom radu sprovedeno je na uzorku od 215 ispitanika*

zaposlenih u sektoru proizvodnje tekstila iz Jugoistočne Srbije. Softverski program SPSS 21.0, eksplorativna faktorska analiza (EFA) i modeliranje strukturnih jednačina korišćeni za statističku analizu podataka. Dobijeni rezultati ukazali su na izuzetnu povezanost analiziranih faktora koji su identifikovani kao značajni za efikasno poboljšanje funkcionisanja sistema bezbednosti na radu u organizacijama tekstilne industrije. Metode primenjene u ovom radu mogu se uspešno koristiti u cilju unapređenja sistema bezbednosti radne sredine u proizvodnim procesima tekstilne industrije i radnih procesa u njima.

Ključne reči: *sistem bezbednosti, faktori bezbednosnih performansi, tekstilna industrija.*

1. INTRODUCTION

The textile industry is one of the largest and most complex sectors of industrial production. Every process of textile production, whether traditional or modern, to a greater or lesser extent requires the synchronization of work processes, teamwork and great responsibility of the management. Therefore, complex technical systems of industrial processes require a special organization of OSH systems, based on a systematic approach, interaction and interconnection of different elements and stakeholders [1]. Changes in the modern textile industry in recent years have not significantly affected the reduction of safety and health problems in this branch of industry [2]. What can be singled, in recent years, the activity of human resources management in preserving the safety and health of workers and the active participation of management in the promotion of health at work in this segment of industrial has increased significantly and thus the impact on the positive attitude of employees about working conditions. Consistency of management in maintaining occupational safety is a specific and critical component of safety climate, which refers to workers' perceptions of the degree to which their managers value and support safe work and are committed to worker safety. Theoretically, it should have a positive effect on teamwork in textile industry. According to the principles of social understanding, employees who perceive that their manager is concerned and committed to their physical safety at work will be significantly motivated to reciprocate and implement behaviors that support workplace safety [3–7]. Supporting team attitudes and behaviors resulting from social responsibility processes also contribute to positive interpersonal relationships in which teamwork can only develop positively. Conversely, employees may lack the motivation to engage in behaviors that support both teamwork and workplace safety. Furthermore, by promoting a clear priority of safety and the importance of employees, managers can work to remove some doubts that would allow a better shared understanding of the process and perceptions of effective teamwork. Based on the data collected through the literature review, the research methodology was developed. The steps contains the definition of research hypotheses, conceptual model, methodology and research flow, analysis of results and concluding observations with implications for future research.

2. METHODOLOGY

2.1. Sampling and data collection

The paper presents a survey conducted among employees who works in the production processes of the textile industry, in the area of Southeastern Serbia. The research included 215 respondents. Looking of the demographics of the sample, 77.18% of the total number of respondents is female gender and 22.82% are male. Between 30-50 years old where 91.56% of employees, while 8.44% of respondents have 20-30 years. In the research participants younger than 20 years where not included. The level of education of the employees presents that the majority of respondents (51.09%) have secondary school education, 29.10% have higher education with a university degree, 11.87% have higher education, while minority of respondents (7.94%) are low-skilled workers.
For the purpose of the research, a structured questionnaire model was used, and the research methodology for the collection of data on the attitudes of the employees was selected. The questionnaire contains 5 questions of demographic character, and 15 questions who explaining the aim of the research. A five-point Likert-type scale was used for assessment, and Cronbach's alpha coefficient was used for its validity and reliability. Quantitative data processing was performed using the SPSS 21.0 software program and structural modeling based on covariance and path analysis. Structural regression models are systems of linear equations [8–10]. It allows for the combination of structural equation and factor analysis. Factor analysis is a technique that deals with the measurement model. For the analysis of the mediating effect, the bootstrapping method was used with a confidence interval of 95% [11]. Based on the created questionnaire with formed groups of questions, the hypotheses were established related to consistency of management in maintaining occupational safety and teamwork as a influential human and organizational factors of employees satisfaction with working conditions.

2.2. Research hypotheses and the conceptual model

By actively promoting safety at work, management directly encourages open communication among employees about certain hazards and safety issues at work. This open dialogue occurs both among employees and among managers and can extend to other areas of teamwork, fostering a culture of information sharing and collaborative problem-solving. As a result, employees feel safe and supported by their employer and are more engaged and dedicated to their work tasks [15]. Management's consistency in maintaining occupational safety shows that the company values the well-being of its employees, building trust and fostering a stronger sense of teamwork. In this regard, a strong organizational safety culture leads to greater awareness of safety procedures and a reduction in workplace accidents through more efficient cooperation and teamwork at all levels. Employees' perceptions of management's positive attitudes and actions lead to a reduction in workplace injuries and better safety [16-17]. The success of creating safe working conditions depends on how much it is received as the responsibility of management and how it is integrated into the existing management system. Taking into account the above, the following hypothesis is tested:

Hypothesis H1: Management's consistency in maintaining occupational safety has a positive impact on teamwork

Management's consistency in maintaining occupational safety has a clear impact on improving employee satisfaction with working conditions. The mere understanding of

employees that the job prioritizes their safety at work creates a sense of being valued and safe, which leads to increased employee job satisfaction, which in turn positively impacts the productivity of the same organization. Numerous studies indicate a positive correlation between commitment to safety management and employee satisfaction, through safety programs, equipment, and resources [12–13]. Caring for the well-being of employees fosters a positive safety climate within the organization itself, and by prioritizing safety at work, it not only protects employees, but also creates a more positive and productive work environment [14]. Taking into account the above, the following hypothesis is tested:

Hypothesis H2: Management's consistency in maintaining occupational safety has a positive impact on employee satisfaction with working conditions

Despite the obvious importance of teamwork, this influential factor in workplace safety has been less studied in previous period. The literature on worker safety has so far focused mainly on safety climate, or workers' perceptions of the relative value of safety in the work environment, based on established policies, practices, and procedures [18]. In his research, Clarke points out that factors such as work group cohesion and peer support are much less studied in the safety literature when other job-related characteristics are taken into account, but are likely important for worker safety [19]. Some other analyses of worker safety have also only indirectly included teamwork [20]. Despite the relative lack of research, teamwork can be considered a specific critical variable to highlight in relation to worker safety, given its importance in textile organizations where, due to the complexity of production processes, this work environment factor can have a major impact on worker safety [21]. To all this, it should be added the fact that it can be influenced by team leaders to improve both work results and worker safety, and therefore represents a significant influential work environment factor. Following through, the next hypothesis is tested:

Hypothesis H3: **Teamwork has a positive impact on employee satisfaction with working conditions**

Numerous studies on occupational safety show that both individual and organizational factors, as well as teamwork in the organization, have a mediating role in the outcomes related to employee safety at work and their satisfaction with working conditions [22], which also affects the safety performance of the organization in general. For the reasons stated above, the research was set up with the assumption that teamwork will have a positive mediating role between management's consistency in maintaining occupational safety. Therefore, it is stated that a positive perception of safety leadership will be associated with a positive perception of safe working conditions, which in turn will be positively associated with employee satisfaction with working conditions [23]. Zohar finds that safety climate has a mediating role in the effect of transformational leadership on injuries at work [22]. Accordingly, the fourth research hypothesis was formulated:

Hypothesis H4: Teamwork has a partial mediating role in the relationship between management's consistency in maintaining occupational safety and employee satisfaction with working conditions

A conceptual model of positive impact is shown in Figure 1.

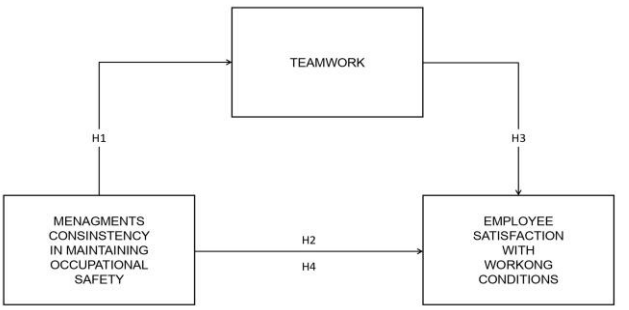


Figure 1: Conceptual model

3. RESULTS

The set of collected data was analyzed by Structural Equation Modeling (SEM) methodology and using the statistical tool software packages SPSS 21.0.

3.1. Descriptive statistics

Table 1 shows the results of the descriptive statistical analysis and the expressiveness of the research results. According to SPSS 21.0 variable values were calculated as the average values. The obtained results indicate the positive opinions of the respondents that the given parameters can significantly influence the influential factors as a measure of the development of the OSH climate, i.e. the obtained values of standard measure of central tendency were used - arithmetic mean (AS) and measure of variability - standard deviation (SD), which are above average considering the theoretical range of the scale (1-5).

Table 1: Expressiveness of the research results

Main hypothesis of the research	MIN	MAX	AS	SD
H1	1	5	4.25	0.572
H2	2	5	4.83	0.705
H3	2	5	4.75	0.562

3.2. The reliability analysis of the safety indicators

Statistical data processing requires the determination of the validity and reliability of the measuring scale as a starting point, i.e. of the results obtained on the basis of the collected and processed data [7]. For this purpose, the assessment of internal consistency of the instrument for data collection was carried out using Cronbach alpha test [24-25]. Cronbach's formula is used to calculate the average values of the correlation between items of the measuring instrument when the answers to questions are rated on the basis of the degree of the given threshold (the Likert's five-point scale).

Table 2: Reliability of the entire measurement scale

Main hypothesis of the research	Number of items	Cronbach's Alpha
H1	5	0,892
H2	5	0,910
H3	5	0,804
Reliability of the entire measurement scale		α=0.869

The values obtained based on the reliability test of each subscale, shown in Table 2, indicate an acceptable to high level of reliability, i.e. the obtained value α=0.869 indicates a high level of reliability of the used measurement scale, and the statements in the questionnaire show a high level of agreement. According to this a good possibility of modeling results of the questionnaire based on the considered population.

3.3. Control model

In order to apply factor analysis, testing the adequacy of the sampling was performed (MSAs - Measures of adequacy sampling) using a KMO (Kaiser-Meyer-Olkin Measure of Sampling Adequace) test and Bartlett test of sphericity (Bartlett's Test of Sphericity). Based on the literature, the minimum acceptable value for KMO indicator is 0.6, while the level of significance of the Bartlett's test is $p \leq 0.05$. The obtained result of the KMO coefficient is 0.849, which indicates that the collected data are suitable for the application of the factor analysis. As well, the Bartlett test of sphericity shows significance (p=0.000), indicating that there are correlations among the items within the measurement instrument, that is, that the correlation matrix is not an identity [7, 24]. The next steps of the study examine the correlation between the 15 items of the questionnaire (variables) and safety in production companies. The factor loadings of the variables range from 0.433 to 0.869, which is above the recommended value of 0.4 based on the literary recommendation of Floyd and Widaman [26]. This indicates a significant correlation between the 15 items of the questionnaire and therefore the application of factorial analysis is justified. Based on the performed CFA analysis, the fit measures of the control model were determined, on the basis of which it is determined whether the control model satisfactorily fits the initial data. The values of individual parameters are shown in Table 3.

Table 3: Correlation matrix of latent variables

Fit indicators	Values for the control (measurement) model	0Values for the structural (PATH) model	Recommended values
Relative Chi-Square (χ^2 /d.f.)	2.50	2.50	< 3.0
Root Mean Square Error of Approximation (RMSEA)	0.09	0.09	< 0.08 – 0.10
Goodness-of-Fit Index (GFI)	0.93	0.93	> 0.8

Adjusted Goodness-of-Fit Index (AGFI)	0.87	0.87	> 0.9
Comparative Fit Index (CFI)	0.96	0.96	> 0.9
Incremental Fit Index (IFI)	0.93	0.93	> 0.9
Normed Fit Index (NFI)	0.90	0.90	> 0.9
Non-Normed Fit Index (NNFI)	0.90	0.90	> 0.9
Relative Fit Index (RFI)	0.93	0.93	> 0.9

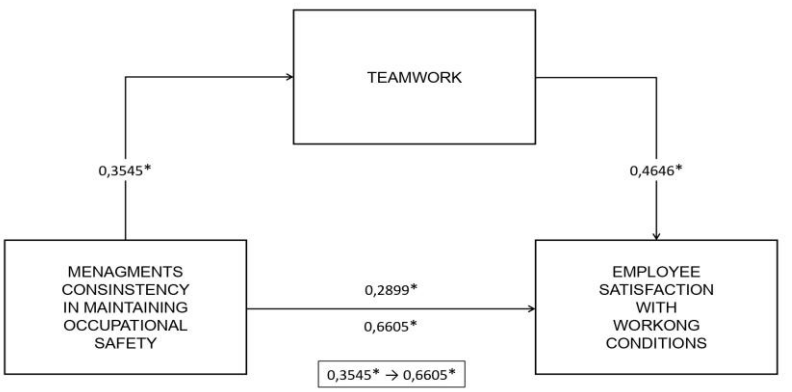
The correlation matrix of the control model are shown in Table 4. All correlation coefficients are positive and above the recommended value of 0.33, which points to the conclusion that there is a positive correlation between latent variables that are of practical importance. The level of statistical significance of correlation links is marked with stars. The level of statistical significance is shown in Table 5 and marked.

Table 4: Correlation matrix

No	Latent variables	1	2	3
1.	H1	1		
2.	H2	0.66*	1	
3.	H3	0.60*	0.77*	1

3.4. Structural model

The testing of the structural model, defined by the conceptual model shown in Figure 1, was performed after the validation of the control model and obtained satisfactory fit measures. The path analysis (Path Model Analysis) whereby the sequential relations in the defined conceptual model were determined. The obtained fit measures for the structural model are shown in Table 4 where, together with the fit measures of the control model, a comparison was made with the recommended values.



*$p < 0.01$

Figure 2: Structural model

The obtained values of fit measures for the control and structural models indicate the acceptability of the established conceptual model. The results of the analysis of the structural model are shown in Figure 2. Above the arrows are the values of the regression coefficients (β-coefficient of the path), which explain the strength of the relationship between the dependent and independent variables. The level of statistical significance is indicated by asterisks above the regression coefficients, and their value is shown in the note below the figure. Data in parentheses represent t-test values. The coefficients of determination (R^2) are shown in the fields of dependent variables, which show the participation of the explained variability in the total, that is, how much of the variation of the dependent variable is explained by the predictor variable.
Based on the obtained results of the path analysis, it can be observed that all the coefficients of the path (regression) have a positive value, which means that all three hypotheses are confirmed. In order to make a decision on accepting the hypotheses, an appropriate t-test was performed, and thus the statistical significance of the obtained results was determined. From the obtained results (Figure 2), it can be concluded that all three hypotheses are acceptable, because the t-test coefficients are above the recommended value of 1.96, according to the authors' recommendations [20-21]. The results of hypothesis testing indicate the fact that all three research hypotheses are confirmed, acceptable and statistically significant, because the following results were obtained: H1 (β=0.35; t=3.04; p<0.10); H2 (β=0.28; t=2.80; p<0.10); H3 (β=0.46; t=5.3; p<0.05). The coefficient of determination R^2 (Squared Multiple Correlations) is an index of the proportion of the variance of the endogenous variable, which is calculated over exogenous or predictor variables. After it was determined that all three prerequisites for mediation analysis were met, the defined variables were included in the mediation model to determine the type of mediation. The bootstrapping method was used to test the mediating effect [11]. Finally, if we look the results of the mediation model established in the research shown in Table 5.

Table 5: Results of the mediation model

Indirect Effect Estimation	Indirect Effect Coefficient S	Standard Error	Lower 95% Confidence Interval	Upper 95% Confidence Interva
Teamwork	0.1920	0.0475	0.0820	0.6605

F = 122.25; p = 0.00; Sobel Z = 5.3336; p = 0.00

The model constructed according to Table 5 shows significance with respect to the presented results (F = 122.25; p = 0.00). If we look at the lower and upper confidence intervals in the presented model, it can be concluded that the mediations do not result in a zero value [11], and the assigned mediation effect can be seen as statistically significant (Lower = 0.0820; Upper = 0.6605; Sobel Z = 5.3336; p = 0.00) [11]. In the specific model, the significance of the confidence intervals and standard errors of the residuals is estimated as the significance of the model in relation to the statistical interpretation of R^2 [11]. Therefore, in the bootstrapping resampling method, the percentages of reports are

considered, corrected for bias and a confidence interval in order to see the most robust results for estimating the mediator effect and the indirect effect.

Table 6: Results of hypotheses testing

Relationship	β	SE	t-Value	Hypothesis	Decision
H1→H2	0.3545	0.0452	3.04	H1	Supported
H2→H3	0.2899	0.0458	2.80	H2	Supported
H3→H2	0.4646	0.0363	5.35	H3	Supported
H1→H3→H2	0.6605	0.0454	16.69	H4	Partially supported

Finally, it was observed that the teamwork had a partial huge mediating role between management's consistency in maintaining occupational safety and employee satisfaction with working conditions (β´= 0.6605; t = 7.53; Sobel Z = 5.3336; p = 0.00) (Hypothesis H4). Consequently, the teamwork has a partial mediating role in the relationship between management's consistency in maintaining occupational safety and employee satisfaction with working conditions (Table 6). In other words, management's consistency in maintaining occupational safety affects the impact on teamwork, which in turn affects employees' satisfaction and safe behaviour.

4. DISCUSSION

4.1. Theoretical contributions

Based on the created questionnaire and formed groups of questions, hypotheses were discussed, as well as the relationship between it as influential factors in the development model. The results of the research show that teamwork had a huge mediating role between management's consistency in maintaining occupational safety and employee satisfaction with working conditions. Management that cares about the safety and well-being of its employees and that nurtures values and beliefs about the importance of safety influences safer behavior among employees [27]. This study provides empirical evidence directly linking worker perceptions of teamwork with subsequent organizational records of injuries, which fills an important gap in the research literature and presents an important opportunity for intervention to improve worker safety. Considering that, we research the most important elements of employee safety [28] in industrial processes of textile industry, as one of the largest and most complex sectors of industrial production. From all of the above, it can be concluded that modeling the risk factors at workplaces in industrial processes of textile industry with a predominantly female labor force can determine the level of safety development in an organization. Employee attitudes about workplace conditions and teamwork show positive impact on OSH in manufacturing companies. Finally, to ensure the safety of high-level employees, it is necessary to continuously analyze and improve the organizational occupational. In line with the aforementioned, the research in this paper can help organizations in linking certain factors of importance for evaluating the safety situation and forming a universal scale for measuring the development of the organizational safety climate.

4.2. Implications for practice

Modeling with the goal of predicting the outcome is the essence of scientific research, as evidenced by the growing trend of research works in this area. Modeling is also becoming an increasingly prevalent method when it comes to approaches to issues of health and safety at the workplace, and especially when researching the development of the safety at work in industrial sector of textile industry [29]. In this regard, the results obtained in this paper have a significant empirical contribution. The importance of the development of the level of safety at work stems from its impact on the operations and business results of companies in the industrial sector. Accordingly, the formation of a universal scale for measuring the development of the safety climate at work [30-31], thus creating an original and useful tool for managing the entire process of OSH and health management. Theoretically, the study increases the analysis of the impact of work environment factors on employee safety, especially in industrial enterprises with a predominantly female workforce. The study contributes to the theory by investigating the role of employment assistance on the association of job occupation factors with teamwork. The study also provides an opportunity for further research in this area.

4.3. Limitations and future directions

Basically, there are some limitations to this research. First, the sample size was limited which may affect the generalisability of results. Second, the respondents' opinion was sought through closed ended questions which may restrict the respondents to provide more insights into the phenomenon under study. Third, the study did not include only the qualitative opinion of employed women which limited the detailed response from the respondents. These limitations can be overcome in future research in this area. Also, more respondents, more organizations and more industry sectors can be included in order to increase the sample size and thus the results can be generalized to other industries.

5. CONCLUSION

According to the conducted analysis, modeling of safety factors in workplaces is extremely important in order to determine the level of risk to employee safety [30-32]. Starting from the basic hypotheses based on the obtained research results in the textile industry, it was concluded that teamwork has a huge mediating role between the consistency of management in maintaining safety at work and employee satisfaction with working conditions [33]. Finally, in the textile industry, performing work tasks is the result of creative ideas, collective knowledge, skills and experience, therefore, effective teamwork is key to ensuring efficient production processes and maintaining employee safety. Effective cooperation and coordinated teamwork also result in employee satisfaction with working conditions. Consequently, textile organizations can use the presented model in order to link certain factors of importance to the assessment of the state of safety, as well as to establish a universal scale that indicates the positive impact of teamwork on occupational safety and health in manufacturing companies. Increased commitment to the organization affects employees to feel valued and safe, and thus committed to their

organization. All this results in increased productivity, encourages better concentration and efficiency in this highly developed sector of industry in our country, especially in the world.

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