

RISK MANAGEMENT: SAFE WORK CULTURE IN MANUFACTURING INDUSTRY

Khairunnisa' Binti Yussof¹
Siti Musliha Binti Mohd Idris²
Mastura Binti Ayob³
Norfaezah Binti Mohd Shahren⁴

¹Faculty of Business Management, UiTM Melaka, Email: khairunnisayussof@uitm.edu.my

*Corresponding author

²Faculty of Business Management, UiTM Melaka, Email: sitimusliha@uitm.edu.my

³Faculty of Business Management, UiTM Melaka, Email: mastura944@uitm.edu.my

⁴Faculty of Business Management, UiTM Melaka, Email: norfaezah949@uitm.edu.my

Article history

Received date : 15-4-2021
Revised date : 16-4-2021
Accepted date : 29-4-2021
Published date : 31-5-2021

To cite this document:

Yussof, K., Mohd Idris, S. M., Ayob, M., & Mohd Shahren, N. (2021). Risk Management: Safe Work Culture in Manufacturing Industry. *International Journal of Accounting, Finance and Business (IJAFB)*, 6 (34), 9 - 18.

Abstract: *Accidents that occur within an organisation impact both employers and employees. This impact is in the form of costs and lost profit to the employers. Normally, the cost of accidents could be considered as higher than expected because they involve hidden or indirect costs. This will affect the way they work. A safe work culture needs more attention since it could influence the business to give significant attention to the operational and financial impact for the employers' business. Employees who are involved in accidents will suffer lost income. Therefore, the rate of accidents could be reduced by implementing the right risk management control. Enterprise-wide risk management (EWRM) is one of the examples of risk management. This risk management is more reliable since it could cover the risks holistically compared with traditional risk management, where risk is managed or handled individually. One of the foundations of EWRM is identifying a safe work culture. The reason is to inform entities in the department or working place of the correct or incorrect way since it's related to norms and values that are possessed by the organisation. The aim of this study to identify the relationship between strategic communication, leadership roles, organisational design, and employee engagement towards a safe work culture. This study used stratified sampling and distributed questionnaires to 379 respondents. The findings showed that all the variables had significant relationships to safe work culture. This outcome will be used as guidelines for manufacturers to evaluate the manufacturing environment as well as helping them to enhance their productivity and success in EWRM implementation.*

Keywords: *Enterprise risk management (ERM), Safe work culture (SWC), risk management (RM), manufacturing, accident.*

Introduction

Accidents that occur within an organisation affects both employers and employees. Normally, the accident cost could be considered as higher than expected because it involves hidden or indirect costs. The impact is in the form of extra cost and lost profit for the employers, while the employees involved in the accident will suffer lost income. Due to this reason, the rate of accidents must be reduced by implementing proper risk management. Enterprise-wide risk management (ERM) was introduced to control these risks. ERM is known as one of the examples of risk management. This risk management approach is more reliable since it could cover the risks holistically, compared to traditional risk management where the risks are managed or handled singularly.

A safe work culture is one of the foundations of ERM. Safe work culture has been demonstrated as a system of values and behaviour which are important in shaping risk decisions (Farrell & Hoon, 2010). In essence, safe work culture directs the way of employees feel, perceive, and act towards any instruction which will further affect the management. The limited studies related to occupational accidents in Malaysia need to be strengthened by identifying the root causes that will have huge impact to the organisation (Althonayan et al., 2012).

Safety in manufacturing is very important since it involves varieties of subjects to be controlled. Manufacturing is known as one of the main economic sectors in Malaysia. This trade sector boosts the gross domestic product (GDP) and employment as well as drives a lot of the country's trade receipts. Manufacturing business will be placed in the right direction by giving more attention to the safe work culture issues. However, presently, there is evidence that too many cases of accidents have been reported in the manufacturing sector. Thus, this is important to conduct operations in a safe and correct manner since there are many cases related to safe issues occurring such as handling machinery and different production equipment among the manufacturing industry's employees (Althonayan et al., 2012). Ali et al. (2017) reported many manufacturing accidents due to Occupational Safety and Health (OSHA) violations and ignoring the importance of strengthening a safe work culture.

As stated by the Department of Safe and Health Malaysia DOSH (2020), the number of accidents by sector is still dominated by the manufacturing sector. This shows that accidents such as injuries within the workplace among workers are still high even though the manufacturing sector has been instructed to comply with the regulations to install risk management practices. As Islam et al. (2008) stated, safe work culture as part of the organisational culture will be affected by the related attitude and behaviour which tends to increase or decrease risk at the workplace. Therefore, accidents which occur frequently will prevent the manufacturing sector from enhancing their productivity DOSH (2020) statistics indicate that the manufacturing sector records the highest rate of injuries at the workplace as compared to other sectors. These statistics will be counter-productive to all the nation's efforts to achieve its targeted goals. A report also identified that employees, especially in the manufacturing sectors, were not concerned about their health and safety (Amirah et al., 2017). The number of occupational accidents within the manufacturing sector is still slightly rising from year to year. This can be shown by a comparison between the years 2015 and 2019 in Table 1 below:

Table 1: Comparison between the year 2015 and 2019

Types of injuries/ Year	2015	2019
Permanent disable	89	98
Non-permanent Disable	1906	2328
Death	46	43
Total	2041	2469

Source: Amirah et al., (2017)

The current coronavirus pandemic has also had an impact on this sector. Investment in the manufacturing business has dropped 5.25 percent compared to the same period last year (MuhammadBashirRoslan, 2020). Even though this pandemic seems to currently be under control, TheStar (2020) claimed that there is no guarantee how long this pandemic would last. This is a risk for businesses to restart their operations since there is great uncertainty and confidence in the business environment is low. Hence, the Malaysian government must take proactive action towards strengthening and developing a safe work culture to ensure that businesses can recover efficiently. This could help Malaysia to be more competitive and attract more international investors. The need to strengthen the safe work culture within an organisation could help improve the operations and could reinforce the workers' capabilities, which will the influence a successful EWRM implementation (Murugiah, 2020).

Therefore, this study intends to analyse the current safe work culture in the manufacturing sector. Certain variables will be identified and examined against the safety culture practiced at the workplace. The findings of this study will shed light on the gaps existing in the safe work culture framework which ultimately will induce recommendations to be proposed. In addition, the findings of this research will function as a guideline to propose better working conditions so that the safety culture can be promoted. The main objective of this study is to identify the relationship between strategic communication, leadership roles, organisational design, and employee engagement towards a safe work culture in electrical and electronic manufacturing. It is hoped that the outcome of this study could shed some light towards a greater understanding of safety culture in the workplace.

Literature review

Safety Work Culture

A discussion of safety work culture always focused more on the behavior of individuals, groups, and organizational attitudes concerning safety practice. The fundamental concept of this safety work culture is from the accident of Chernobyl in 1986 (International Nuclear Safety Advisory Group, 2002). The crucial safety work culture in reducing and minimizing risks at the workplace was explained under the Occupational Safety and Health (OSH). Hence, the discussion of values of norms, beliefs, and values across the organization are synonymous with safety work culture (Hee, 2014). This is can be defined as part of the organizational culture such the attitude and behavior could reducing or increasing risks in the workplace. The International Labor Organization (ILO) recognized that three elements influenced the safety work culture within the organization: 1. individual commitment, 2. manager commitment, and 3. policy commitment. All these commitments play a crucial role since it enhances business productivity. Safety work culture can be succeeding by giving more attention to the three characteristics, namely psychological, behavioral, and situational aspects. According to Amirah et al. (2017) identified that the behavioral aspects of employees should be measured, such as

the workplace environment including safety instruction, workplace condition, etc. Besides, Zohar (2000) stressed out that the efficiency within the organization can build the employees' perception. Based on this, there is a need to have a systematic and highly controlled direction for all activities within the workplace. This is to eliminate the possibility of negative outcomes such as accidents to happen. In place of this, it is vital to create an organizational safety work culture in which everyone is personally involved in ensuring the safety of all concerns (Hudson, 2001).

Strategy Communication

Communication has been identified as one of the main factors in strengthening the safe work culture (Lami, 2014). Moyle et al. (2014) claimed that effective communication must be considered during the creation of contingency plans within an organisation's action plan. This could help the organisation to manage any crisis in communication as well as prevent any action the exact opposite. Monda and Giorgano (2013) in their study recognised that many researchers found that giving a very clear explanation and communication will strengthen the safe work culture. This will result in effective employee behaviour because when they receive enough information and clear instruction, they will act more carefully. Moreover, open communication and 'speaking up' could create good communication between the entities (Ashby et al., 2012). Therefore, adequate understanding between employees and employers shows effective communication as well as results in the tightening of relationship between the working group in isolated areas or teammates (Althonayan et al., 2012).

Organisational Design

Organisational design is about the shape, competence, and performance of the decision-making authority within the organisation. Tran and Tian (2013) in their study believed the concentration towards organisational design can contribute to the safe work culture. It involves the aspects of structure, policies, and guidelines of the organisation that could help the organisation to operate smoothly. According to Li and Griffin (2015) these aspects must be set up and improvised efficiently to encourage a good safety culture as it provides an overview regarding the dos and don'ts. The formulation taken by the organisation in the establishment of good policies and guidelines will affect the long-term goals of the business (Houngbedji, 2011). Thus, all policies and guidelines to influence and regulate all major decisions, activities, and all-natural processes taking place must be concise and brief. This is because if the information is not delivered effectively, the employees will misunderstand all the instructions and the manager might be the cause of the lack of delivery of the information. Overall, policies and guidelines allow translating the points of view held by the governing body and management of an organisation into actions that well-match the result (Kluwer, 2011).

Leadership Roles

Leadership plays a vital role in influencing, developing, and maintaining a safe work culture. They are responsible for overseeing the management and decision-making process as well as establishing the strategic plan for their business (Lindsay, 2003). Commonly, leaders are known as individuals that take risks. Thus, the need for risk management is deemed crucial. For risk management initiatives to be successful, the leader must necessarily show motivation and integrity (Burnaby & Hass, 2009; Hussin, Yazid, & Razali, 2012). If the leaders lack integrity, they must be responsible for their organisation's failure (Lindsay, 2003). Ferrell and Ferrell (2010) claimed that well-known examples are Enron, WorldCom, AIG, as well as other well-known organisations that blamed their failure on their CEOs. A leader with no integrity is a

symbol of an organisation that is greedy, lack ethics, a corporate failure, dishonest, commits accounting fraud, and has corporate governance failure. Hence, it is important for the leaders to have such integrity since it will enhance the trust and confidence of the public towards the organisation. Additionally, a study by Clelland et al. (2015) found that leaders who lack understanding of the safe work culture model are unable to create a good safety culture because the leader does not possess the accountability and responsibility required within the organisation.

Employee Engagement

The effectiveness of a safe work culture could be affirmed by active employee engagement. About 87 percent of organisations responded that the top challenges in their organisation are safe work culture and employee engagement, while 50 percent calls issues of safety to be ‘very important’ (Clelland et al., 2015). To enhance employee engagement, organisations can give a reward (Rehman & Rehman, 2012). This can be done by giving it annually with a key person to promote good conduct such as positive action and achieving a company's target. Besides rewards, employee engagement can be built through the involvement of the employees. A study by Muralidhar (2010) found that involvement will result in having a commonality of purpose, values, and ethics among employees. Involvement among employees creates a consistency of commonality where risk is considered in all activities, from strategic planning to day-to-day operations in every part of the organisation. This is consistent with the study by Belluz (2010) which believed that the involvement and cooperation of the employees help in executing the organisation's strategy. Moreover, training also could contribute to employee engagement (Conceiã et al., 2011). Training will give employees a guide to ensure that their acts are following the expected consequences of their behaviours (Vroom & Yetton, 1973). The employees and management need to perceive and manage risk in their business environment for success and growth purposes.

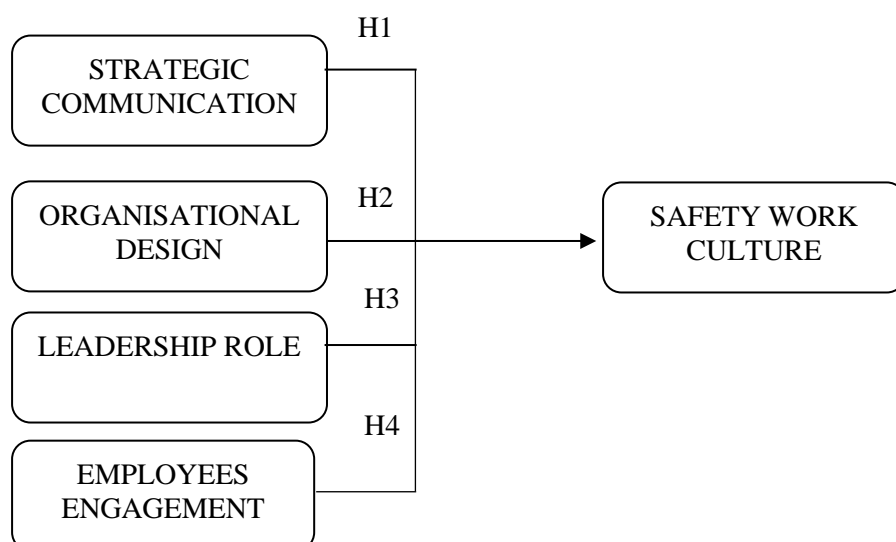


Figure 1: Theoretical Framework

Research Methodology

The study adopted a quantitative approach. This study was carried out in the manufacturing industry. The stratified sampling technique was used while the sampling frame was based on the local employees in the electrical and electronics (E&E) manufacturing sector in Pulau Pinang. The data was compiled and obtained from the Federation of Malaysian Manufacturers. A total of 379 questionnaire sheets were distributed based on the listed manufacturers (distribution conducted on a regional basis). The questionnaire was divided into three sections using five-point Likert-scales which ranged from 1 – strongly disagree to 5 – strongly agree: Section A (demographic profile), Section B (safe work culture (dependent variable), and section C (four factors determining the safe work culture (independent variables)). The questions were adopted and revised based on previous studies' questionnaires.

Finding and Analysis

Reliability

Cronbach's alpha values for all variables ranged from 0.77 to 0.880. The reliability of measurements used to measure dependent and independent variables are very good. Thus, it can be concluded that the measurement items are deemed to be acceptable and significant for this study.

Table 3: Correlation

Variables	1	2	3	4	5
Strategic communication					
Organisational design	0.543				
Leadership' role	0.583	0.580			
Employees' engagement	0.473	0.557	0.545		
Safety work culture	0.483**	0.543**	0.622**	0.614**	

Table 3 lists the values describing the relationship between the strategic communication and safe work culture. There is a moderate and positive correlation between the two variables, $r = 0.483$, $p < 0.05$. Moreover, the result of the relationship between organisational design and safe work culture is ($r = 0.543$, $p < 0.05$). This indicates a moderate relationship between organisational design and safe work culture. The relationship between leadership roles and safe work culture also shows a moderate and positive correlation ($r = 0.622$, $p < 0.05$). The relationship between employee engagement and safe work culture is a positive correlation and possesses a moderate relationship ($r = 0.614$, $p < 0.05$). The R Squared value indicates that the percentage effect by combining all independent variables is 50.4%. This shows a 50.4% variability in the dependent variable (Safe Work Culture) is influenced by the independent variables (Strategic Communication, Leadership role, Organisational design and Employee engagement) and 49.6% is influenced by other factors. Based on these results, it can be concluded that all variables have positive and significant relationships.

Discussion of Finding

Based on the analysis reported, the findings were able to find an answer to the objectives of this study. About 50.4% variation in the dependent variable resulted from the grouping of independent variables. All the four (4) variables that had been tested were found to have a significant relationship towards safe work culture.

Strategic communication showed a relationship towards safe work culture in manufacturing. Hence, the manufacturing industry must take proactive action in strengthening their culture since it is acknowledged that in every workplace, employees from different experience backgrounds will show a different level of acceptance and understanding during the communication process (Farrell & Hoon, 2010; Monda, B., & Giorgano, 2013). Besides, this study concludes that organisational design correlates and affects the safe work culture since this is consistent with the preceding studies that set the necessary clear structure and transparency guidelines to strengthen safe work culture [30]. Another study by Kanhai and L (2014) on the Reserve Bank of Zimbabwe claimed that the relationship between organisation design and safe work culture is significant. This study proposed that a failure in the issued specific minimum guidelines on risk management practice would result in disagreement and misbehaviour among the employees. However, Borys (2009) claimed that safety culture awareness does not emerge solely from the organisational design. This indicates that employees are not influenced by the structure and guidelines provided by the management. Besides, another previous study found that better business performance does not come from a good organisational design (Stare, 2011). Considering that the structure and guidelines are hard to understand and comprehend, the manufacturing management must consider the best approach that can tackle the employees' interest. This is because the manufacturing performance will be affected if the employees act against the guidelines. Hillson (2012) believed that the process and behaviour of operating could be in control of the organisation with the determination of an appropriate organisational design.

Leadership roles were also found to have the relationship towards safe work culture as (Leng et al., 2015; Moran, B., & Tame, 2013) stressed that the act of leading by example by the leader would create a better safe work culture. Without leadership roles, the overall direction and vision will be insufficient to shape risk management. Brooks (2010) believed that within an organisation, a leader is responsible for identifying and maintaining a good safe work culture. In contrast, Kimbrough (2006) found no correlation between the leadership and safe work culture. He believes that any risk management efforts and effectiveness could help this factor to embark effectively (Kimbrough, 2006). Moreover, employee satisfaction can be enhanced when a decent safe work culture and environment are promoted. According to Abdul Manab and Kassim (2012) employees who receive attention and encouragement and see the way the leader conducts the organisation, will have their commitment towards the organisation boosted. SHRM (2015) on their survey reported that 93 percent of employees say the leader is the factor for them to engage with work and 38 percent of respondents believe this is important while about 55 percent claim it is very important.

The last factor that correlates with safe work culture is employee engagement. This is the belief that giving proper training and reward could increase the level of engagement among the employees. A good reward could enable the employees to do the right thing on time. Therefore, this kind of motivation may increase the employees' productivity and efficiency as well as help in strengthening the engagement in the organisation (Monda & Giorgano, 2013; Ooi & Arumugam, 2006). This is consistent with previous studies which showed that employee engagement is significant in strengthening the safe work culture (O'Donnell & Richard, 2008) The employees will tend to complete all the tasks and instructions when they possess a high understanding and awareness of their scope of work. Moreover, employees also are free to give any ideas and opinions for the sake of the organisation. Therefore, this effectiveness also supports the findings of Clelland et al. (2015) who found a strong positive relationship between

employee engagement and safe work culture in the organisation. Hence, this finding strongly suggests that employee engagement is indeed among the factors that influence safe work culture.

Conclusion

All the factors had significance towards a safe work culture where this could influence successful ERWM implementation. This will help the management to forecast any probable safety risks to avoid any harmful events. All disastrous events such as accidents in the workplace could be effectively reduced by imposing these factors as well as by complying with the law, restrictions, and legislations faithfully. The pandemic happening right now could help to make this improvement slowly within the organisation. Therefore, employers must recognise the issues that are related to employees effectively as it could benefit them in the strengthening of their safe work culture and minimising any losses in the future.

Acknowledgments

This paper would not have been possible without the exceptional support of my corresponding author and the opportunity given by MIC3ST 2021, UiTM Melaka.

References

- Abdul Manab, N. & Kassim, I. (2012). A moderating affect of leadership on a success of Enterprise- Wide Risk Management practices. *International Conference on Business and Economic Research*, 3, 1727–1741.
- Ali, D., Yusof, Y., & Adam, A. (2017). Safety Culture and Issue in the Malaysian Manufacturing Sector. In *MATEC Web of Conferences* (Vol. 135, p. 00031). EDP Sciences.
- Althonayan, A., Killackey, H., & Keith, J. (2012). ERM Culture Alignment to Enhance Competitive Advantage. *ERM Symposium*.
- Amirah, N. A., Asma, W. I., Muda, M. S., & Wan Mohd Amin, W. A. A. (2017). Safety Culture in Combating Occupational Safety and Health Problems in the Malaysian Manufacturing Sectors. *Asian Social Science*, 9(3), 182
- Ashby, S., Palermo, T., & Power, M. (2012). *Risk culture in financial organisations : An interim report*.
- Belluz, D. D. B. (2010). Operational Risk Management. In *Enterprise Risk Management: Today's Leading Research and Best Practices for Tomorrow's Executives* (p. 279). John Wiley & Sons.
- Borys, D. (2009). Exploring risk-awareness as a cultural approach to safety : exposing the gap between work as imagined and work as actually performed. *Safety Science Monitor*, 180(2), 11.
- Brooks, D. W. (2010). Creating Risk-aware culture in. In *Enterprise Risk Management: Today's Leading Research and Best Practices for Tomorrow's Executives* (p. 85). John Wiley & Sons.
- Burnaby, P., & Hass, S. (2009). Ten steps to enterprise-wide risk management. *Corporate Governance*, 9(5), 539–550. <https://doi.org/10.1108/14720700910998111>
- Clelland, C., Duffy, A., Hoffman, S., & Taylor, J. (2015). *Employee Engagement : What , Why , and How* (Issue May).
- Conceiã, Ã., Simone, C. O., & Brian, A. (2011). Training and Development Process and Organizational Culture Change. *Organization Development Journal*, 29(1), 33.
- DOSH. (2020). *Occupational Accident Statistics by Sector until October 2019*.
- Farrel, J. M., & Hoon, A. (2009). *What's your company Risk Culture*. National Association of

- Corporate Directors Directorship*, 50-62.
- Ferrell, O. C., & Ferrell, L. (2010). The Responsibility and Accountability of CEOs: The Last Interview with Ken Lay. *Journal of Business Ethics*, 100(2), 209–219.
- Hee, O. C. (2014). Factors Contribute to Safety Culture in the Manufacturing Industry in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 4(4), 63–69.
- Hillson, D. (2012). Developing risk culture :first or last ? *PM World Today*, XIV(Ii), 1–4.
- Houngbedjim, A. M. (2011). How to Develop a Strong Risk Culture within Financial Institutions Leveraging on an Economic Capital Framework and BASEL III. *International Finance Corporation, Washington DC*, 19.
- Hudson, P. (1999). *Safety Culture - Theory and Practice*. Leiden Univ (Netherlands) Centre For Safety Science.
- Hussin, M. R., Yazid, A.R., & Razali, A. R. (2012). Enterprise-Wide Risk Management (EWRM) as a Value Added Tool in Enhancing the Economic Value of Business Enterprises. *International Business Research*, 5(1), 83–98.
- Islam, M. A., Tedford, J. D., & Haemmerle, E. (2008). Managing operational risks in small- and medium-sized enterprises (SMEs) engaged in manufacturing—an integrated approach. *International Journal of Technology, Policy and Management*, 8(4), 420-441.
- Kanhai, C., & L, G. (2014). Factors Influencing The Adoption Of Enterprise Risk Management (ERM). *International Journal of Business and Commerce*, 3(6), 1–17.
- Kimbrough, R. L. (2006). *The Relationship Between Perceptions Of Organizational Culture And Enterprise Risk Management*. University of Alabama.
- Kluwer, W. (2011). *Creating a Culture of Risk Management*. ARC Logics for Financial Services.
- Lami, R. (2014). Influences of cultural identity on communication: The Role of Communication in the Deepening or Mitigating Cultural Differences between Different Social. *Social Sciences*, 3(1), 1–4.
- Leng, J., Ye, Q., & Jia, G. (2015). Research on Self-Operated Business Risk Control of Futures Company. *Technology and Investment*, 6(May), 112–119.
- Li, K., Griffin, D., Yue, H., & Zhao, L. (2013). How does culture influence corporate risk-taking?. *Journal of Corporate Finance*, 23, 1-22.
- Lindsay, H. (2003). *20 questions directors should ask about risk*. Canadian Institute of Chartered Accountants.
- Monda, B., & Giorgano, M. (2013). An ERM Maturity Model. *An ERM Maturity Model. In USA: Enterprise Risk Management Symposium*.
- Moran, B., & Tame, P. (2013). Employee Engagement: Advancing Organizational Sustainability. *Journal of Sustainability Education*, 5(May), 1–13.
- Moyle, B., Kennelly, M., & Lamont, M. (2014). Risk Management And Contingency Planning In Events : Participants ' Reactions To The Cancellation Of Ironman New Zealand 2012. *International Journal of Event Management Research*, 8(1), 94–106.
- MuhammadBashirRoslan, (2020 October, 15). Many employers still do not heeding safety -- MSOSH. *Bernama.com*. <https://www.bernama.com/en/features/news.php?id=1890050>
- Muralidhar, K. (2010). Enterprise risk management in the Middle East oil industry An empirical investigation across GCC countries. *International Journal of Energy Sector*, 4(1), 59–86.
- Murugiah, S. (2020). Malaysia March manufacturing output dented by Covid-19 pandemic. *Theedge*. <https://www.theedgemarkets.com/article/malaysia-march-manufacturing-output-dented-covid19-pandemic>
- O'Donnell, O., & Richard, B. (2008). *Understanding and Managing Organisational Culture*.

- Dublin,Ireland: Institute of Public Administration
- Ooi, K. B. & Arumugam, V. (2006). The influence of corporate culture on organizational commitment : case study of semiconductor organizations in Malaysia. *Sunway Academic Journal*, 3, 99–115.
- Rehman, A., Rehman, L. (2012). Safety Management in a Manufacturing Company : Six Sigma Approach. *Engineering*, 2012(July), 400–407.
- SHRM. (2015). *Employee Job Satisfaction and Engagement Optimizing Organizational Culture for Success*.
- Stare, A. (2011). The Impact Of The Organisational Structure And Project Organisational Culture On Project. *Management Accounting Quarterly*, 16, 1–22.
- TheStar. (2020). *Impact of Covid-19 on manufacturers*. The Star. <https://www.thestar.com.my/business/business-news/2020/04/27/impact-of-covid-19-on-manufacturers>
- Tran, Q., & Tian, Y. (2013). Organizational Structure : Influencing Factors and Impact on a Firm. *American Journal of Industrial and Business Management*, 2013(3), 229–236.
- Vroom, V.H. and Yetton, P. W. (1973). *Leadership and Decision making*. University of Pittsburgh Press.
- Zohar, D. (2000). A group-levelmodel of safety climate: Testing the effect of group climate on microaccidents in manufacturing jobs. *Journal of Applied Psychology*, 85, 587–596.