

Z.O. Olonade* , A.E. Ajimotokan 

Osun State University, Nigeria, Osogbo

*e-mail: zaccheaus.olonade@uniosun.edu.ng

OCCUPATIONAL HEALTH, SAFETY POLICIES, AND JOB PERFORMANCE AMONG EMPLOYEES OF AGRO-ALLIED FIRMS IN IBADAN OYO STATE

Safety policies and measures in Nigeria are not encouraging as employees lose their limbs, suffer from temporary or permanent disability, or lose their lives due to insufficient arrangements for their health and safety. The study aims to examine the effect of occupational health and safety policies on employees' performance in Chi (Ajanla) Farms. Two hypotheses were postulated and tested. First, the study adopted the descriptive research design. Multi-stage sampling method was adopted. Firstly, four departments directly involved in critical safety tasks and highly exposed to a hazardous work environment were selected. Secondly, the stratified sampling method was used to group the entire staff of the four departments into three strata (Management, senior, and junior staff). Finally, simple random sampling method was used to pick 105 respondents for the study. Data collected were analyzed using descriptive and inferential statistics. The study reported that occupational health and safety policies significantly influenced employee performance in agro-allied industries in Oyo State, Nigeria. Also, safety training has a significant and positive effect on employees' job performance. The study concluded that occupational health and safety practices affect employees' performance. It was recommended that the Management of Chi-Farms should ensure that occupational health and safety policies are taken seriously. training programs should be evaluated consistently to ensure that necessary and adequate measures are taken to improve safety from time to time.

Key words: Employee's Job Performance, Occupational Health And Safety Policies, Risk Assessment, Safety Training.

Z.O. Olonade*, A.E. Ajimotokan

Осун мемлекеттік университеті, Нигерия, Осогбо қ.

*e-mail: zaccheaus.olonade@uniosun.edu.ng

Ибадан Ойо штатындағы агро-одақтық фирмалар қызметкерлері арасындағы еңбек денсаулығы, қауіпсіздік саясаты және еңбек орындалуы

Нигериядағы саясат пен қауіпсіздік шаралары көңіл көншітпейді, өйткені қызметкерлер аяқ-қолдарынан айырылады, уақытша немесе тұрақты мүгедектікке ұшырайды немесе денсаулық пен қауіпсіздік шараларының жеткіліксіздігі салдарынан өледі. Зерттеу денсаулық пен қауіпсіздік саясатының Chi (Ajanla) Farms қызметкерлерінің өнімділігіне әсерін зерттеуге бағытталған. Екі гипотеза алға қойылып, тексерілді. Біріншіден, зерттеу сипаттамалық зерттеу дизайнын қабылдады. Көп сатылы іріктеу әдісі қабылданды. Сонымен қатар, қауіпсіздіктің маңызды міндеттерімен тікелей айналысатын және қауіпті ортада жұмыс істейтін төрт бөлім таңдалды. Екіншіден, төрт бөлімнің барлық қызметкерлерін үш деңгейге (басшылық, аға және кіші қызметкерлер) топтастыру үшін стратификацияланған іріктеу әдісі қолданылды. Соңында зерттеуге 105 респондентті таңдау үшін қарапайым кездейсоқ іріктеу әдісі қолданылды. Жиналған деректер сипаттамалық және қорытынды статистиканы қолдану арқылы талданды. Зерттеу еңбекті қорғау және қауіпсіздік саясаты Ойо штатындағы, Нигериядағы ауылшаруашылық салаларындағы қызметкерлердің өнімділігіне айтарлықтай әсер еткенін хабарлады. Сонымен қатар, қауіпсіздік техникасы бойынша оқыту қызметкерлердің өнімділігіне айтарлықтай және оң әсер етеді. Зерттеу денсаулық пен қауіпсіздік тәжірибесі қызметкерлердің жұмысына әсер етеді деген қорытындыға келді. Chi-Farms басшылығына денсаулық пен қауіпсіздік саясатының байыппен қабылдануын қамтамасыз ету ұсынылды. оқыту бағдарламалары қауіпсіздікті жақсарту үшін қажетті және барабар шаралардың мезгіл-мезгіл қабылдануын қамтамасыз ету үшін дәйекті бағалаудан өтуі керек.

Түйін сөздер: қызметкерлердің өнімділігі, еңбекті қорғау саясаты, тәуекелді бағалау, қауіпсіздік техникасы бойынша оқыту.

Z.O. Olonade*, A.E. Ajimotokan

Осунский государственный университет, Нигерия, г. Осорбо

*e-mail: zaccheaus.olonade@uniosun.edu.ng

Охрана труда, политика безопасности и выполнение труда среди работников агросоюзных предприятий в штате Ибадан-Ойо

Политика и меры безопасности в Нигерии не обнадеживают, поскольку сотрудники теряют конечности, страдают от временной или постоянной нетрудоспособности или гибнут из-за неадекватных мер по охране их здоровья и безопасности. Исследование направлено на изучение влияния политики охраны труда и техники безопасности на производительность труда сотрудников Chi (Ajanla) Farms. Были выдвинуты и проверены две гипотезы. Во-первых, исследование приняло описательный дизайн исследования. Был принят многоэтапный метод выборки. Во-первых, были выбраны четыре отдела, непосредственно занимающиеся критически важными задачами по обеспечению безопасности и работающие в опасных условиях. Во-вторых, был использован метод стратифицированной выборки, чтобы сгруппировать весь персонал четырех отделов в три страты (руководство, старший и младший персонал). Наконец, был использован метод простой случайной выборки для отбора 105 респондентов для исследования. Собранные данные были проанализированы с использованием описательной и логической статистики.

В исследовании сообщается, что политика в области охраны труда и техники безопасности значительно повлияла на производительность труда сотрудников в смежных с агропромышленностью отраслях в штате Ойо, Нигерия. Кроме того, обучение технике безопасности оказывает значительное и положительное влияние на производительность труда сотрудников. Исследование привело к выводу, что методы охраны труда и техники безопасности влияют на производительность сотрудников. Руководству Chi-Farms было рекомендовано обеспечить серьезное отношение к политике охраны труда и техники безопасности. программы обучения должны подвергаться последовательной оценке для обеспечения того, чтобы время от времени принимались необходимые и адекватные меры для повышения безопасности.

Ключевые слова: производительность труда сотрудников, политика в области охраны труда и техники безопасности, оценка рисков, обучение технике безопасности.

Introduction

Employees are the most valuable asset of an organization. Whether an organization achieves its goals and objectives depends mostly on its workforce. A productive organization has committed and high-performing employees, as the organization's success depends mostly on its employees' performance and attitude. Therefore, organizations would focus more on their employees and the factors which will directly or indirectly affect the performance of the employees. One important factor affecting employees' performance is health and safety. Employees should feel safe and comfortable while working as such a feeling of safety and comfort enables employees to deliver their best.

Recently, there has been a growing concern and interest in Health and Safety issues in Nigeria. Safety policies and measures in Nigeria are not encouraging as employees lose their limbs, suffer from temporary or permanent disability, or lose their lives due to insufficient arrangements for their health and safety. It is therefore clear that the effectiveness of health and safety policies must be adhered to by Management. Failure will result in catastrophic consequences.

Some employees work under unhealthy conditions that are hazardous to their health and are unaware of the various hazards they are exposed to and lack safety knowledge in such hazardous situations. Unfortunately, only a few organizations take the time to identify and make the hazardous situation known to their employees and educate and train their workforce on occupational health and safety issues.

In most cases, according to Health and Safety Executives (2006), as cited by Katsuro, Gadzirayi, and Taruwona (2019), occupational health safety (OHS) is largely measured by negative outcomes such as workplace injury and illness, but these measures have a shortfall, for instance, a low incidence of injury does not necessarily mean that adequate safety systems and controls are in place. In agricultural firms, attention is mainly on negative outcomes. As long as there are no serious accidents, occupational health and safety policies and practices are not carried out fully. As a result, threats to employees' safety are not eliminated in time because accident-prone areas are not recognized and taken care of before accidents occur. Putri, Triatmanto, and Setiyadi (2018), noted that job performance could be affected by several factors, and one of such factors

is health and safety at work. . An unsatisfactory work environment can have an adverse effect on worker motivation that tends to make a minimal effort towards work thereby lowering performance (Kilaparathi, 2014).

Poultry Farming, which is agro-allied industry, is one of the industries that are prone to accidents and injuries, and if health and safety measures are not put in place, the industry cannot safeguard its intangible assets as people cannot fully apply their skills, knowledge, and abilities when they are not physically sound. Although studies have been conducted in manufacturing, construction, health, and even education institutions on occupational health and safety policies, little has been done in agriculture, especially poultry farming in Nigeria. Therefore, this study seeks to identify the effect of occupational health and safety policies on employees' performance in Chi (Ajanla) Farms.

This study will help enterprise managers understand the importance of a workplace safety environment and will theoretically guide them to reduce the negative impact of employees' occupational health risk perception.

The objective of the Study. The study's main objective was to investigate the effect of occupational health and safety policies on employees' performance in Chi (Ajanla) Farms, while the specific objectives were to i. Investigate the influence of risk assessment on employees' job performance in Chi (Ajanla) Farms, and ii Determine the effect of safety training on employees' job performance in Chi (Ajanla) Farms.

Research Hypotheses. Two hypotheses were postulated for the study:

1. Risk Assessment has no significant influence on employees' job performance in Chi (Ajanla) Farms.

2. Safety Training has no significant influence on employees' job performance in Chi (Ajanla) Farms.

Literature review

Occupational and Safety Policies. Armstrong (2010) opined that Health and safety programs, policies, and practices, exist to protect employees and other people (public) against hazards arising from employment or their links with the company. Labour regulation of health and safety in the industries at the national and international level called for the introduction of various workplace policies (Asogwa, 2007). Such policies aim to protect workers' health, safety, and well-being (Health and

Safety Executive, 2010). For example, Sawacha, Naoum, and Fong (1999) found that organizational health and safety policy is the most dominant factor influencing workers' safety behavior in industries. Moreover, Boustras and Hadjimanolis (2012) revealed that companies with workplace safety policies are more likely to have better worker safety performance than those without such policies.

According to Praft and Beneth (1978), as cited by Mwawasi (2012), all employees except those with less than five employees are required to formulate and publish a written statement of general policy for the health and safety of employees. He further pointed out that in the formulation of the policy, the following guideline should be published:

1. The statement should lay down broad policy principles, which should then be elaborated on and interpret as appropriate for the needs of various organizational levels and locations.

2. The statement should clarify the importance of health and safety precautions and the role of all employees in maintaining a safe and healthy working environment.

3. Rules and regulations of specific hazards should be stated. In addition, details of ways of dealing with other common hazards such as machines, safety guards, and protective clothing should be included. (*Risk Assessment*).

4. Management intention to achieve a healthy and safe environment through training and effective supervision should be emphasized together with a management proposal to achieve such end (*Training and Education*).

Risk Assessment. According to Armstrong (2001), risk assessment identifies specific hazards and quantifies the risks. A health hazard is an inherent feature of modern poultry production. Occupational hazards refer to the potential risks to the health and safety of those who work outside the home. Therefore, risk assessment involves hazard identification and control.

According to Machabe and Vartikka (2013), methods of hazard identification include:

1. Area-specific identification is based on the division of the workplace into identifiable areas,

2. Task-specific identification of hazards by each step in the task,

3. Process-specific identification of hazards at each process stage, and

4. Job-specific identification of the hazards by stage in the process.

Machabe & Vartikka (2013) noted that none of the above methods is unique or ideal for hazard identification. They believed that the preferred

system depends on the type of services rendered and the processes involved. A combination of methods according to them may therefore be the best choice. According to ILO/CIS (1999), as cited by Ajetumobi and Adewoye (2010), jobs done in poultry farms are associated with diverse occupational hazards, classified into the accident, physical, chemical, biological, psychosocial, and economic hazards.

Hazards that have been identified and assessed as priorities require the employer to implement adequate control measures. According to Pan American Health Organisation (2006), as cited by Machabe & Vartikka (2013), Control measures should follow the hierarchy described below, emphasizing eliminating hazards at the source whenever possible.

1. Take all feasible measures to eliminate the hazard, for example, by substituting or modifying the process.

2. If elimination is impractical or incomplete, take all feasible measures to isolate the hazard. For example, instituting engineering controls such as insulating noise. and

3. If it is impossible to eliminate or isolate the hazard, its likelihood to cause injury should be minimized. This effort should include applying effective control measures, such as installing proper exhaust ventilation, providing personal protective clothing, properly used and maintained equipment, and monitoring exposure among at-risk workers.

Ansah (2015) stated the purpose of an assessment as the enablement of a valid decision to be made about measures necessary to control health hazards arising from any workplace and activity and to also enable the employer to demonstrate readily that all the factors pertinent to the activities have been considered and that an informed and valid judgment has been reached about the risk posed by the hazards.

Safety Training. Cole (2002) defined training as a learning process that impacts knowledge and skills to enable the employee to execute their task better, enabling employees to acquire new information concerning new technological know-how and other external forces emerging. Training platform in an organization creates an avenue for employees' quality to be developed and enhanced.

Worker's training and education prepare them to deal with potential hazards or unforeseen problems at the workplace. In the words of Ansah (2015), OHS training embodies instructing workers to recognize known hazards and assisting them in using available work processes and procedures to protect themselves. He further explained that training or education gives guidance in becoming

better or informed workers who take action(s) to eliminate workplace hazards and protect lives and property.

OSHA (2010), as cited by Ansah (2015), recommends that employers provide training for their employees on the hazards of their jobs in a language that the workers understand. The workers must be trained after being hired and before they begin their job, especially in jobs perceived to have high health risks (Health and Safety Executive, 2009). For example, first aid facilities with trained people encourage health assistance to injured or ill workers before professional help is sought (Salwa, Abu-Elseoud, Heybah, & Azhar, 2010).

Employees' Job Performance. Employee performance is an important tool in the company's efforts to achieve its goals and objective. Performance can be interpreted as what an employee does or does not carry out his main tasks,, as Nawawi (2006) stated in Iskanto, Ghazali, Afthanorhan, Narti (2020). It is a set of behaviors that are important to the goals and objectives of the organization or the organizational unit in which a person works.

According to Armstrong (2010), employee performance is a process for establishing a shared workforce understanding of what is to be achieved at an organizational level. He asserts that every manager desires to establish a high-performance culture in which individuals and teams take responsibility for the continuous improvement of the business process and their skills and contributions within a framework that provides effective leadership. To allow the organization and its employees to achieve high performance, managers and employees must understand their workplace safety thoroughly, in terms of what they are doing and how they are supposed to do it. Therefore, organizations can improve employee performance by taking health and safety as critical aspects of employee performance.

Empirical Review. Ogundare (2020) researched the assessment of the impact of occupational hazards on employee performance in Slug Cement Nigeria limited. Findings showed a significant relationship between occupational hazards and employee performance as the correlation was significant at 1%, where $r = 0.348$, implying that as the occupational hazard element increases, employee performance will be affected by 34.8%.

Adim and Mezeh (2020) investigated the relationship between health and safety training and employee performance in oil and gas companies in Rivers State, Nigeria. The study's findings revealed a significant and positive relationship between health

and safety training and employee performance in oil and gas companies in Rivers State, Nigeria.

Umugwaneza, Irechukwu & Mugabe (2019) examined the effect of workplace safety and health practices on employee commitment and performance in steel manufacturing companies in Rwanda. The findings indicated that most workers are aware of the dangers of occupational health and safety in the workplace. Also, the study found that although employees are aware of the occupational health and safety concerns, they neglect to put on their Protective types of equipment, saying that it is too hot. Therefore, the study concludes that occupational health and safety significantly affect employee commitment and performance.

Methodology

The study adopted the descriptive research design. The study was carried out in Chi (Ajanla) Farms, located along Lagos-Ibadan Expressway. The organization was chosen because of its

occupational health and safety policies. The study's target population was all the employees working at Chi Farms, which according to the Human Resource Department, was 951 at the time of the study. The sample for this research was limited to those in Feed-mill, Hatchery, Breeding, and Engineering departments. These four departments were highly pruned to hazards. According to the information gotten from the human resource department, the four departments have 350 workers. A stratified sampling method was used to group the entire staff of the four departments into three strata: The Management, Senior Staff, and Junior staff. This grouping is essential because the nature of work being performed, and the levels of exposure to risks are different between Management and junior staff. A simple random sampling method was used to choose the final 105 respondents that serve as the sample size. For data analysis, SPSS was used to prepare both descriptive and inferential statistics.

Result and discussion

Table 1 – Socio-Demographic Presentation of Data

| S/N | Characteristics | Category | Frequency | Percentage |
|-----|---------------------------|--------------------|-----------|------------|
| 1 | Gender | Male | 74 | 70.5 |
| | | Female | 31 | 29.5 |
| | | Total | 105 | 100 |
| 2 | Age | Under 25 | 34 | 32.4 |
| | | 25 – 39 | 46 | 43.8 |
| | | 40 – 49 | 23 | 21.9 |
| | | 50 and above | 2 | 1.9 |
| | | Total | 105 | 100 |
| 3 | Marital Status | Married | 72 | 68.6 |
| | | Single | 28 | 26.7 |
| | | Divorced/Separated | 5 | 4.8 |
| | | Total | 105 | 100 |
| 4 | Educational Qualification | O'Level | 12 | 11.4 |
| | | Ond/Nce | 28 | 26.7 |
| | | B.Sc/Hnd | 57 | 54.3 |
| | | Masters and Above | 8 | 7.6 |
| | | Total | 105 | 100 |
| 5 | Staff Status | Junior Staff | 56 | 53.3 |
| | | Senior Staff | 46 | 43.8 |
| | | Management | 3 | 2.9 |
| | | Total | 105 | 100 |

Continuation of the table

| S/N | Characteristics | Category | Frequency | Percentage |
|-----|-------------------|----------------|-----------|------------|
| 6 | Length of Service | Under 5 years | 42 | 40 |
| | | 5 – 9 years | 30 | 28.6 |
| | | 10 – 14 years | 22 | 21 |
| | | 15 – 19 years | 8 | 7.6 |
| | | Above 20 years | 3 | 2.9 |
| | | Total | 105 | 100 |

Source: Authors' computation, 2021

The table above shows the gender distribution of the respondents. It shows that 70.5% of the respondents are male, while 29.5% are female. The age group below 25 years accounts for 32.4%, the age group 25 – 39 years account for 43.8%, the age group 40 – 49 years account for 21.9%, and the age group 50 and above account for 1.9%. The table further shows that the age group between 25-and 39 years is the modal class. From the table, 68.6% of the respondents are married, 26.7% are single, and 4.8% are either divorced or separated. 11.4% of the respondents are secondary school leavers, 26.7% are OND/NCE holders, 54.3% are B.Sc/HND holders, and 7.6% of the respondents are Masters holders. One observable

thing is the respondents' high level of education. 53.3% of the respondents are Junior staff, 43.8% of the respondents are Senior staffs, while 2.9% of the respondents are of the Management cadre. Respondents that have working experience under 5 years are the prominent as they record 40% overall, respondents between 5–9 years working experience are about 28.6%, respondents that have working experience between 10–14 years account for 21 %, respondents that have working experience between 15–19 years record 7.6% while respondents that have above 20 years working experience account for 2.9%. It is obvious from the above that most respondents do not have sufficient working experience.

Table 2 – Multiple Regression Model of Occupational Health and Safety Policies on Employee Performance

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .866 ^a | .771 | .760 | .38310 |

a. Predictors: (Constant), Risk Assessment, Safety Training

The results in Table 2 present the fitness of the model used in explaining the relationship between risk assessment, safety training, and employee performance. The independent variables (risk assessment, safety training) were found to be satisfactory variables in determining employee performance. The coefficient of determination (R^2) attested to it. The $R^2 = 0.771$. This indicated that 77.1% of the variation in employee performance could be explained by risk assessment and safety training, while the remaining can be explained by other variables not captured in this study. These results further mean that the model applied to link the relationship of the variables was satisfactory.

Table 3 provides the results of the analysis of the variance (ANOVA). The ANOVA results indicated

that ($F=6.808$, $p\text{-value} = 0.001^b$). This implied that the model was statistically significant and there was a goodness of fit. Furthermore, the result implied that the independent variables in the study (Risk Assessment and Safety Training) were good predictors of employee performance. This agreed with the value of $p=0.001$ which was less than the alpha value (the conventional probability) of 0.05 significance level. This implies that the model applied could statistically significantly predict the outcome variable. The study, therefore, concludes that occupational health and safety policies would significantly influence employee performance in agro-allied industries in Oyo State, Nigeria.

The Occupational Health and Safety Policies coefficients are presented in Table

4. The results show that risk assessment had coefficients $\beta = 0.109$, $t = 2.800$, $p = 0.001 < \alpha = 0.05$, indicating significant influence of risk assessment on employee performance. Safety training also significantly influenced employee performance with the coefficients $\beta = 0.057$, $t = 1.697$, $p = 0.000 < \alpha = 0.05$, which indicated a

positive influence of safety training on employee performance. The results on the beta coefficient of the resulting model showed that the constant $\alpha = 7.801$ was significantly different from 0 ($p < 0.05$). All the coefficients (β_1-2) were also significantly different from 0, with a p-value less than 0.05.

Table 3 – Analysis of Variance (ANOVA). Results of the influence of Occupational Health and Safety on Employee Performance

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|------------|----------------|-----|-------------|-------|-------------------|
| 1 | Regression | 1.998 | 2 | .999 | 6.808 | .001 ^b |
| | Residual | 26.271 | 102 | .147 | | |
| | Total | 28.269 | 104 | | | |
| a. Dependent Variable: Employee Performance | | | | | | |
| b. Predictors: (Constant), Risk Assessment, Safety Training | | | | | | |

Table 4 – Beta Coefficients of Occupational Health and Safety Policies

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|-----------------|-----------------------------|------------|---------------------------|--------|------|
| | | β | Std. Error | Beta | | |
| 1 | (Constant) | 7.801 | .382 | | 20.441 | .000 |
| | Risk Assessment | .109 | .039 | .207 | 2.800 | .001 |
| | Safety Training | .057 | .034 | .126 | 1.697 | .000 |
| a. Dependent Variable: Employee Performance | | | | | | |

For the first hypothesis, the alternative hypotheses were accepted. This indicated that risk assessment in hazard identification and control has a significant effect on employees' job performance. This implies that employee performance will also be affected as occupational hazard elements increase. Also, the various control measures enacted by the organization would determine performance of employees. This result is supported by Ogundare (2020) in his research on assessment of the impact of occupational hazards on employee performance in slug cement Nigeria limited. His study concluded that occupational hazards affect employee performance because of the visible effect of hazards on the health status of the workers in slug cement firm.

For the second hypothesis, the null hypotheses were rejected while the alternative hypotheses were upheld. This indicated that safety training have a significant and positive effect on employees' job performance. Safety education and training

increases the abilities and safety know how of employees which enables them to perform their job safely in an effective and efficient manner. This study is supported by Adim and Mezeh (2020) in their study on health and safety training and employee performance in oil and gas companies in Rivers State, Nigeria. The findings of the study revealed that there is a significant and positive relationship between health and safety training and employee performance in oil and gas companies in Rivers State, Nigeria.

During verbal interaction with the employees, they established that there is a health and safety policy in check which incorporates health and safety training needs for employees thus boosting their performance. They also concur that plants and equipment used on site are suitable for the job and their users properly trained. They also agreed that Management conducts risk assessment to ascertain hazards in the organization and that control measures are taken to eradicate or manage hazards.

Conclusion

Occupational health and safety are key factors that significantly influence the performance of employees in an organization. Occupational health and safety objectives are to ensure the protection of employees, the public and environment from the detrimental effects that can arise from working activities. From the findings of this study, one can reasonably conclude that occupational health and safety does have an effect on employees' job performance. Conclusion can be drawn that occupational health and safety practices does not only reduce workplace injuries, fatalities and ill health, but also enhances employee confidence while executing work.

Recommendations

The study recommend that the Management of Chi-Farms should ensure that training programs be evaluated consistently in other to ensure that necessary and adequate measures are taken to improve it from time to time. The Management should also involve and carry along employee on matters relating to Organisational Health and Safety. Employees should be involved when designing policies and training programmes, as this will boost their morale to cooperate on safety decisions made by the organization since they have an input. Lastly, Management also should attend safety classes and programs as this will show their commitment to the policy established.

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