IMPACT OF OCCUPATIONAL HEALTH AND SAFETY PRACTICES ON EMPLOYEE PERFORMANCE

(A CASE STUDY OF OLAM NIGERIA LIMITED)

BY

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BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT, KWARA STATE POLYTECHNIC, ILORIN IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF HIGHER NATIONAL DIPLOMA (HND) IN BUSINESS ADMINISTRATION AND MANAGEMENT.

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CERTIFICATION

This is to certify that this research work has been read and approved as meeting part of the requirements of Department of Business Administration and Management, Institute of Finance and Management Studies (IFMS), Kwara State Polytechnic, Ilorin for the award of Higher National Diploma (HND) in Business Administration and Management.

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CHAPTER ONE

1.1 BACKGROUND TO THE STUDY

Occupational safety and health is concerned with preserving and protecting human and facility resources in the work place. Occupational safety and health involves helping people by preventing them from being injured or becoming ill due to hazards in their workplaces. Occupational safety and health is also a field where in professionals attempt to prevent catastrophic losses. In practice occupational safety and health includes moral and economic issues (Friend & kohn, 2007).

There is an increasing awareness in management failure to pay greater attention to the health and safety of employees. This awareness has translated into criminal charges and financial devastation for some companies. Safe requirements for health and safety program include systems for management commitment and responsibilities; hazard assessment and control and safety planning, rules, work procedures and training that are in place and operating effectively (Bernardin, 2003)

There is the prevalence of occupational health and safety issues in most of the African countries due to inadequate attention given to OHS by industry and the government. Many international and non- governmental organizations often ask why majority of the African countries are struggling to foster an effective occupational health and safety workplace. One perspective to the above concern is that majority of African countries have poor health and safety culture (Regional Committee for Africa Report, 2004) Occupational health remains neglected in developing countries because of competing social, economic, and political challenges. Occupational health research in developing countries should recognize the social and political context of work relations, especially the fact that the majority

of developing countries lack the political mechanisms to translate scientific findings into effective policies.

Researchers in the developing world can achieve tangible progress in promoting occupational health only if they end their professional isolation and examine occupational health in the broader context of social justice and national development in alliance with researchers from other disciplines. An occupational health research paradigm in developing countries should focus less on the workplace and more on the worker in his or her social context (Apartner for social justice, 2004).

The current rapid economic development has brought changes in workplaces in developing countries, including Nigeria. The organization of occupational health and safety services is not yet resilient enough to handle the growing demands for workers' health in the context of industrialization. There is limited information on the gaps and needs of occupational health services in workplaces in Nigeria (Areview of situational analysis and needs assessment, 2016).

Occupational safety and health act can affect only unsafe work conditions. There are no standards that govern potentially unsafe employee behaviors (F.cascio & Nambudiri, 2013). Unsafe and unhealthy work environment is a serious problem that affects the performance of developing countries like Nigeria manufacturing companies greatly. Because in manufacturing companies there are many different activities that influence effective health and safety program management. The problem concerned with occupational safety and health program on manufacturing companies especially the effect of safety and health program on organization productivity in tannery factory was not still now solved by many researchers, so the

researcher initiated to study the effect of occupational health and safety program in Olam flour mills factory.

1.2 STATEMENT OF THE PROBLEMS

Occupational health and safety management system have many benefits of which the principle ones are; it is much easier to achieve and demonstrate legal compliance. Enforcement authorities have more confidence in organizations which have a health and safety management system in place. They insure that health and safety is given the same emphasis as other business objectives, such as quality and finance. They will also aid integration, where appropriate, with other management systems.

Close and continuous attention to health and safety is important because ill-health and injuries inflicted by the system of work or working conditions cause suffering and loss to individuals and their dependants. In addition, accidents and absences through ill-health or injuries result in losses and damage for the organization. This 'business' reason is very much less significant than the 'human' reasons given above but it is still a consideration, albeit a tangential one (Armstrong, 2006).

According to Students, (2016) inadequate occupational health and safety program has a greatest effect on the performance of the growing industrial business in Nigeria such as tannery factory. Nigerian tanneries still have strong difficulties producing finished leather which meets quality standards and that would allow either tannery directly or Nigerian leather manufacturers to enter on the highly competitive international market. The problem is even more serious as the tanneries' profitability depends heavily on the share of output directly or indirectly exported,

share that they have trouble increasing at levels that would make them financially stable. Tanneries are so poorly competitive because their business has evolved in a hazardous environment.

According to McCunney, (2001) to increase productivity, it is better to reduce absenteeism through good practice of occupational health and safety program. McCunney demonstrates that the health risks and failure of employees to participate in fitness and health promotion programmes are associated with higher rates of employee absenteeism. There is need for much emphasis on the employer's participation in ensuring that OHS programmes and policies are existent. If these OHS practices are set, it is more likely that the worker participates in order to preserve his/her life. However, absenteeism may be encountered but may be completely neither unjustified on medical grounds nor attributable to unsafe conditions or hazardous events in the workplace.

So to evaluate the effect of workplace hazard control programs and provide appropriate solution on tannery factory to improve productivity the researcher was started to study on Olam flour mills factory, in this factory there is a problem of health and safety program management as the researcher review from 2017 G.C annual report of Olam flour mills factory, this in turn employees of

the factory affected by this problem and because of this problem employees are absent from work for continuously such as because of inadequate biological hazard control program 7% of employees of the factory absent from work per month and because of inadequate chemical hazard control program 10% of employees are absent from work per month and from the total number of employees 8% of them are absent from work area per month because of inadequate psychological hazards

control in addition to these 12% of the total employees of the factory also absent from work per month because of inadequate accidental hazard control program. From this report the researcher understands that absence of employees from workplace because of in adequate occupational hazard control programs may have effect on the factory productivity. Based on different literature and from the factory report including the researcher understanding from the factory report, the researcher started to study the effect of occupational hazard control program on Olam flour mills factory productivity.

There are several studies that have been done in relation to occupational health and safety program such as, (Ahmad, Sattar, & Nawaz, 2016) conducted qualitative research through literature search on occupational health and safety in industries in developing world in Dera Ismail, khan, Pakistan concluded that occupational diseases and injuries are very common due to lack of adopting simple preventive measures.

Furthermore, Solomon, (2014) conducted descriptive survey design on the practice and challenges of occupational health and safety in Akaka and garment textile factory in Addis Ababa concluded that work in the factory severely affected worker's health, as most activities are insecure, hazardous and take place in unhealthy and unsafe environment.

However none of the studies conducted on the effect of occupational safety and health program on organization productivity especially on increase of employee absenteeism in work area in Olam flour mills factory because as the researcher described in the above absence of employees in the work area leads to loss or damage for the organization . The reduction of absenteeism has great importance

concerning skilled labor, especially in countries where there is a shortage of skilled labor like Nigeria. So the researcher was initiated to study the effect of occupational safety and health program on organization productivity in Olam flour mills factory which is the most important industry in the city.

1.3 RESEARCH QUESTIONS

i. To what extent can employee's safety knowledge affect work quality?
ii. To what extent can safety plan affects work quality?
iii. What is the extent to which work load affect work quality?

1.4 OBJECTIVES OF THE STUDY

The general objective of this study is to examine the impact of exceptional health & safety on employee performance. The specific objective were to;

i. Examine the impact of employee safety knowledge on work quality;
ii. Determine the impact of safety plan on work quality
iii. investigate the impact of work load on work quality

1.5 RESEARCH HYPOTHESES

The following hypotheses were formulated for this study;

H01: Employee knowledge has no significant effect on work quality

H02: Safety plan has no significant effect on work quality

H03: Workload has no significant effect on work quality

1.6 SIGNIFICANCE OF THE STUDY

The importance of this study can be seen in diverse ways. The study could provide bases for the formulation of Effect of Occupational Safety and Health Management on Employee's Performance. The piece of work will also provide the opportunity for employees, employers to identify their specific respective roles in health and safety issues. It will also provide bases for other factories in Nigeria to adopt the recommendations in the formation of effective health and safety measures in their institutions as well. The work will be used as reference material for policy makers in making decisions concerning health and safety practices and policies

1.7 DEFINITION OF TERMS

1. **OCCUPATION**: a person's usual or principal work or business, especially as a means of earning a living

2. **SAFETY**: the condition of being protected from or unlikely to cause danger, risk, or injury.

3. **HAZARD**: an unavoidable danger or risk, even though often foreseeable: The job was full of *hazards*

4. ***COMPENSATION:*** something, typically money, awarded to someone in recognition of loss, suffering, or injury.

5. **HEALTH**: a person's mental or physical condition.

6. **LOSES**: longer have something because you do not know where it is

7. **SAFETY PLAN**: A Safety Plan is a written document that describes the process for identifying the physical and health hazards that could harm workers, procedures to prevent accidents, and steps to take when accidents occur.

8. **WORK QUALITY**: Work quality is the value of work delivered by an individual, team or organization. This can include the quality of task completion, interactions and deliverables. Work quality is a common consideration in managing the performance of programs, projects, vendors and individuals.

9. **WORKLOAD / WORK PATTERN**: the amount of work to be done by someone or something.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Occupational health is a multidisciplinary activity aimed at: the protection and promotion of the health of workers by preventing and controlling occupational diseases and accidents and by eliminating occupational factors and conditions hazardous to health and safety at work; the development and promotion of healthy and safe work, work environments and work organizations; the enhancement of the physical, mental and social well-being of workers and support for the development and maintenance of their working capacity, as well as professional and social development at work; Enabling workers to conduct socially and economically productive lives and to contribute positively to sustainable development.

2.2 CONCEPTUAL FRAMEWORK

A conceptual framework is used to understand the place of and inform the direction of a research project. A complete conceptual framework will help you assess the goals for your own research and develop appropriate research questions and methodology.

A conceptual framework can be either graphic or narrative, or a combination of the two or in diagram form. In this research the researcher developed conceptual framework in the diagram form.

The nature of Productivity

According to Misikir, (2004) Productivity is a summary measure of the quantity and quality of work performance with resource utilization considered. Regardless of the type of production, economic or political system, the definition of productivity remains the same. Thus, though productivity may mean different things to different people, the basic concept is always the relationship between the quality and quantity of goods or service produced and the quantity of resource used to produce them. It can be measured at the level of the individual, group, or organization. From a manager's perspective, productivity in all cases reflect success or failure in producing goods and services in quantity, of quality, and with a good use of resources. In short it is the ratio of output value to input value. The output may be raised without an increase in productivity. That means the rate of the increment of input cost may be higher or the quality of the output may be decrease. The concept of productivity is also increasingly linked with quality of output, input, and process itself. Taking the definition of quality as conformance to requirements of the customer, productivity decreases as the quality of the output decrease. For example, in15 leather products, quality means leather without any defect on it. According to the number of this defect per square feet the grade of leather decreases from first grade to second grade, third grade …The value of the leather produced dramatically decreases as the grade of it decreases from 1, 2, 3…. This quality problem may come from skin disease during the animal life, improper slaughtering and skinning, bad preservation and improper processing in the factory. Therefore, the quality of the input and the process itself also affect productivity. Productivity is also linked with how the resources are utilized in the company. It is the function of achieving the maximum possible with minimum resource. The resources are

manpower, material, equipment, spares and building, capital and time. The responsibility of achieving higher productivity rests on managing these resources efficiently. By definition productivity doesn't come from working harder.

This may increase output, but it also increases labor input. Similarly, using more capital or other production factors do not necessarily increase productivity. Productivity growth comes from working smarter. This means adopting new technologies or new techniques for production. Productivity can also be defined as the relationship between result and the time it takes to accomplish them. Time is often a good demonstrator since it is a universal measure, and it is beyond the human control. The less time taken to achieve the desired result, the more productive the system is. Generally, productivity should be considered as a comprehensive measure of how organizations satisfy the following criteria. Objective: the degree to which they are achieved.

2.2.1 Concept of Occupational Health and Safety

The first emphasis in risk management in most organizations is health, safety and security, which is discussed next. The terms health, safety, and security are closely related. The broader and somewhat more nebulous term is health, which refers to a general state of physical, mental, and emotional well-being. A healthy person is free from illness, injury, or mental and emotional problems that impair normal human activity. Health management practices in organizations strive to maintain the overall well-being of individuals. Typically; safety refers to a condition in which the physical well-being of people is protected. The main purpose of effective safety programs in organizations is to prevent work-related injuries and accidents (Mathis & H.jackson, 2008).

The system for managing safety and health should be integrated within the company's business culture and processes and total commitment on the part of management to making health and safety a priority is essential to a successful occupational health and safety programme in the workplace. It is only when management plays a positive role that workers view such programmes as a worthwhile and sustainable exercise (ALLI, 2001).

2.2.2 Health and safety Programmes

Occupational health programmes deal with the prevention of ill-health arising from working conditions. They consist of two elements: 1) occupational medicine, which is a specialized branch of preventive medicine concerned with the diagnosis and prevention of health hazards at work and dealing with any ill health or stress which has occurred in spite of preventive actions, and 2) occupational hygiene, which is the province of the chemist and the engineer or ergonomist engaged in the measurement and control of environmental hazards. Safety programmes deal with the prevention of accidents and with minimizing the resulting loss and damage to people and property. They relate more to systems of work than the working environment, but both health and safety programmes are concerned with protection against hazards, and their aims and methods are clearly interlinked (Armstrong, 2009).

Given the complexity and the extent of occupational health and safety problems, and the many causes of occupational hazards and work-related diseases, no single intervention would be sufficient in itself to constitute an effective occupational health programme. In order to have an impact, action has to proceed at various levels. The practical measures may vary, depending on the degree of

technological, economic and social development of the country concerned, the type and extent of the resources available (ALLI, 2001).

2.2.3 Occupational Health Impacts

The great variety of occupational health hazards makes quantification of their associated health risks and impacts at the global level very difficult. Some estimates have been based on the occupational injuries and diseases reported in official statistics notably ILO and World Bank documents. But a large number of injuries and diseases caused by workplace hazards are not reported (Joubert, 2002).

There are several different types of occupational health and safety losses safety professionals attempt to eliminate or control. Typical worker-related health and safety losses include injuries, illnesses, and fatalities. Workplace losses can include damaged equipment, damaged raw materials or finished products, damaged or destroyed facilities, downtime, service/production interruption, or loss of reputation (Friend & P.kohn, 2007).

2.2.4 Accident report and investigation

Accidents are not reported or recorded; therefore, they are not known to the management. The result is that accidents go unnoticed and no measures are taken to prevent occurrence of the same accidents in the future. Supervisors revealed that their duties do not include accident recording and reporting. They have not been furnished with an adequate job description. The result is that accidents are not prevented at all, thus putting the health of workers at risk. Workers are aware that they are not safe during work and their morale is low. This reduces productivity of

workers (P.Katsuro, 2010). From this literature the researcher developed the following hypothesis;

2.2.5 The impact of chemical exposures on workers' health

The significant impact on an individual who has developed a disease as a result of chemical exposures may be incalculable. Certainly, the victims of such diseases often lose the ability to work, and support themselves and their families. The effects of the disease also impact the day-to-day quality of life, and the ability to maintain normal activities. In some cases, the victims die, and their families must deal with the loss of their loved one, as well as a loss of economic wellbeing and stability. Enterprises also pay the price of such diseases through lost productivity, absenteeism, and workers' compensation programmes (ILO, 2014). From this literature the researcher developed the following hypothesis;

2.2.6 Biological hazard

Biohazards include infective agents such as viruses, bacteria, protozoa and other microorganisms as well as animals and animal products, and plants and plant products that can cause infections, allergy, and toxicity or otherwise create a hazard to human health. While potential risk is highly variable, biohazards should be considered in the hazard profile for workplaces. Outdoor workers, those who work with animals, healthcare workers and others exposed to human body fluids are likely to be at higher risk of exposure to biohazards than workers in other occupations. Control of biohazards requires systematic, analytical application of a hierarchy of control that takes account of the nature of biohazard agent, the workplace, the nature of the work and the workers. The generalist OHS professional has an important role in the management of biohazards by working with healthcare and occupational

health personnel to ensure that biohazards are systematically addressed in OHS management processes (Pryor, 2012). From the above literature the researcher developed the following hypothesis;

2.2.7 Psychological health in the workplace

Psychological health is a continuum that everyone experiences and is affected by. Having good psychological health is crucial to achieving overall health and well-being. The work environment is one of many settings that have an impact on psychological health. Some causes of poor psychological health are directly attributable to factors in the workplace, including, for instance, harassment or excessive workload. A wide body of evidence suggests that poor workplace psychological health negatively affects performance at both the individual and organizational level. Among other outcomes, improving workplace psychological health can boost employee satisfaction, engagement, and productivity; it can also reduce health costs, employee turnover, and lost work time (Sarah Z. Wang & Eva A. Karpinski, 2016). The researcher developed this hypothesis from the above literature.

Sub-variables for Occupational Health & Safety are:

i. Employee knowledge
ii. Safety Plan
iii. Workload / Work pattern

Employee Knowledge

Knowledge hiding has become an alarming issue for the organizations. Knowledge hiding is an employee's intentional attempt to conceal knowledge requested by others at the workplace. Employee knowledge hiding significantly influences an organization's effective functioning. This research is an attempt to extend previous work on antecedents of knowledge hiding. Drawing on conservation of resources theory, it is proposed that receiving poor treatment by organizations in the form of organizational dehumanization creates psychological distress among employees toward the organization. Distress among workers in turn intervenes the path and increases the likelihood of engaging in knowledge hiding behaviors. An employee's felt obligation for constructive change (FOCC) may moderate the relationship between organizational dehumanization and employee psychological distress. Data for the current study were collected from 245 employees of the telecommunication sector in three-time lags. The results support the direct and indirect effect of organizational dehumanization on employee knowledge hiding behaviors through the mediation of psychological distress. The results also support the moderation of FOCC between organizational dehumanization and psychological distress. Furthermore, the findings of the study may help organizational practitioners and managers about the value of effective organizational climate and practices for better organizational functioning through knowledge sharing and providing insight into undesirable repercussions of organizational dehumanization. Implications for organizations and practitioners are discussed.

Safety Plan

A safety plan cannot be effective unless the people it affects know how to execute it. For example, if you create a safety plan for a chemical spill, the employees who handle the chemicals should be fully capable of executing the steps in your safety plan.

As people in a department leave and new hires are brought in, they should be thoroughly trained in any safety plans that might affect them.

It's important to remember that safety plans are living documents. As your business evolves, so will your safety needs. Safety plans should be reviewed frequently (at least annually) to ensure they remain current and accurate.

In addition, you must make each safety plan readily accessible in a moment's notice. Ideally, you will create a safety plan and never have to rely on it. But in the event of a safety breach, you or your team must know where to find the safety plan and act on it quickly to minimize damage and risk.

Many companies use their safety software tools to keep up with programs and make safety documents easily accessible. Digital copies are readily available in just a quick search, rather than digging through paper-filled binders. Plus, you can access documents offline.

However you choose to house and distribute your documents, the most important thing is that your people know about it.

Some industries are legally required to have safety plans for certain things, such as hazardous spills or air quality. But even if no one is forcing your hand, it's hard to argue with the benefits safety plans bring to your company.

Workload / Work Pattern

Jalal & zaheer Workload that is too heavy due to increasingly intense competition will make employees more quickly experience stress and panic, so they cannot enjoy their work anymore. Therefore, the portion of the distribution of workload must be adjusted to the ability or capacity of a person in completing his work. The workload is a number of activities that require expertise and must be done in a certain time in physical and psychological form (Jalal & Zaheer, 2017). According to (Inegbedion, Inegbedion, Peter, & Harry, 2020) workload is the period of time in carrying out work activities in accordance with the abilities and capacities of employees without showing signs of fatigue. (Altaf & Awan, 2011)found that high workload has a negative effect on job satisfaction. In the study of (Mustapha & Ghee, 2013)stated that job satisfaction is influenced by daily workloads, employees are more satisfied when they are given a lower workload. As said (Munandar, 2011)'Every workload received by a person must be in accordance and balanced both with physical abilities, cognitive abilities, and human limitations accept these burdens.'

Employees are the main assets of the organization and have a strategic role as thinkers, planners and controllers of organizational activities (Harmen, Amanah, Harahap, & Naibaho, 2019), through continuous human resource empowerment (Agustini, Amanah, & Harahap, 2023), placing work in the right position will facilitate employees to perform tasks and minimize the occurrence of errors that are not desired by the company (Ermiati, Amanah, Harahap, & Tanjung, 2023). Workers are motivated, will make employees willing and direct desires in completing their responsibilities so that workers and company goals can be achieved (Harahap, Agustini, & Amanah, 2017).

Employee performance: performance is **how a member of staff fulfills the duties of their role, completes required tasks and behaves in the workplace**. Measurements of performance include the quality, quantity and efficiency of work.

Sub-variables for employees' performance are:

i. Work quality
ii. Job Satisfaction
iii. Reward and compensation

Work Quality: On average, a person from an OECD country spends 37 hours a week at work, and an increasingly larger share of their adult lives in paid-work. Therefore, work is strongly related to the quality of individuals' lives and their well-being. Moreover, quality jobs are an important driver of increased labour force participation, productivity and economic performance. The OECD has developed a framework to measure and assess the quality of jobs that considers three objective and measurable dimensions. Together, they provide a comprehensive assessment of job quality.

- **Earnings quality** captures the extent to which earnings contribute to workers' well-being in terms of *average earnings* and their *distribution* across the workforce.
- **Labour market security** captures those aspects of economic security related to the risks of job loss and its economic cost for workers. It is defined by the risks of unemployment and *benefits* received in case of unemployment.
- **Quality of the working environment** captures non-economic aspects of jobs including the nature and content of the work performed, working-time

arrangements and workplace relationships. These are measured as incidence of job strain characterised as *high job demands* with *low job resources*.

Job Satisfaction: Job satisfaction is one of the most researched variables in the area of workplace psychology [1], and has been associated with numerous psychosocial issues ranging from leadership to job design [2]. This article seeks to outline the key definitions relating to job satisfaction, the main theories associated with explaining job satisfaction, as well as the types of and issues surrounding the measurement of job satisfaction. While it is also important to explore what factors precede and are impacted by job satisfaction, this is covered in a separate article.

Definition of job satisfaction

Due the popularity of job satisfaction within the field of occupational and organizational psychology, various researchers and practitioners have provided their own definitions of what job satisfaction is. However, the two most common definitions describe job satisfaction as: "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values (pg. 1342)"; and "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs

Theories of job satisfaction

Job satisfaction theories have a strong overlap with theories explaining human motivation. The most common and prominent theories in this area include: Maslow's needs hierarchy theory; Herzberg's motivator-hygiene theory; the Job Characteristics Model; and the dispositional approach. These theories are described and discussed below.

Reward & Compensation:

The compensation and rewards as received by employee is proportional to the effort exerted by them. Besides, several other internal and external factors determine the financial as well as non-financial compensation for them. Within compensation and reward scenario there are few levels denotes the role and status of employees. Basically, these levels are based on the parameters of skill, knowledge, capabilities and qualifications of human resources. Within present HR scenario, different organisations are much devoting their personnel efforts to manage and maintain their compensation and reward system.

2.3 THEORETICAL FRAMEWORK

2.3.1 THEORETICAL REVIEW NATURE OF HEALTH AND SAFETY

The first emphasis in risk management in most organizations is health, safety and security, which is discussed next. The terms health, safety, and security are closely related. The broader and somewhat more nebulous term is health, which refers to a general state of physical, mental, and emotional well-being. A healthy person is free from illness, injury, or mental and emotional problems that impair normal human activity. Health management practices in organizations strive to maintain the overall well-being of individuals. Typically; safety refers to a condition in which the physical well-being of people is protected. The main purpose of effective safety programs in organizations is to prevent work-related injuries and accidents (Mathis & H.jackson, 2008).

The system for managing safety and health should be integrated within the company's business culture and processes and total commitment on the part of management to making health and safety a priority is essential to a successful

occupational health and safety programme in the workplace. It is only when management plays a positive role that workers view such programmes as a worthwhile and sustainable exercise (ALLI, 2001).

Along with the diversity of safety and health promotion and intervention approaches, many different theories and models address safety and health behavior. In fact, many of the approaches to safety and health intervention are derived from some theory or model of behavior change.

2.3.2 Economic Theory

An employer will determine whether to prevent workplace accidents or illnesses by comparing the cost of prevention with the cost of not taking such action. Employers that fail to reduce workplace hazards can expect to pay increased labor costs because workers will demand additional compensation for enduring occupational safety and health risks. For a given level of workers' compensation, workers will demand a wage premium that compensates for any inadequacies in ex-post compensation (Walter, 1974). In other words, assuming workers are fully informed about job risks, they will seek compensation equal to the expected cost of an injury or illness not covered by workers' compensation. In addition, the employer may have to pay for the cost of recruitment and training of additional workers to replace those persons who are injured or killed and other related costs. To avoid these expenses, an employer will make safety and health improvements until the cost of additional precautions is more than paying wage premiums and other related costs. In this manner, labor markets should produce the abatement of some safety and health hazards and workers should be compensated (ex ante and ex post) for the risks that remain. The employer's assumption of these costs will make the market

for the employer's product or service more efficient. Because the employer assumes these costs, the price of the product or service will reflect the cost to society of the production of the good or service, including the cost of occupational illnesses and injuries (Walter, 1974).

2.3.3 Social cognitive theory

The concept of self-efficacy and outcome expectancy has been widely used in a variety of health-related settings, Bandura (1997). Even though there are many health related models that have had been used successfully to design interventions to achieve positive results (for instance health belief model, several other theories were selected. These theories included the theory of reasoned action, theory of planned behavior, protection motivation), self-efficacy. They were chosen because of the many successful applications of the theories in a variety of settings and due to significant overlap of determinants between social cognitive theory and similar health related theories. In a history of social cognitive psychology, Barone, Maddux, and Snyder (1997) traced the American forerunners of the sub-field to such early psychologists as John Dewey (1859- 1952), James Baldwin (1861-1934), and George Mead (1863-1931). Although Dewey, Baldwin, and Mead were discussing such things as philosophy, developmental psychology, and sociology, these early psychologists laid the groundwork for two social cognitive theory tenets still used today. The first tenet describes how psychology needs to include the social context within the study of human behavior because people are essentially social in nature. The second, principle illustrates how we use our cognitions for avenues of thinking and communicating to adapt to social contexts. As such, "social cognitive psychology interprets cognition as a part of social acts" (Barone, et al, 2007, p. 11). Of the early frames of reference for social cognitive theory (i.e., social gestalt,

constructivist, information processing, social learning), this section focuses on self-evaluation/regulation (i.e., control theory, goal-setting theory, self-efficacy). This section is further narrowed to selfefficacy theory, Bandura, (1997) in that goal-setting theory, Lock & Latham (1990) overlaps with self-efficacy theory, and control theory is seen as too limiting or mechanistic to cover the diversity of human behavior, Barone, et al (1997). Throughout life, people strive to gain control of the various aspects of their environment. Individuals try to gain control over desired outcomes (or attainments) and achieve control over the undesirable events. From a social cognitive perspective, people are exposed to various interdependent circumstances every day (that is, reciprocal causation). According to (Bandura 1997), people must determine the best approach to these situations, assess their perceived competence; that is, self-efficacy to carry out their intentions that are human agency, and determine if the behavior they perform will produce the desired outcome; that is, outcome expectancy. Similarly, they must also decide the importance of obtaining the outcome; that is, outcome value.

2.3.4 Self-Efficacy

Self-efficacy, originally defined as a person's belief in his or her ability to perform a specific behavior to produce an outcome, has since been expanded by Bandura's (1997) to refer to "beliefs in one's capabilities to organize and execute the courses of action required to produce given attainment" (Bandura, 1997, p. 89). Efficacy beliefs can varyin level (increasing difficulty of behavior), generality (similarity of behaviors), and strength (perseverance). From Bandura's perspective (1997), people's self-efficacy influences many aspects of their every-day life. Once an individual's self-efficacy forms for a particular behavior or set of behaviors, these beliefs guide the person's aspirations, behaviors, efforts, and reactions. However,

these behaviors are seen more as probabilistic rather than inevitability through reciprocal determinism, Geller (1996). In other words, three interdependent factors, behavior, person, and environment, influence each other depending upon the situation.

2.3.5 Outcome Expectancies

Outcome expectancies have also played an important role in social cognitive theory. Outcome expectancy is the belief that a particular behavior will result in a certain outcome. Outcome expectations take three different forms: physical, social, and self-evaluative. Physical outcomes of engaging in a behavior can be pleasant or aversive sensory experiences, Taylor (1991). There can also be positive social outcomes such as interest, praise, and recognition, as well as negative social outcomes like disapproval, rejection, or penalties. People also have certain outcome expectancies about how they view themselves. Whereas outcome expectancies have different forms; that is, Physical, social, and self-evaluative, all of these forms can vary in their importance or value. Outcome value has been recently proposed as another significant predictor variable within self-efficacy theory with its own moderators. Outcome value can vary in dimension, displacement, and velocity. Taylor (1991) proposed that an outcome's dimension, positive or negative properties, could differentially affect people's emotions or moods. For example, negative outcomes could produce more cognition, affect, physiology, and behavior in some people than the opposite positive outcomes. Furthermore, satisfaction with outcomes varies with their displacement from outcome value expectancies to post outcome change (that is, displacement relation). In addition to displacement relation, Hsee and Abelson (1991) also proposed velocity relation. The authors found that people are not only engaging in a behavior to receive an outcome, they

are seeking a greater rate (or velocity) of change in the outcome itself, except if it is negative. Therefore, my research will be anchored on this theory because employee performance greatly depends on satisfaction on the outcome of their performance, which is determined by the physical and social environment at their workplace. The theory further explains the need for employers to ensure that all rewards for safe work is seen as valuable by each employee and the rewards are received after attaining safety goals.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

3.2 RESEARCH DESIGN

For this study the researcher employed descriptive and explanatory types of research designs. Descriptive research attempted to describes the extent of occupational hazard control programs and what happened in occupational hazard control program of the factory, while explanatory research design attempted to clarify and connect ideas to understand cause and effect relationship between dependent and independent variables that is occupational hazard control programs and organizational productivity. So in this study the researcher had used both descriptive and explanatory research designs to generate necessary information and come up with more rich and comprehensive data, the researcher was employed quantitative research approach for this study.

3.3 POPULATION OF THE STUDY

Target population

Generally, Olam flour mills factory had 332 employees from this employees 32 of them were temporary and 300 of them were permanent employees ,so the researcher was concentrated the study on only permanent employees of the factory ,because permanent employees had accurate knowledge about the health and safety program because they are primarily exposed to the problem but temporary employees had not much more affected by the problem and they have

not enough knowledge about the program ,because they move time to time and place to place ,so they had not accumulated knowledge about the effect of health and safety program on productivity of the factory; they come to the factory only to satisfy their need to get payment; they had not much attention about the factory productivity. So to get accurate and reliable information the researcher based the study only on 156 permanent employees the factory.

3.4 SAMPLE SIZE AND SAMPLING TECHNIQUES

The population was large according to the researcher budget and time, so the researcher determined sample size to know what number of population the researcher would take to get accurate information for the study from a given population. Then the researcher was determined the sample size based on the formula of Yamane, (1967) which is a simplified formula for calculating the sample size for not very large enough and known population size. The formula is as follows;

The formula states thus:

$$n = \frac{N}{1+ N(e)2}$$

Where n = sample size
N = population of the study which is 300
e = margin of error and in this case,
e = 5% (chosen by the researcher)
1 = constant

Therefore;

$$n = \frac{N}{1+ N(e)2}$$

$$n = \frac{300}{1+300(00.25)}$$

$$n = \frac{300}{1+7.5}$$

$$n = \frac{300}{1.75}$$

$$n = 171$$

3.5 METHOD OF DATA COLLECTION.

The type of data collection method that the researcher used was only questionnaire method. In this instrument the researcher was used only close ended questionnaires. That close ended questionnaires was developed using an instrument called Likert scale from strongly disagree (1) to strongly agree (5) which were distributed to employees of the factory. This instrument was preferred, to get more flexible ideas from respondents and offered greater accuracy in judging their view.

3.6 INSTRUMENT OF DATA COLLECTION

After collecting the data, the researcher presented quantitative data through tabular method of presentation, frequency and percentage. Qualitative data was presented descriptively.

3.7 METHOD OF DATA ANALYSIS

The data was analyzed through both descriptive and inferential statistics by using computerized system that is SPSS version 20. From descriptive statistics frequency, percentage, mean and standard deviation were used. The reason for using descriptive statistics was the researcher wanted to summarize the data collected in tables for better understanding for the reader to easily examine the results. And from

inferential statistics by using correlation and multiple regression model. Also the reason to use inferential statistics was the researcher wanted to generalize and make predictions from the results of the data.

To accomplish this study the researcher used only primary type of data and from this primary data the source of data were employees of the factory, which enabled the researcher to meet the objective of the study outlined at the beginning or to meet ultimate objective of the study.

3.8 HISTORICAL BACKGROUND OF THE CASE STUDY

Olam was established in 1989 in Nigeria by Indian conglomerate Kewalram Chanrai Group. It eventually incorporated in Singapore as Olam International in 1995. The company started as an exporting company for agricultural products such as raw cashew nuts from Nigeria to India. Olam currently operates wheat milling, flour and pasta manufacturing in Nigeria and Sub-Sharan Africa. It started operation in 1999 as a division of Dangote Industries Ltd. It has mills across Nigeria, including in Apapa, Ikorodu, Ilorin, Kano and Calabar. Olam generate tens of thousands of indirect jobs through our network of farmers, suppliers, wholesalers, local buying agents and service providers. In addition to our internal sourcing and markets, we also have significant import and export operations.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. INTRODUCTION

This chapter covers the presentation of responses, analysis and findings of data collected from the respondents through diverse sources, i.e. questionnaire, interview, personal observation and evidence. The study in an attempt to collect data relevant to the study distributed copies of questionnaire that covers 70% of the total study area for the selected company using simple random sampling technique. With this number the total copies of questionnaire administered were one hundred and seventy one (171).

4.2 DATA PRESENTATION

Below is the tabular summary of responses to personal information on the questionnaires distributed to respondents.

Table 4.1.1 Age distribution of respondents

OPTION	NO. OF RESPONDENTS	PERCENTAGE (%)
18 – 29	95	55%
30 – 39	30	18%
40 – 49	25	15%
50 above	21	12%
TOTAL	**171**	**100**

Source: Field Survey, 2025

Gender Distribution of Respondents

OPTION	NO. OF RESPONDENTS	PERCENTAGE (%)
MALE	90	53%
Female	81	47%
TOTAL	**171**	**100**

Source: Field Survey, 2025

Highest Education Qualification

OPTION	NO. OF RESPONDENTS	PERCENTAGE (%)
WASSCE/SSCE/GCE	10	6%
ND/NCE	95	56%
HND/BCE	50	29%
Others	16	9%
TOTAL	**171**	**100**

Source: Field Survey, 2025

MARITAL STATUS

OPTION	NO. OF RESPONDENTS	PERCENTAGE (%)
Single	100	58%
Married	25	15%
Divorce	26	15%
Widow/er	20	12%
TOTAL	**171**	**100**

Source: Field Survey, 2023

CURRENT POSITION

OPTION	NO. OF RESPONDENTS	PERCENTAGE (%)
Administrator	20	12%
Finance officer	53	31%
Office assistant	98	56%
Other	-	
TOTAL	**171**	**100**

Source: Field Survey, 2025

WORKING EXPERIENCE

OPTION	NO. OF RESPONDENTS	PERCENTAGE (%)
Below 1 yr	-	0%
2 – 5 years	120	70%
6 –10 years	30	18%
Above 11	21	12%
TOTAL	**171**	**100**

Source: Field Survey, 2025

From table 4.1.1, the percentage of male to female in both sampled companies were 55% to 18%, showing that majority of the respondents were male. The large difference in margin between the two genders may be due to the nature of work in the organizations. The result further indicates the age brackets of the respondents which; 15% of the respondents are between the age bracket of (18 – 29 years), 12% are between the age bracket of (30 – 39 years), 17% are between the age bracket of (40 – 49 years), while only 11% are 50 years and above. This result justifies the fact that production oriented organizations are majorly occupied with young and capable workforce.

Analysis of the result further indicates that 25% are WASSCE/SSCE/GCE holder, 17% are OND/HND holder,50% are HND/BSC, while only 8% are MSC/MBA holder. This implies that the sampled organizations were having a significant number of more educated workers in their domain which will invariably promote core task performance by providing individuals with more declarative and procedural knowledge with which they can complete their tasks successfully. Table 4.1.1 also reveals that majority of the respondents has 2 – 5 years working experience (84%), followed by below one years working experience (8%), then 6 – 10 years working experience with (8%), and lastly 11 years and above with (8%) working experience.

Table 4.1.2: ***Awareness of Hazard in the Working Place***

	Frequency	%	Valid %	Cumulative%
Valid Yes	171	100.0	100.0	100.0

Source: Field Survey, 2025

Table 4.1.2 reveals that 100% of the respondents were aware of the problems they are likely to face in the organization. This result indicates that workers are aware of hazard in the working place and they are enlightened on how to avoid all these hazards.

Table 4.1.3: ***Distribution of Respondents by Type of Occupational Hazard***

Occupational Hazard	Frequency	Percentage
Chemical Burn	97	56%
Smoke Fumes	40	22%
Machine (Amputation)	30	18%
Others	4	2%
Total	**171**	**100**

Source: Field Survey, 2025

Table 4.1.3 shows that 56% of the respondents were victims of chemical burn, 22% were victims of smoke/fumes, 18% were victims of machine amputation and 2% were victims of other hazard apart from the one identified. Analysis of this result implies that the highest percentage of workforce is of the opinion that they were being attacked by chemical burn while the least claimed 2% for being injured by machine.

Table 4.1.4: ***Are you satisfied with your work?***

Option	Frequency	Percent
Valid Yes	97	57%
No	45	33%
Undecided	29	17%
Total	**171**	**100.0**

Source: Field Survey, 2023

Table 4.1.4 shows that majority (57%) of the respondents was satisfied with their work, (33%) responded negatively and (17%) were undecided. This implies that though many of the respondents were satisfied, some employees are unsatisfied with the level of work done in the organization.

Table 4.1.5: ***Level of illumination in the various section***

Option	**Frequency**	**Percent**
Valid Yes	103	60%
No	30	18%
Undecided	38	22%
Total	**171**	**100.0**

Source: Field Survey, 2025

Table 4.1.5 shows that (60%) of the respondents indicated a positive response in term of level of illumination in the organizations, (18%) were unsatisfactory with the level of illumination in the work place, while and (22%) were undecided. This implies that occupational hazard like slips and trips, collision, fall from height, struck by objects, etc. will be limited in the organizations.

Table 4.1.6: ***maintenance of premises (environment)***

Option	**Frequency**	**Percent**
Valid Yes	105	61%
No	36	21%
Undecided	30	18%
Total	**171**	**100.0**

Source: Field Survey, 2025

In cognizance of how the premises is well-maintained, table 4.1.6 reveals that majority (61%) of the respondents confirmed that the environment is well maintained. Though (21%) were not satisfied with how the environment is maintained and (18%) were undecided, the margin in the responses justify how the

companies should improve on the maintenance of their environment to reduce the level of health hazard like, for example, harmful pollutants from exhaust of internal combustion and diesel engines

Table 4.1.7: ***Protective clothing, rubber, gloves, aprons, boots and face shields or goggles are encouraged to avoid direct contact of skin with harmful chemical compounds***

Option	Frequency	Percent
Valid Yes	120	70%
No	30	18%
Undecided	21	12%
Total	**171**	**100.0**

Source: Field Survey, 2025

Table 4.1.7 shows that (70%) of the respondents indicated positive responses to this statement, (18%) indicated negative responses, while (12%) were undecided. This means that most organizations are careless about the safety of their employees. Hence, in order to avoid occupational health hazard in the form of harmful chemical compounds, be it liquids, gasses, mists, dusts, fumes, etc, protective devices are encouraged to be taken.

Table 4.1.8: ***Awareness of safety measure to protect workers from occupational health hazard in the organization***

Option	Frequency	Percent
Valid Yes	125	73%
No	40	23%
Undecided	5	4%
Total	**171**	**100.0**

Source: Field Survey, 2025

Table 4.1.8 shows that (73%) of the respondents indicated to be aware of safety measures to protect workers from possible occupational health hazard, (23%)

indicated negative responses, while and (4%) were undecided. This implies that proper and effective control measures are in place to reduce the level of occupational hazard, which can lead to bad publicity for the organization and can also dent the organization.

Table 4.1.9: ***Adequate training is given on safety measures***

Option	**Frequency**	**Percent**
Valid Yes	96	56%
No	60	35%
Undecided	15	9%
Total	**171**	**100.0**

Source: Field Survey, 2025

Table 4.1.9 shows that (56%) of the respondents indicated a positive response, (35%) were unsatisfactory with the level of training given in the work place, while (9%) were undecided. This implies that more than average of the respondents confirmed that adequate training are given to them on safety measures. Workers who are uniformed about hazards to which they may be exposed find it difficult to identify or recognize a disease as occupational.

Table 4.1.10: ***On-the-job training on occupational health hazards and safety measures to protect workers from these hazards***

Option	**Frequency**	**Percent**
Valid Yes	101	59%
No	56	33%
Undecided	14	8%
Total	**171**	**100.0**

Source: Field Survey, 2025

Table 4.1.10 shows that (59%) of the respondents indicated that on-the-job training on occupational health hazards and safety measure to protect worker from these hazards are offered to them, (33%) responded negatively and (8%) were

undecided. This implies that awareness on safety measures are given to workers as part of their pre-employment industrial training and are integrated into the actual situation so as to remind workers of the need for safety measures.

Table 4.1.11: ***Did you have first aid kit in your organization***

Option	Frequency	Percent
Yes	171	100
No	-	-
Total	**171**	**100.0**

Source: Field Survey, 2025

Table 4.1.11above shows that 171 respondents representing 100% of the total respondents says they have first aid kit in the organization

Table 4.1.12: ***Did you have a fist aider in your organization?***

Option	Frequency	Percent
Yes	171	100
No	-	-
Total	**171**	**100.0**

Source: Field Survey, 2023

Table 4.1.12 above shows that 171 respondents representing 100% of the total respondents says they have first aider in the organization

Table 4.1.13: ***Did your company provide insurance for it staff?***

Option	Frequency	Percent
Yes	165	96%
No	6	4%
Total	**171**	**100.0**

Source: Field Survey, 2023

The above analysis indicates that 165 respondents representing 96% says yes their company provide insurance for it staff, while 6 respondents represented by 4% says no

Table 4.1.14: ***Who is responsible for the treatment if there is causality?***

Option	Frequency	Percent
Management	40	23%
individual	6	4%
insurance company	125	73%
Total	**171**	**100.0**

Source: Field Survey, 2025

The table above indicates that 40 respondents represented by 23% of the total respondents says the management is responsible for the treatment of it causalities, 6 respondents represented by 4% says personal individual is responsible for treatment, while 125 respondents represented by 73% says insurance company is responsible for it causalities

Table 4.1.15: ***Did your organization train staff on safety measures?***

Option	Frequency	Percent
Yes	171	100
No	-	-
Total	**171**	**100.0**

Source: Field Survey, 2025

The above analysis indicates that 171 respondents representing 100% of the total respondents says yes the organization trained staff on safety measures

Table 4.1.16: ***How often does your organization train staff of safety measures***

Option	Frequency	Percent
weekly	42	25%
monthly	129	75%
yearly	-	-
Total	**171**	**100.0**

Source: Field Survey, 2025

The table above indicates that 42 respondents representing 25% says the organization trained it staff on weekly bases, while 129 respondents represented by 75% says on monthly bases

4.3 HYPOTHESES TESTING

Test of Hypothesis One

H_1: Employee knowledge has not significant effect on work quality ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.655	2	.328	12.778	.005[b]
	Residual	23.464	375	.118		
	Total	24.119	377			

Sources: SPSS Output 2025

In testing this hypothesis, the F-statistics and probability value in table 4.3 is used. Strategic environmental variables have a F-statistics of 12.778 and a probability value of 0.000 which is statistically significant. Therefore, we reject the

null hypothesis and accept the alternative hypotheses which state that there is no significant relationship on work quality

Test of Hypothesis Two

H_2: H02: Safety plan has no significant effect on job satisfaction

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	183.254	2	29.006	35.028	.000[b]
	Residual	75.986	375	.828		
	Total	259.240	377			

Sources: SPSS Output 2025

Second hypothesis has f-statistics of 35.028 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that There is no significant influence of the safety programmes on the reduction of job satisfaction

Test of Hypothesis Three

H03: Workload has no significant effect on reward & compensation

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.746	3	.373	7.286	.002
Within Groups	161.869	344	1.305		
Total	162.614	347			

Sources: SPSS Output 2025

The test conducted revealed that the large significance value (F.sig<.002)

indicate no group differences. Since the F-value of 7.286 with a significance of .002 is less than .05 (i.e .002<.05), there exist no group difference. Therefore, Workload has no significant effect on reward & compensation

CHAPRTER FIVE

5.0 Introduction

This chapter provides a summary of major findings, discussions and conclusions drawn thereof. The researcher then presents the recommendations for both the research and for the policy change and practice.

5.1 Summary of Findings

The study aimed at examining the effect of occupational health and safety program on organizational productivity in Olam flour mills factory based on the questionnaire consisting of 112 employees of the factory by using stratified sampling technique.

Chemical hazard; The finding showed that there is substantial positive relation between chemical hazard control program and organizational productivity, and

Accidental hazard; There is medium positive relationship between accidental hazard control program and organizational productivity,

Psychological hazard; There is medium positive relationship between psychological hazard control program and organizational productivity,

Biological hazard; There is no positive relationship between biological hazard control and organizational productivity.

5.2 Conclusion

In terms of the stated research hypotheses the following specific empirical findings emerged from the investigation.

The finding of the study indicates that organizational productivity was affected by only three occupational hazard control programs namely; psychological hazard control program, chemical hazard control program and accidental hazard control program from the four occupational hazard control programs.

The finding of the study also indicates that, organizational productivity mostly affected by chemical hazard control program from the four occupational hazard control programs.

The study also revealed that, organizational productivity was not significantly affected by biological hazard control program from the four occupational hazard control programs or biological hazard have no significant effect on organizational productivity.

5.3 Recommendation

While safety in the manufacturing industry has gradually improved over the last several decades, the concerns are still very real. Despite the move toward automation, humans remain at the center of today's manufacturing processes — handling materials and manipulating machinery that subjects them to risk. In addition, the cultures of many companies still emphasize productivity over safety, exposing their employees to serious injuries.

Indeed, roughly four in every 100 manufacturing workers are injured or become ill on the job every year, according to the U.S. Department of Labor. And of the 10,000 severe injuries that occur annually in the workplace, the highest proportion is in the manufacturing sector — which accounts for 57 percent of all amputations and 26 percent of all hospitalizations.

Manufacturers that aren't committed to maintaining safe work environments put employees and their businesses in jeopardy. In 2015, for example, 353 U.S. manufacturing workers died from on-the-job accidents, the highest fatality rate for the manufacturing industry since 2008. Moreover, companies that don't prioritize safety expose themselves to financial risk. For U.S. businesses, the most disabling non-fatal injuries add up to a whopping $62 billion in direct compensation costs per year — or more than $1 billion per week, according to the 2016 Liberty Mutual Workplace Safety Index.

So what can manufacturing companies do to protect their employees from safety hazards? Consider the following five tips:

Establish safety best practices. While there are many types of accidents in the workplace, the most common I see are electrocutions while maintaining "live" machinery, worker falls, and crushed body parts that result from getting caught in moving equipment. To avoid these hazards, manufacturers must protect employees from hazardous energy sources while servicing machines and equipment. They should also create platforms, guard rails, and other fall protection measures to protect employees working at high elevations. And they should build shields and other barriers into their equipment to prevent body parts from coming into contact with hazardous machinery parts.

Implement easy-to-follow safety procedures. Another factor to consider is the ease of adherence to safety procedures. In a nutshell, the less effort/time-consuming safety practices are, the more likely they'll be followed. Therefore, safety procedures should be designed to be as easy to apply as possible. Take an electrical disconnect that de-energizes a piece of equipment, for example. If workers have to

walk 500 feet to flip the switch, they’re more likely to skip that step than if the switch is just two feet away. By installing that disconnect closer to where employees actually work, employers increase the chances their workers will actually use it.

Consistently reinforce your safety expectations. To be effective, manufacturers need to ensure their written safety policies and procedures are concise and clear. They also need to continually communicate and reinforce their safety expectations. Both supervisors and workers should be evaluated on their adherence to safety standards, and safe behavior should be consistently recognized. At the same time, be sure to avoid monetary rewards, prize drawings, or other safety incentive programs that deter employees from reporting on-the-job injuries and illnesses.

Based on the findings and conclusions of the study, the researcher forwards the following recommendations to the management of the factory to alleviate occupational hazards and improve the factory productivity. The management of the factory should follow up every activity related to occupational health and safety program and implement effectively occupational hazard control programs, especially on three occupational hazards namely chemical, accidental and psychological hazard control programs and continuously improve occupational safety and health programs to increase the factory productivity.

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APPENDIX
KWARA STATE POLYTECHNIC, ILORIN
INSTITUTE OF FININCIAL MANAGEMENT STUDIES
DEPARTMENT OF BUSINESS ADMINSTRATION

QUESTIONAIRE ON EFFECT OF OCCUPATIONAL HAZARD ON WORKERS' PRODUCTIVITY IN MANUFACTURING INDUSTRY IN NIGERIA.

Dear Respondent

This questionnaire is designed for the purpose of carrying out in the above project topic by obtaining data as relevant to the study the intention is purely academic without any basis (political or ethnic).

SECTION A: ***Instruction: Kindly tick (√) the appropriate option of your choice from the appropriate option of your choice from the questions below.***

1. Age (a)18-30 ( ) (b) 31- 40 ( ) (c) 41-50 ( ) (d) 50 above ( )
2. Gender (a) Male ( ) (b) Female ( )
3. Highest Education Qualification (a) WAEC/SSCE( ) (b)ND/NCE ( ) (c) BSC/HND ( ) (d) Others ( )
4. Marital status (a) Single ( ) (b) Married ( ) (c) Divorce ( ) (d) Widow ( ) (e) Widower ( )
5. What is your current position? (a). Administrator ( ) (b) Finance officer ( ) (c) Tutor ( ) (d) Office assistant ( ) (e) Other(s)……
6. How long have you been working with University of ? a. less than 3 years ( ) b. between 3 and 5 years ( ) c. more than 5 years ( )

SECTION B

7. What Type of Occupational Hazard are you familiar with (a) Chemical Burn (b) Smoke Fumes (c) Machine (Amputation) (d) Others
8. Are you satisfied with your work? (a) Yes (b) No
9. What is the Level of illumination in the various section (a) Valid Yes (b) No (c) Undecided
10. Did you maintain your premises (environment) (a) Valid Yes (b) No (c) Undecided
11. Are Protective clothing, rubber, gloves, aprons, boots and face shields or goggles are encouraged to avoid direct contact of skin with harmful chemical compounds (a) Valid Yes (b) No (c) Undecided
12. There is awareness of safety measure to protect workers from occupational health hazard in the organization (a) Valid Yes (b) No (c) Undecided
13. Are there any Adequate training given on safety measures (a) Valid Yes (b) No
14. On-the-job training on occupational health hazards and safety measures to protect workers from these hazards (a) Valid Yes (b) No (c) Undecided
15. Did you have first aid kit in your organization? (a) Yes (b) No
16. Did you have a fist aider in your organization? (a) Yes (b) No
17. Did your company provide insurance for it staff? (a) Yes (b) No (
18. Who is responsible for the treatment if there is causality? (a)Management (b) individual (c) insurance company
19. Did your organization train staff on safety measures (a) Yes (b) No
20. How often does your organization train staff of safety measures (a) weekly (b) monthly (c) yearly