

Health and Safety Practices in the Work Place

Bako Yusuf Adebola (Ph.D), Taiwo Akeem Ayinde & Olopade John oluwaseun

Department of Business Administration and Management

The Federal Polytechnic

Ilaro Ogun State Nigeria

E-mail: debobako1@gmail.com; taiwoakeem2002@gmail.com; johnoluwaseun315@gmail.com

Phone: +2348033127809; +2348030775120; +2347068000712

ABSTRACT

The study explored The Effect of health and safety practice at work place. Ineffective occupational health and safety policy have a negative effect on the organization as well as the workforce Data for this research were obtained from both primary and secondary sources. The primary data were obtained through structured questionnaire. A stratified sampling technique was adopted using the federal polytechnic Ilaro medical center. The sample of fifty (50) respondents was selected using stratified sampling method. In this study, two (2) hypotheses were formulated. The data collected through the use of structured questionnaire was analyzed with descriptive statistics while hypothesis formulated was tested using multi nominal logistic regression with the aid of SPSS.. The findings shows that the 85% of the respondent agreed that current occupational health and safety practices at the organization were adequate. Staff commitment and compliance to health and safety rules was also high. The study concludes that Staffs are required to wear protective cloth and, use equipment and tools provided for their work, and report any contravention of the law by management. Also the employee has the right to refuse unsafe work. Accidents are costly both to the affected worker and the organization. The study recommends that Management must share hazard and risk information with other employers including those on adjoining premises, other site occupiers and all sub-contractors coming on to the premises.

Keywords: Safety, Health, Hazard, Management and Work Place.

1. INTRODUCTION

Safety and health principles are universal, but how much action is needed will depend on the size of the organisation, the hazards presented by its activities, the physical characteristics of the organisation, products or services, and the adequacy of its existing arrangements. (Gyekye 2012). Many of the features of effective safety and health management are analogous to the sound management practices advocated by proponents of quality management, environmental protection, and business excellence. Commercially successful companies often excel at safety and health management as well, precisely because they apply the same efficient business expertise to safety and health as to all other aspects of their operations. Fernández (2009). While the quality management of products or services and environmental protection principally protect physical phenomena, safety and health management in the workplace involves protecting people and developing a safety culture between employers and employees. However, there are considerable similarities between the approaches to safety and health described here and those advocated for effective quality management (ISO 9000 series of standards) or environmental protection (ISO 14000 series).

For example, quality management systems promote continuous improvement in all aspects of an organization's activities. They are founded on a continuous process of:

- identifying the key processes;
- setting performance standards;
- measuring achievement against these standards;
- taking corrective action;
- identifying opportunities for improvement.

Success in quality management requires the development of supportive organizational cultures. Quality management systems also stress the importance of the active involvement of all employees in the quality process, and the crucial importance of visible leadership by managers. (Cox & Tait, 2008). Organizations that manage safety and health successfully invariably have a positive safety culture and active safety consultation programmes in place. Successful organizations can establish and maintain a culture that supports safety and health. Practical methods of designing, building, operating, and maintaining the appropriate systems are outlined in the context of the paper .

First of all, a better focus is vital on the impact of the changing place of work/work environment for employees residing at the lesser level of organizational hierarchy Kate (2001). Secondly, the importance of health and safety requires that employees, other persons at work and members of the public be given the highest level of protection against risks to their health and safety that reasonably practicable in the circumstances), according to Occupational Health and Safety Act (2004). employees performance is likely to increase if there is existence of Occupational health and safety in an organization because by performing high-quality occupation health and safety organizations are providing their employees a secure workplace which in turn improve their confidence and yield hence this means their job performance should increase if their efficiency and morale is perking up thus effecting job performance as affirmed by Bah-Dartey (2011) as "Good practice not only provides a safer working environment but also improve worker and productivity" organizational commitment was really interesting and I was glad to see how dedicated everyone was to the project and making it good. When employees have a strong sense of organizational commitment, important objectives fall into place automatically. Companies without this, find themselves struggling to get mundane daily tasks accomplished, things that often do not contribute to the bottom line.

1.1 Statement of the Problem

Human Resource is one of the most valuable assets an organization do have ,effective and efficient use of human resources will foresee any organization needs for adequate environmental safety in order to promote job commitment and adequate employee performance, therefore its vital for employer to have a healthy and secure workplace for employees. Lack of occupational health and safety measures at work place get the employee exposed to various kind of health hazards which in turn cause disease in the employee hence affecting their health which means their capability to perform a job has been lessen due to unhealthy and unsecure workplace conditions and thus affect employees total job commitment and performance. Both the employer and the employee suffer the ultimate consequences.

1.2 Objectives of The Study :

The major objective of the study is to examine the of effect health and safety practice at work place From the main objective the following are the derived objectives:

- ❖ To study the effects of health and safety on employee performance.
- ❖ To identify the lack of Occupational health and safety measures at workplace.
- ❖ To examine how health hazards at workplace reduce employee performance.

1.3 Research Questions

What are the effects of adequate health and safety on employees' performance.

- To identify the lack of health and safety measures at workplace.
- To examine how health hazards at workplace reduce employee performance.

1.4 Research Hypotheses

- 1: **Ho:** Lack of health and safety measures at work place will not affect the employees performance and the organizational productivity.
H1: Lack of health and safety measures at work place will affect the employees performance and the organizational productivity.
- 2: **Ho:** That health and safety hazards at work will not reduce employee performance
H1: That health and safety hazards at workplace will reduce employee total performance.

1.5 Significance of the Study:

The study will contribute in knowing the importance of health and safety practices at work place for both employers and employees, the study will also help in identification of employee and employers roles regarding health and safety issues. The study will further help in developing effective policies concerning health and safety at workplace. lastly, the study will be of help in identifying the health hazards related to job and how job performance can be increased while working in a healthy and safe environment

2. LITERATURE REVIEW

2.1 Conceptual Framework

The Cambridge Advanced Learner's Dictionary defines "welfare" as "well-being". Therefore, health and safety are strictly aspects of employee welfare, which have been separately identified as being significant areas of welfare provision for sometimes. Cascio, Wayne(2008) defines safety hazards as those aspects of the work environment that have the potential of immediate and sometimes violent harm to an employee; for example, loss of hearing, eye sight, or body parts, cuts, sprains, bruises, broken bones, burns and electric shock. Health hazards as those aspects of work environment that slowly and cumulatively (and often irreversibly) lead to deterioration of an employee's health; for example: cancer, poisoning and respiratory diseases. Typical causes include physical and biological hazards, toxic and carcinogenic dusts and chemicals and stressful working conditions (Cole, 2009).

2.2 Evolution of Occupational Health And Safety

In the late 19th and early 20th centuries, employers ran their businesses as they saw fit to make profit. Employee safety and health were not their concern. In fact, in official terms these things were nobody's concern. In the U.S. injured employees had to litigate to obtain compensation for their injuries. The cost of doing so effectively prevented employees from going to court. Besides, employees were rarely successful since, under common law, if the employee knew of the hazards the job entailed or if the injuries were brought about as a result of the negligence of the employee or a co-worker, the employer was not liable. From these origins, there has emerged an approach and practice with regard to health, safety and welfare issues. The national safety council had been established in 1913 in the U.S. after safety conscious managers and engineers spearheaded its founding (major disasters led to changes in thinking).

Significantly the international labour organization 1959, provided that occupational health services should be established in or near a place of employment for the employee welfare.(International Labour Organisation,1959)

2.3 Responsibilities And Rights Of Employees And Employers In Health And Safety Issues.

Gany (2006) state that employers are responsible for taking every reasonable precaution to ensure the health and safety of their workers. This is called the “due diligence” requirement.

Specific duties of the employer include;

- Filing government accident reports
- Maintaining records
- Posting safety notices and legislative information
- Education and training on health and safety precautionary measures

Employees also have responsibilities which include taking reasonable care to protect their own health and safety and, in most cases, that of their co-workers.

These specific requirements include;

- Wearing protective clothing and equipment
- Reporting any contravention of the law of reputation.

Downey (2006) identify the following as employees’ basic rights under the joint responsibility model:

- The rights to know about workplace safety hazards.
- The right to participate in the occupational health and safety process.
- The right to refuse unsafe work if they have “reasonable cause” to believe that the work is dangerous.

“Reasonable cause” usually means that a complaint about a workplace hazard has not been satisfactorily resolved, or a safety problem places employees in immediate danger. If performance of a task would adversely affect health and safety, a worker cannot be disciplined for refusing to do the job.

2.4 Occupational Health, Safety And The Law.

Nigeria’s Labour Act 2003, Act 651 states that an employer shall;

- Provide and maintain at workplace, plant and system of work that are safe and without risk to health.
- Ensure that safety and absence of risks of health in connection with use, handling, storage and transport of articles and substances.
- Provide the necessary information, instructions, training and supervision having regard to the age, literacy level and other circumstances of the worker to ensure, so far as if reasonably practicable, the health and safety at work of those other workers engaged on the particular work.

The Act again states that an employer who, without reasonable excuse, fails to discharge any of the obligations listed above commits an offence and is liable on summary conviction to fine not exceeding 1000 penalty units or to imprisonment for a term not exceeding three years or to both. In all Canadian jurisdictions, occupational health and safety law provides for government inspectors to periodically carry out safety inspections of workplaces. As in local scene, penalties consist of fines and / or jail terms. Canadian corporate executives and directors are held directly responsible for work place injuries.

2.5 Overcoming Occupational Health And Hygiene Problems

Turner and Lawrence.(2009) identify some measures to overcome occupational health and hygiene problems.

These are;

- Dominating the hazard at source through design and process engineering.
- Isolating hazardous processes and substances so that workers do not come into contact with them.
- Changing the processes or substances used, to promote better protection or eliminate the risk.
- Providing protective equipment but only if changes to the design, process or specification cannot completely remove the hazard.
- Training workers to avoid risk.
- Good housekeeping to keep premises and machinery clean and free from toxic substances.
- Pre-employment medical examinations and regular checks on those exposed to risk.
- Ensuring that ergonomic considerations (thus, those concerning the design and use of equipment, machines, processes and workstations) are taken into account in design specifications, establishing work routines and training.
- Maintaining and preventing medicine programmes which develop health standards for each job and involve regular audits of potential health hazards and regular examinations for anyone at risk.
- Maintaining plant and equipment to eliminate the possibility of harmful emissions, controlling the use of toxic substances and eliminating radiation hazards.

Holt and Andrews.(2007) suggest the following steps to be taken to increase the effectiveness of safety:

- Avoid negatives – successful safety propaganda should contain positive messages not warnings of the unpleasant consequences of actions.
- Expose correctly – address the message to the right people at the point of danger.
- Maximize comprehension – message should be simple and specific

2.6 Health, Safety And Security

Today, employees expect their employers to provide work environments that are safe, secure and healthy. However, many employers once viewed accidents and occupational diseases as unavoidable by-products of work. This idea may still be prevalent in many industrial settings in underdeveloped countries. Fortunately in most developed nations, this idea has been replaced with the concept of using prevention and control to minimize or eliminate risks in workplaces. But in many underdeveloped countries significant health, safety concerns exist in workplaces.

Health refers to a general state of physical, mental and emotional well-being (Robert and John, 2004). A healthy person is free of 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. Safety on the other hand refers to protecting the physical well-being of people (Robert and John, 2004). The main purpose of effective safety programmes in organizations is to prevent work related injuries and accidents. The purpose of security is to protect employees and organizational facilities.

The general goal of providing a safe, secure and healthy workplace is reached when there is cooperation between managers and HR staff members. An HR manager or safety specialist can help coordinate health and safety programmes, investigate accidents, produce safety programme materials and conduct formal safety training. However, department supervisors and managers play key roles in maintaining safe working conditions and a healthy workplace.

For example, a supervisor in a warehouse has several health and safety responsibilities: reminding employees to wear safety hats; checking on the cleanliness of the work area; observing employees for any alcohol, drug or emotional problems that may affect their work behavior; and recommending equipment changes (such as screens, railings or other safety devices) to engineering specialists in the organization. A position becoming more common in many companies is that of safety/environmental officer. This combination may make sense in situations where danger results from chemical or other sources of pollution that may be hazardous to both employees and the public or the environment. Regarding security, HR managers and specialists can coordinate their efforts with those in other operating areas to develop access restrictions and employee identification procedures, contract or manage organizational security services such as guards and train all managers and supervisors to handle potentially volatile situations. (Robert and John, 2004).

2.7 Maintaining A Healthy Work Environment

David, and Stephen. (2014) indicate that unhealthy work environment is a concern to us all. If workers cannot function properly at their jobs because of constant headaches, watering eyes, breathing difficulties, or fear of exposure to materials that may cause long term health problems, productivity will decrease. Consequently, creating a healthy work environment not only is the proper thing to do, but it also benefits the employer. Often referred to as sick buildings, office environments that contain harmful airborne chemicals, asbestos, or indoor pollution (possibly caused by smoking) have forced employers to take drastic steps. For many, it has meant the removal of asbestos from their buildings.

Palmer.(2004) makes suggestions for keeping the workplace healthy. These include

- Making sure workers get enough fresh air. The cost of providing it is peanuts compared with the expense of cleaning up a problem.
- Avoiding suspected building materials and furnishing. A general rule is that if it stinks, it is going to emit an odour.
- Testing new buildings for toxins before occupancy. Failure to do so may lead to potential health problems.
- Providing a smoke-free environment. If you do not want to ban smoking entirely, then establish an area for a smoker that has its own ventilation.
- Keeping air ducts clean and dry. Water in air ducts is a fertile breeding ground for fungi. Servicing the air ducts periodically can help eliminate the fungi before they cause harm.
- Paying attention to workers' complaints. Dates and particulars should be recorded by a designated employee. Because employees are often closest to the problems, they are a valuable source of information.

2.8 Theoretical Frame Work

In the Theory of Work Adjustment (TWA) developed by Dawes and Lofquist in the University of Minnesota in 2005, the goal was to provide theoretical framework that will describe or explain the relationship among individuals at work and their work environment. Work is therefore perceived and conceptualized as an interaction between an individual and a work environment. This work environment requires that certain tasks are performed, and the individual brings up the needed skills to perform the tasks. As an exchange relationship (between the individual and the environment), the individual also requires certain compensation or rewards for work performance and certain preferred conditions, such as a safe and comfortable place to work. For the interaction to be maintained and job to continue, the workplace environment and the individual must continue to meet each other's requirements (Dawes & Lofquist, 2005). The degree to which the requirements of both are met is called correspondence.

This is why TWA is also known as ***Person-Environment Correspondence Theory***. This was put in other words by Winter (2009) as the more closely a worker's abilities (such as skills, knowledge, experience, attitude, behaviours, etc.) correspond with the requirements of the role, or the job or the organization, the more likely it is that the worker will perform the job well. The better he performs the job is perceived as satisfactory by the employer. In exchange, the more closely the reinforces (rewards) of the role or organisation correspond to the values that a person seeks to satisfy through their work, the more likely it is that the person will perceive the job as satisfying. And Satisfying indicates the work adjustment of the individual with the work environment and of the work environment with the individual. Work adjustment is the process of achieving and maintaining correspondence (where correspondence is the degree to which individual's needs and environment's needs for the job are both met).

On the part of the individual, as in the case of this study, work adjustment may also be categorized as either committed adjustment or non-committed adjustment. Since satisfying indicates adjustment and satisfying comes from the ability of the environment to meet up with individual requirement (in terms of needs or rewards), then satisfying may be seen as a predictor of job commitment. It may therefore follow that if individual workers are unsatisfied with the ability of the environment to meet up (or correspond) with his or her need, he or she is likely to exhibit a low or no job commitment. After all, empirical studies (such as Danish & Usman, 2010; Odunlade, 2012) have demonstrated that rewards and recognition offer more job satisfaction to employees. However, Dawes (2005) acknowledged that the correspondence between person and environment may not be perfect, perhaps because the person chose the wrong career or the employer chose the wrong candidate. Even a good correspondence may change over time. The person's skills might develop so that they outgrow their role or their priorities may change because of non-work commitments. The nature of the job or the nature of the rewards an employer is able to offer may also change (Winter, 2009). The foregoing has implication for this study.

Where employees perceive some factors in workplace environment as unsatisfying, then such environment may be construed as being toxic. Hence, for an environment to be perceived as satisfying (conducive), the Person-Environment relationship must be corresponding (i.e. the requirement of P and E must be met). Where there is a lack of correspondence means that job commitment may be affected. Since all organisations, even in the same industry and same HRM line of operations or business, are not all the same in structure, culture, vision, mission, etc.; while no individuals are of same character, attitudes and personality; job commitment undoubtedly will vary from individual to individual and from environment to environment. These further shows the need for empirical probing into the various gaps identified in this review.

2.9 Empirical Framework

Empirical studies abound which attempted to link workplace environmental factors to other employees factors. The study of Tio (2014) used 74 samples with multiple regression analysis to measure the significance of work environment on job satisfaction among staff of a particular organisation. The study found that work environment significantly determines job satisfaction. This result corroborates findings of previous research that investigated the connection between variables in workplace environment and workforce or work process (see Nakpodia, 2011; Vikas & Ravis, 2011; Akinyele, 2010; 2007; Junaida et al., 2010; Taiwo, 2010). Other research works have been specific on factors inherent in the workplace environment. For instance, Ali, Abdiaziz and Abdiqani (2013) investigated and found that working conditions was significantly related to employee productivities in manufacturing sectors. With particular focus on such variables as comfort level and temperature in the office work, the study of Junaida et al., (2010) investigated the physical work environment on staff productivity. With 150 participants among civil servants in the Ministry of Youth and Sports in Malaysia, the study revealed the same result.

This was however on workplace environment and employee productivity. The study of Demet (2012) also revealed a significant positive relationship between workplace quality and productivity among bank workers while Faridah, Rahmatul & Razidah (2012) deviate a little from the trend in research on workplace environment. They studied organisational environment-behaviour and its influence on safety culture in organisation. In their opinion, as organisation behaves, so does the working environment, and this behaviour determines the level of safety consciousness among staff. Regardless of which environmental variables were examined, there seem to be a general census among these researchers. It is generally concluded that workplace environmental factors significantly influence such other employee related variables like health, safety, and well-being, (Jain & Kaur, 2014), job satisfaction (Tio, 2014; & Malik, 2013), safety culture (Faridah et al., 2012), job performance (Ajayi, Awosusi, Arogundade, Ekundayo & Haastrup, 2011), organizational performance in public sectors (Chandrasekar, 2011) and so forth.

What seems unsatisfying is that many of these researches were carried out in other developed countries and are foreign to African context. Few studies which have attempted studying African workplace environmental factors on staff related variables were done in workplaces other than campuses and those studies conducted in universities fail to show the empirical link between workplace environmental factors and either teaching and nonteaching staff of higher institutions of learning (see Ajayi et al., 2011; Adeyinka, Ayeni & Popoola, 2007; Zainudin & Junaidah, 2010). The dependent variable in the study of Ajayi et al. (2011) was job satisfaction while workers morale and perceived productivity in industrial organisations was the dependent variable in Akintayo's study in 2012. Akinyele (2010) did another study that linked workplace environment to workers' productivity in the oil and gas industry. Yusuf and Metiboba (2012) also linked work environment with workers attitudes in all organisation in general.

3. METHODOLOGY

The research design adopted for this study was the survey design. The study adopted survey method in form of administering questionnaires to the employees and management staff of the Federal polytechnic Ilaro medical centre. Mainly primary data was sourced and utilized for purposes of addressing and testing the formulated hypotheses. Primary data was collected on health and safety practices at work place towards enhancing employees' performance. The main data collection instrument was a structured questionnaire divided in two sections. This questionnaire was administered to the some medical staff and non medical staff at the management level. Data were analysed using descriptive statistics and the multi nominal logistic regression With the aid of the Statistical Package for Social Sciences (SPSS) was employed in analyzing the data for this study.

4. DATA ANALYSIS AND DISCUSSION

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.995	15

Table 2: Case Processing Summary

		N	Marginal Percentage
Health and safety management is necessary in at work place	Disagreed	4	8.0%
	Strongly Disagreed	5	10.0%
	Undecided	6	12.0%
	Agreed	15	30.0%
	Strongly Agreed	20	40.0%
There is positive relationship between adequate safety management and employees job performance	Disagree	4	8.0%
	Strongly Disagree	5	10.0%
	Undecided	7	14.0%
	Agreed	14	28.0%
	Strongly Agreed	20	40.0%
Management in your organization monitors inspect and evaluate safety practices in the organization	Disagree	1	2.0%
	Strongly Disagree	5	10.0%
	Undecided	7	14.0%
	Agreed	12	24.0%
	Strongly Agreed	25	50.0%
Majorities of workers in your organization suffer for injuries as a result of their personal negligence	Disagree	10	20.0%
	Strongly Disagree	10	20.0%
	Undecided	11	22.0%
	Agreed	9	18.0%
	Strongly Agreed	10	20.0%
Valid		50	100.0%
Missing		0	
Total		50	
Subpopulation		13 ^a	

a. The dependent variable has only one value observed in 12 (92.3%) subpopulations.

Table 3: Model Fitting Information

Model	Model Fitting Criteria			Likelihood Ratio Tests		
	AIC	BIC	-2 Log Likelihood	Chi-Square	Df	Sig.
Intercept Only	147.248	154.897	139.248			
Final	105.629	205.054	1.629	137.619	48	.000

Table 4: Pseudo R-Square

Cox and Snell	.936
Nagelkerke	.995
McFadden	.973

Table 5: Likelihood Ratio Tests

Effect	Model Fitting Criteria			Likelihood Ratio Tests		
	AIC of Reduced Model	BIC of Reduced Model	-2 Log Likelihood of Reduced Model	Chi-Square	Df	Sig.
Intercept	105.629	205.054	11.629 ^a	.000	0	.
Q3	94.820	163.652	73.820 ^b	43.190	16	.021
Q10	75.211	144.044	102.211 ^b	54.582	16	.000
Q7	73.629	142.462	121.629 ^b	56.000	16	.000

The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.

- a. This reduced model is equivalent to the final model because omitting the effect does not increase the degrees of freedom.
- b. Unexpected singularities in the Hessian matrix are encountered. This indicates that either some predictor variables should be excluded or some categories should be merged.

5. INTERPRETATION OF RESULT AND HYPOTHESIS TESTING

From table 1, It shows the case processing summary for the reliability which indicate the valid number of sample consider in the analysis, also the reliability statistic show the value of Cronbach's Alpha to be 0.995 for examine 20 samples. Since the Alpha value is greater than 0.70 will agree that the instrument used (structured questionnaire) were reliable. The case processing summary table (1) shows that the model categorized the response variable into 92.3% of the cases are correctly classified, i.e. 92.3% of the respondents sampled in Federal Polytechnic Ilaro medical centre spelled out the effect of health and safety practices at work place with respect to employee performance.

Model fitting information (Table 2), **Model:** This indicates the parameters of the model for which the model fit is calculated. "Intercept only" describes a model that does not control for any predictor variables and simply fit an intercept to predict the outcome variable. "Final" describes a model that includes the specified predictor variables and has been arrived at through an iterative process that maximizes the log likelihood of the outcome seen in the outcome variable. Chi-square is a log likelihood ratio of the model summary in which all the parameter co-efficient are non-zero based on the chi-square statistic of 137.619 with a sig. value of 0.000 which is less than the critical value of 0.05%.

Based on this research finding, Cox and Snell R. Square gives 0.936 which indicates that about 93.6% variation in the effect of occupational safety management on employee total job commitment. However, the Nagelkerke R. Square represents the adjusted version of the former R. Square that adjusts the scale of the statistic to cover the full range of the 0 & 1. For this research the Nagelkerke R. Square give rise to a value of 0.995 which indicate a very good model. Also implies that 99.5% of the variation in the effect of occupational safety management on employees total job commitment is jointly explained by (There is positive relationship between occupational safety management and employees total job, Management in the organization monitors inspect and evaluate safety practices in the organization and Majorities of the workers in the organization suffered for injuries as a result of their personal negligence). These estimates are used in evaluating logit model specified below;

$$\pi^{\wedge} = \frac{\exp(\beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3)}{1 + \exp \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3}$$

Where

X₁= There is positive relationship between health and safety at work place with employee performance.

X₂= Management in the organization monitors inspect and evaluate safety practices in the organization.

X₃= Majorities of the workers in the organization suffered for injuries as a result of their personal negligence.

Thus, the logit model is

$$\pi^{\wedge} = \frac{\exp(11.629 + 73.820x_1 + 102.211x_2 + 121.629x_3)}{1 + \exp 11.629 + 73.820x_1 + 102.211x_2 + 121.629x_3}$$

Whereas, all the three (3) factors considered are said to gives a better explanation of the effect of health and safety at work place. All these factors were considered as the induced factors for the hypothesis.

Hypothesis One:

H0: Lack of health and safety measures at work place will not affect the employees performance and the organizational productivity.

H1: Lack of health and safety measures at work place will affect the employees performance and the organizational productivity.

Decision: Reject the null hypothesis if the significant value is less than the critical value (0.05%) otherwise, accept.

Hypothesis One Discussion

From the likelihood ratio test it revealed that the chi-square calculated value is 54.582 with significant value of 0.000. Since the significant value is less than 0.05% therefore we reject the null hypothesis and conclude that lack of health and safety measures at work place will affect the employees performance and the organizational productivity as well exposing workers to different injuries.

Hypothesis Two

Ho: That health and safety hazards at work will not reduce employee performance.

H1: That health and safety hazards at workplace will reduce employee total performance.

Decision: Reject the null hypothesis if the significant value is less than the critical value (0.05%) otherwise, accept.

Hypothesis Two Discussion

From the likelihood ratio test it revealed that the chi-square calculated value is 56.000 with significant value of 0.000. Since the significant value is less than 0.05% therefore we reject the null hypothesis and conclude that health hazards at work will reduce employees total job performance.

6. CONCLUSIONS

There cannot be any effective occupational health and safety policies if both employers and employees fail to perform their respective responsibilities. The employer is suppose to file government accident reports, maintain records on health and safety issues, posting safety notices and legislative information, providing education and training on health and safety. The employer is required to institute a safety committee to be in charge of all health and safety related issues. The safety committee is responsible for studying trends in accidents with the view to making suggestions for corrective actions, examining safety reports and Making proposals for avoiding accidents, examining and discussing reports from safety representatives, making proposals for new or revised safety procedures.

It also acts as a link between the organization and the enforcement agency (the health and safety inspectorate), monitoring and evaluating the organization's safety policies, and making proposals for changes, if necessary. The employee on the other hand is required to comply with all health and safety rules, knowing that the person ultimately responsible for his/her health and safety is himself/herself. Staffs are required to wear protective clothing, use equipment and tools provided for their work, and report any contravention of the law by management. Also the employee has the right to refuse unsafe work. Accidents are costly both to the affected worker and the organization. Therefore, every effort should be made in order to avoid them from happening at the work place.

7. RECOMMENDATIONS

The following recommendations were made based on the findings of the study: Education and Training: Management of the organisation should organize regular training, workshops, seminars on health and safety for staff, publish materials on safety and many other steps to inculcate safety consciousness in the minds of workers. Employees should be made to understand that safety and health practices are the responsibility of both management and staffs and this will go a long way to make the work area safe. Management should provide and maintain at the workplace, adequate plant and system of work that are safe and without risk to health. There should be regular servicing of machines, plants and equipment to make them safe for use at the work place.

Management should display warning notices on faulty machines and equipment or other potential hazard places to make workers aware of potential danger.

1. Provide the necessary information, instruction, training and supervision having regard to the age literacy level and other circumstances of the worker to ensure, so far as reasonably practicable, the health and safety at work of those other workers engaged on the particular work. Some industrial accidents that happen could have been avoided if effective supervision were carried out during the execution of duties at the work place.
2. Management must share hazard and risk information with other employers including those on adjoining premises, other site occupiers and all sub-contractors coming on to the premises. Proper dissemination of risk information is important in ensuring safe and healthy working environment. Visitors who come to the hospital must be made aware of the precautionary measures in order to prevent accidents and injuries.
3. Ensure correct storage procedures of flammable liquids and other dangerous materials. Management should endeavor to provide safe and proper means of storing dangerous gases at the work place in order to protect the safety and health of employees. Correct procedures should be adhered to strictly. The off loading of petroleum products for example should not be compromised in order to avoid cases of fire outbreak.
4. The provision of fire extinguishers in itself is good but not enough. It is recommended that management should take it a point to train staff in the effective and efficient use of fire extinguishers. This may call in the regular conduction of fire drills to ensure that employees are ready to deal with any fire outbreak. This is more important in areas where highly inflammable gases are used like the filling stations.
5. Workers should be given enough insight of the risk and dangers inherent in their work at the work places. Through education some of these accidents could be minimized if not eradicated entirely. Jobs can also be designed in such a way as to remove all inherent potential dangers to make the work safe for employees.

REFERENCES

1. Akinsanya A. O. & Oludeyi O. S. (2013). Dialectics of staff unionism and university management; critical discourse for effective educational service delivery. *National Association of Science, Humanities and Educational Research Journal*, 11 (2), 65-72
2. Akintayo, D. (2012). Working environment, workers' morale and perceived productivity in industrial organizations in Nigeria. *Education Research Journal*, 2 (3), 87-93, retrieved from <http://resjournals.com/ERJ/Pdf/2012/Mar/Akintayo.pdf>
3. Akinyele S. T. (2010). The influence of work environment on workers' productivity: A case study of selected oil and gas industry in Lagos, Nigeria. *African Journal on Business Management*, 4(3), 299-307.
4. Akinyele, S. T. (2007). A critical assessment of environmental impact on workers' productivity in Nigeria. *Research Journal on Business Management*, 1(1), 50-61.
5. Ali Yassin S. A., Abdiaziz A. A. & Abdiqani A. A. (2013), Working conditions and employees' productivity in manufacturing companies in Sub-Saharan African context: case of Somalia. *Educational Research International*.
6. Andrew, N. (2003), 'The measurement and antecedents of affective, continuance, and normative commitment to the organisation', *Journal of Occupational Psychology*.
7. Ajayi A, Arogundade, C. and Ekundayo, M, (2011), 'The Longitudinal assessment of applicant reactions to employment testing and test outcome feedback', *Journal of Applied Psychology*.
8. Akintayo (2012). The need to belong: Desire for interpersonal attachments as a fundamental human motivation', *Psychological Bulletin*.
9. Bah- Dartey. (2011). Employee behavior in a service environment: A model and test of potential differences between men and women. *Journal of Marketing*,
10. Cascio, W.F.(2008). *Managing Human Resources Productivity, Quality of Life, Profit*: New York: MC Graw-Hill.
11. Cole, G.A.(2009). *Personnel and Human Resource Management*, London: Thompson Learning Bedford Row.
12. Cambridge Advanced Learner's Dictionary.(2008) 3rd ed, Cambridge: Cambridge University Press.
13. Christian, M.S.(2009). Workplace safety: A meta-analysis of the roles of person and situation factors. *The Journal of Applied Psychology*. London: Thompson Learning Bedford Row.
14. Cox, S., & Tait, R. (2008). *Safety, reliability and risk management: An integrated approach*. Reed Educational and Professional Publishing Ltd.
15. David A.D and Stephen, P.R.(2014): Human Resource Management, Concepts and Application, USA: Rogressive International Technologies.
16. Dessler, G.(2001) 7th ed. *Human Resource Management*, New Delhi: Prentice -Hall of India Private Ltd.
17. Demet L. (2012) Impact of workplace quality on employee's productivity: case study of a bank in Turkey. *Journal of Business, Economics & Finance* 1 (1) Turkey: Beverd Publisher.
18. Dawes, D.M.(2005). *The development of case studies that Demonstrate the Business Benefit of Effective Management of Health and Safety*, London: HSE

19. Danish, A. and Usman, T.B. (2014). Antecedents of organizational commitment across occupational groups: A Meta-Analysis', *Journal of Organisational Behaviour*,
20. Eva, D. and Oswald R. (2009). *Health and Safety at Work*, London :Pan Books. Encyclopedia. (2009). *Occupational health and safety* Available at [http://www. Encyclopædia Britannica 2009 Student and Home Edition](http://www.Encyclopædia Britannica 2009 Student and Home Edition). (Accessed 20th March, 2017).
21. Faridah I., Rahmatul H. S., & Razidah I. (2012) *The organisational environment-behaviour factors' towards safety culture development*. Paper presented at Asia Pacific International Conference on Environment-Behaviour Studies, Salamis Bay Conti Resort Hotel, Famagusta, North Cyprus, 7- 9. Retrieved from www.sciencedirect.com
22. Fernández-Muñiz, B. (2009). Relation between occupational safety management and firm performance. *Safety science*, 47, 980-991.
23. Gallagher, R.V. (2001). *Applied psychological theory of work adjustment*. Minneapolis: University of Minnesota Press.
24. Gohmet, C. (2003). New directions: Innovative management plus safe place, Occupational health and safety management systems. In *Proceedings of the First National Conference* University of Western Sydney, Australia.
25. Gyekye, T.O. (2012). Determinants of how managers cope with organizational downsizing. *Applied Psychology: An International Review*, 55(1), 1-26..
26. Kate, B.A (2001). Safety climate factors, group differences and safety behaviour in road construction, *Safety Science*, publisher. Napoli.
27. Kwesi, W.O (2011). Effect of perceived organizational support and work environment on organizational commitment; mediating role of self-monitoring. *Advances in Economics and Business*, 1(4), 312-317.
28. Labour Act of Nigeria. (2003). Subsection 651, Abuja: GPC Printing Division, Junaida I. Mahadir L. Siti Hajjar M. & Afida A. (2010) The Influence of physical workplace environment on the productivity of civil servants: the case of the Ministry of Youth and Sports, Putrajaya, Malaysia. *Voice of Academia*, 5(1), 21-37.
29. Malik, T.D. (2003). *Planning with people in mind*, Harvard Business Review, March-April, pp97-105.
30. McMahon, B. (2007) *Organizational commitment, relationship commitment and their association with attachment style and locus of control*. M.Phil. Thesis of the School of Psychology, Georgia Institute of Technology.
31. Micheal, N. (2006). Measuring job satisfaction from the perspective of interpersonal relationship and faculty workload among academic staff at public universities in Kelantan, Malaysia. *International Journal of Business and Social Science* 4 (15) retrieved from <http://ijbssnet.com/journals/>
32. Nakpodia, E. D. (2011) Work environment and productivity among primary school teachers in Nigeria. *International Multidisciplinary Journal, Ethiopia*, 5(5), 367-381
33. Odunlade, R. O. (2012) Managing employee compensation and benefits for job satisfaction in libraries and information centres in Nigeria. *Library Philosophy and Practice* retrieved from <http://www.webpages.uidaho.edu/~mbolin/odunlade.pdf>
34. Ogaboh, A. A. M., Nkpoyen F., & Ushie, E. M. (2010) Career development and employee commitment in industrial organisations in Calabar, Nigeria: *American Journal of Scientific and Industrial Research*. 1(2).
35. Ogunola, A., A., Kalejaiye, P., O & Abrifor, C, A. (2013) Management style as a correlate of job performance of employees of selected Nigerian brewing industries. *African Journal of Business Management*.

36. Palmer,S.(2004).” *Occupational Stress*”:*The Safety and Health Practioner*, New York: John W. lay incorporated
37. Robert L.Mathis and John H.Jackson.(2004).*Human Resource Management*: Melisa Acuna.
38. Sundas,W. (2009) Study on relationship between organizational commitment and its determinants among private sector employees of Pakistan. *International Review of Business Research Papers*, 5(3), 399- 410.
39. Skipa, O.Z. (2011). Factors affecting safety performance on construction sites. *International journal of project management*, 17(5), 309-315
40. Tsui,A.S. and Gomez-Mejia,L.R.(2013).*Evaluating Human Resource Effectiveness in Human Resource Management,Evolving Roles and Responsibilities*,ed L Dyer, Washington: Bureau of National Affairs.
41. Turner,A.N. and Lawrence,P.R.(2006).*Industrial Jobs and Worker,An Investigation Of Response to task attributes*, Boston:Harvard University Graduate School Of Business Administration.
42. Zainudin A. & Junaidah H. A. (2010) Modelling job satisfaction and work commitment among lecturers: a case of UiTM Kelantan *Proceedings of the Regional Conference on Statistical Sciences 2010 (RCSS'10)* Malaysia Institute of Statistics, Faculty of Computer and Mathematical Sciences, Universiti Teknologi MARA (UiTM), Malaysia: 241-25.