

Effect of Managerial Enacted Safety Policies and Employee Performance: A Study of Inna Galaxy Group, Owaza in Ukwa-West Local Government Area (L.G.A.) of Abia State, Nigeria.

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Abstract. The focuses on exploring the Effect of Managerial Enacted Safety Policies and Employee Performance: A Study Of Inna Galaxy Group Owaza, Ukwa-West L.G.A, Abia State, Nigeria while the specific objectives were to: Inspect the workers' awareness to the managerial enacted safety policies and their performance.. This study adopted survey design. There are two sources of data collection for this study. They are the primary and secondary sources. Questionnaire and interview guide were the two major instrument used for data collection which was structure in Likert scale format. The sum population for this study was 514 workers of Jima Galaxy Group .The sample size of 225 was determined using Taro Yemen formula for this study. The hypotheses were tested using chi-square (X^2) statistical technique at 0.05 level of significance. The study reveals that there is no vital relationship between the awareness of enacted managerial safety policies and employee's fulfillment and performance. The study recommended that management should enact policies and structures that will in no small gauge advance wellbeing and security of their workers. However, administration should make provisions for allocation of funds and invest more on her workers through security programs. Thus, such programs should gear towards incidents investigations, risk assessment gauges and reporting near misses.

Keywords: Managerial Enacted Safety Policies, Employee Performance

1. Introduction

The attainment of organizational goals is of immerse important and is directly proportional to employees' health and safety (H & S). However, Health and safety policies and programs are concerned with protecting employees and other people affected by an organization's activities, products and services against hazards. With limited resources to help reduce occupational injuries, companies struggle with how to best focus these resources to achieve the greatest reduction in injuries for the optimal cost. Safety culture has been identified as a critical factor that sets the tone for importance of safety within an organization (OToole, 2002). It is believed that the formulation of polices with its implementations are solely responsibility of any government so as to make sure a safe working surroundings. As one of the vital roles of the government, the policies formulated ought to be re-visited adequately as it guarantees the safety of everyone within the work surroundings.

Okojie (2010), Idubor and Osiamoje (2013) contend that the penalties which was stipulated by the OHS law seems to be inefficient in Nigeria as the offenders of these laws are not being deterred by the said penalties. Thus, most

of the stipulated laws by OHS are out-dated and can no-longer stand as laws to serve the purpose they were instituted for especially on the current realities and challenges of OHS. For instance, there is no regulation that stipulated what the distance between most industries and manufacturing sectors that produces hazardous waste (saw mills) and some other business ventures like petrol stations and residential buildings. In the industrial areas, it is obvious to note that there is no specific law or regulation that severely specifies the distance between one factory and the other. To this effect, the reason why the OSH regulations are not being observed or carried out in Nigeria today is because of non-functionalities of those regulations.

Although, some organizations especially those in developing countries like Nigeria still aim at maintaining or increasing productivity and profitability at the expense of employee health and safety thereby reducing employee job performance (Pollitt, 2011). With increasing industrialization and its consequent increase in industrial accidents and exposure to dangerous chemicals with their accompanying health implications for employees and others, the issue of health and safety management has become more pressing than ever. Diugwu et al (2012) opines that the OSH administration system could not work in Nigeria as a consequence of non-functionality of the stipulated regulations.. It is on this ground the paper seeks to explore the Effect of Managerial Enacted Safety Policies and Employee Performance: A Study of Inna Galaxy Group Owaza, Ukwa-West L.G.A, Abia State.

1.1 Statement of the Problem

Occupational health and safety (OHS) at the workplace is important, not only for maintaining workers health and wellbeing, but as enabler for poverty reduction through employment, productivity, and economic efficiency of a country.

Despite its benefit, there are some challenges associated to OHS in organization among others: The penalties which were stipulated by the OHS law seems to be inefficient in Nigeria as the

offenders of these laws are not being deterred by the said penalties. Thus, most of the stipulated laws by OHS are out-dated and can no-longer stand as laws to serve the purpose they were instituted for especially on the current realities and challenges of OHS. It is obvious to note that there is no specific law or regulation that severely specifies the distance between one factory and the other.

It is pertinent that management and employer of labour in organizations should have moral obligation to reasonably care for their employees. The government of Nigeria should formulate statutory laws to regulate health and safety at the workplace and put certain parameter to ensure that these laws are kept by organizations. Appropriate health and safety practices can go a long way to minimize costs associated with employee injuries and illnesses and employee turnover and performance in organization.

1.2 Aims and Objectives of the Study

The general aim of this work is to evaluate the Effect of Managerial Enacted Safety Policies and Employee Performance: A Study of Inna Galaxy Group Owaza, Ukwa-West L.G.A, Abia State while the specific objectives are to inspect the workers' awareness to the managerial enacted safety policies and their performance.

1.3 Research Questions

To what extent has the managerial enacted safety policies affected workers performance?

1.4 Research Hypotheses

There is a vital relationship between the awareness of enacted managerial safety policies and employee's fulfillment and performance.

2. Literature Review

2.1 Concept of Safe Working Environment

As was seen in the works of Abraham Maslow's concept of needs theory, safety is one of the essential needs of man. Aswathapa (2004) opines that safety means to be free from risk of

occupational injuries. He sees employee safety as staying safe from any form of industrial accidents; it is a condition of being completely secured from hurt or injury of fatality from the workplaces.

Safety/Security policies are geared towards proper elimination or reduction of industrial hazards. Aswathapa in his views on managerial security goals which includes:

- Security of workers and the general public
- Security to be given much priority over unimportant problems.
- Involvement of the administration, managers, workers, supervisors and other implementation agencies in the development and implementation of security policy.

Kalejaiye (2013) sees occupational security and health as a scheme that guarantees health, security and well-being of the people at their designated workplaces. In most of the organized private sectors, agencies like trade unions and government agencies do monitor the level of managerial fulfillment (especially the industries/manufacturing sectors) on security policies, workers' compensations, law and standards as regards to wellbeing and security of the workers and others in the workplace.

However, due to incessant nature of occupational injuries and its prevalent diseases among the workers especially within the informal sectors and other small enterprises, Refei (2004) opines for uninterrupted attention from the government and other regulatory agencies/bodies over the problems of industrial security.

Dodo et; al, (2011) in their account opined that wellbeing and security administration plans should be channeled at promoting, maintaining physical, mental and social well-being of both the workers and other people within the working surroundings. Hughes and Ferret (2005) in their opinion pointed out some of the guidelines from National Council of Occupational Wellbeing and Safety Committee in their effort to control workplace hazards: Distinguishing between

wellbeing and safety issue, the guideline conditions that security problems or hazard reasons immediate injuries such as crushing of hands, eye damages and broken bones. However, wellbeing hazards lead to acute illness which last for a longer period of time. They see and listed categorically the safety hazards as unguarded machines, naked wires, unbalances walk-ways surfaces which the wellbeing hazards include chemical which some of them appear in form of dust, gases and vapour. These chemicals have the tendency of causing fire outbreak; explosion and can affect most of the body organs. To make sure adequate safe working surroundings, there should be up to-date security policy and regulations which ought to be known to all workers.

2.1.1 Occupational Health and Safety Regulations

It is believed that the formulation of polices with its implementations are solely responsibility of any government so as to make sure a safe working surroundings. As one of the vital roles of the government, the policies formulated ought to be re-visited adequately as it guarantees the safety of everyone within the work surroundings.

Okojie (2010), Idubor and Osiamoje (2013) contend that the penalties which was stipulated by the OHS law seems to be inefficient in Nigeria as the offenders of these laws are not being deterred by the said penalties. Thus, most of the stipulated laws by OHS are out-dated and can no-longer stand as laws to serve the purpose they were instituted for especially on the current realities and challenges of OHS. For instance, there is no regulation that stipulated what the distance between most industries and manufacturing sectors that produces hazardous waste (saw mills) and some other business ventures like petrol stations and residential buildings. In the industrial areas, it is obvious to note that there is no specific law or regulation that severely specifies the distance between one factory and the other. To this effect, the reason why the OSH regulations are not being observed or carried out in Nigeria today is because of non-functionalities of those regulations. Diugwu et al

(2012) opines that the OSH administration system could not work in Nigeria as a consequence of non-functionality of the stipulated regulations.

2.1.2 Managerial Role and Attitude to Health and Safety

Managerial roles towards promoting wellbeing and safety can be seen as security administration which is related to attitude, customs, perception, information, belief and values that the workers share within them as it regards to security. In the managerial structure, managers offer a direct link between the administration and to the workers for efficient downward and upwards communication of wellbeing and security. Manager at this point determines how wellbeing and security can be perceived by their workers by influencing the wellbeing and security customs of their organizations. The customs of an organization stands to be a mirror/reflection in which such organization operates. It (customs) talks or describes how, where, who, when and why such an organization operate the way it operates. To this effect, every worker within the organization needs to appreciate the importance of wellbeing and security customs.

Stranks (2000) views health and security as a main concern of the administration. The kind of attitude and approach which the administration employs towards accident prevention reflects in the supervising force of an organization. Base on this, employers should show maximum concern over accident prevention in their organizations. This is because when an employer fails to show concern that means no one else can because every step towards accident prevention applies to administration function.

Beach (2000) reviews that accident control program starts from administration efforts and it's being carried /demonstrated by the workers; this means that administration has to set an information together with control system where wellbeing and security acts can be traced and monitored while at the same time corrective gauges need to be in place.

Pantry, (1995) contends that administration ought to make sure that the due process is being

followed by making the supervisors accountable for wellbeing and security acts in their designated work places. This can be made possible by the administration providing them with help, guidance and training they need to carry out their functions efficiently.

2.1.3 Implementation of Occupational Safety and Health Regulations in Nigeria.

The Factory Act Cap 126, laws of the federation of Nigeria 1990 allows the inspectorate department of the Federal Ministry of Labor and productivity to enforce the minimum standard requirements of the factories Act of 1990 in Nigeria. It also demanded for the implementation of and implementation of OSH gauges in the working surroundings, protect lives and properties, carryout the OSH awareness, inspection of the working surroundings and to monitor the level of fulfillment to all the OSH regulations.

However, the implementation processes also requires issuing of warning or notice to offenders, and when they fail to adapt to the corrective measure the lower level of implementation which includes the sealing of defaulting factories takes place. Consequently, it is quite unfortunate that this is not feasible in Nigeria due to several problems which may include under-estimation of resources that ought to be used for the exercise while the obtainable resources offered for the exercise are not properly utilized. Though sealing notices are always issued out to defaulters, such notices are not properly enforced by the regulatory agencies.

Adeogun and Okafor [2013] view that the level of wellbeing exposure to risks of workers in the working surroundings made it known to all and sundry that OSH laws are not properly enforced in Nigeria. This however calls for daily monitoring of work surroundings by the monitoring team and monthly reports to the federal ministry of Labor and productivity, but this has been on the contrary.

It is quite evident that most factories that operate in Nigeria today were denied of their operational approval by the regulatory agencies due to

security problems and bad location of those factories, yet most of these factories are still in operation for a number of years. Most a times, the regulatory and implementation officers do not carry out their responsibilities adequately possibly due to manpower. These responsibilities of the implementation officers in Nigeria have not been realistic due to lack of implementation officers.

According to UNICEF (2013) Nigeria is the most populous black nation in Africa that has not less than 170 million occupants. To this effect, inspection /monitoring officers are very few to adequately enforce the OSH regulations in Nigeria. Based on this, it can be seen that lack of implementation personnel’s and administration pledge in ensuring the implementation of OSH regulations in Nigeria contributes to the failure and non-fulfillment to OSH regulations.

2.1.4 Fulfillment of Occupational Safety and Health Regulations in Nigeria

It is believed that the role of employers and workers towards ensuring safe work-surroundings can only be seen in the ability of both parties to comply with the security policy and regulations. Thus, as employers of labor make sure that there is adequate security policy and guidance and its policies in place, having

regular training of their staff, efficient communication together with the availability of security equipment, workers on their own part have to make sure that they comply adequately to the guidelines offered on daily basis then fellow-up the managerial method. Thus, in the cause of the literature review, a number of key gaps were identified by the researcher. This include; lack of administration pledge as regards to occupational wellbeing and security which was overlooked, poor attitude of administration towards workers wellbeing and security and poor level of workers fulfillment to HSE regulations.

3. Research Method

This study will make use of the survey method. There are two sources of data collection for this study. They are the primary and secondary sources. The Primary data is the first hand information which includes eye witness while secondary data are information retrieved from other peoples’ work/write ups. The data collected for this work was done through questionnaire and interview guide which was structure in Likert scale format. The sum population for this study was 514 workers of Jima Galaxy Group. The sample size of 225 was determined using Taro Yemen formula for this study. The hypotheses for the study were tested using chi-square (X^2) statistical technique.

4. Presentation of Data

Table 4.1 Return Rate of the Questionnaire

Questionnaire	Number	Percentage %
Questionnaire Return	210	93.3%
Questionnaire not Retrieved	15	6.7%
Sum	225	100

Field Data: 2018.

The table above shows that sums of 225 questionnaires was distributed to the respondents at Jima Glaxy Group, Owaza. Thus, sum of 210 questionnaire out of 225 were retrieved which represent 93.3% while 15 questionnaire which represents 6.7% were not retrieved. Base on the retrieved number of questionnaire, analysis shall be made.

4.2 Hypothesis One

Table 4.2: H_{01} : There is no vital relationship between the awareness of enacted managerial safety polices and employee productivity.

Question number 10 will be used to test the hypothesis 3.

Question 10: Do you believe that the awareness of your managerial enacted safety policies can help to increase an employee’s productivity?

Observed and expected frequencies

Category	Yes	No	Sum
Administration staff	9(5.4)	-	9
Line	11(8.5)	3(5.5)	14
Managers/Supervisors Workers	107(113.1)	80(73.9)	187
Sum	127	83	210

Source: Field work, 2018 210

Fo	Fe	Fo-fe	(fo-fe) ²	(fo-fe) ² / 2
9	5.4	3.6	12.96	2.4
-	-	-	-	-
11	8.5	2.5	6.25	0.74
3	5.5	-2.5	6.25	1.14
107	113	-6.1	37.21	0.33
80	73.9	6.1	37.21	0.50
Sum				5.11

$$\text{Cal. } X^2 = \frac{(fo-fe)^2}{Fe} = \frac{5.11}{2}$$

Thus, degree of freedom (d.f) is gotten by

$$= (C-1)(r-1)$$

$$= (2-1)(3-1)$$

$$1 \times 2 = 2$$

Therefore, level of significance is 0.05

Decision: Accept Ho at 0.05 level of significance

Conclusion/interpretation:

Since the Cal $X^2 = 5.11$ is less than the Tab $X^2 = 5.99$, the null (Ho) hypothesis will be accepted. Therefore, there is no vital relationship between the awareness of the managerial enacted safety policies and employee productivity.

5. Discussion of Findings

They were also accessed on their awareness of the managerial enacted safety policies and its effect on the employee’s productivity. Although the most of the respondents claimed to be aware of their managerial enacted safety policies, yet several industrial problems seems to be in their increase.

The problem that the organization has in terms of wellbeing and safety standard is that most of her workers are not trained on security practices while most incidents happened due to some factors which include; human errors, unsafe

actions due to ignorance ,poor supervisions, lack of training, while most at times are technical flaws and work arrangements.

The researcher was able to conclude that every organization seeks to make her workplace better and safe surroundings for all her workers. The essence of this is to prevent certain ugly incidents that are likely to occur and take an employee’s life. Employers of Jima Galaxy Group should issue to her workers orientations on the legislations that guides and govern the wellbeing and safety of the organization.

However, copies of these regulations/policies should be made obtainable to every employee and training should also be given to all her workers as regards to safety in order to have accident free work-surroundings.

There should be severe implementation of those obtainable safety policies and a review of these policies should be carried out so as to meet up with the needful of the safety department of the organization.

However, adapting to managerial security measures, its policies and its procedures will not only guarantee the workers their security alone but to their entire family members who basically depend on them.

6. Conclusion

The study reveals that there is no vital relationship between the awareness of enacted managerial safety polices and employee productivity. Administration should see it as obligation to enforce all enacted managerial security policies, policy and regulations of OHS into compliance. This is because OHS regulations cannot be comply with by the workers unless it is properly enforced. In order to make it a reality, organizations should set a befitting penalty /sanctions on any employee who fails to comply severely with the OHS policy and regulations. Consequently the researcher was able to find out that most ugly incidents that have happened within the organization under study were as a consequence of lackadaisical attitudes of the workers and managerial monitoring team.

7. Recommendations

- Administration should enact policies and structures that will in no small gauge advance wellbeing and security of their workers. However, administration should make provisions for allocation of funds and invest more on her workers through security programs. Thus, such programs should gear towards incidents investigations, risk assessment gauges and reporting near misses.

- Workers should also embrace and comply severely with the lay down policy and policies of their managerial security policy.

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