

IMPACT OF SAFETY MANAGEMENT STRATEGY ON THE PERFORMANCE OF EMPLOYEES IN ASHAKACEM PLC, NAFADA-BAJOGA, GOMBE STATE-NIGERIA

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ABSTRACT: *This study examines the impact of safety management strategy on the performance of employees in Ashakacem PLC. The main objective is to determine how safety management strategy of Ashakacem impact on employee's performance. The study employs the use of both primary and secondary sources of data from different cadres of employees (managers, middle level, low level) and contract staff including distributors and customers of the company. The data were analyzed using Simple Percentages and Chi-square to test the formulated hypotheses which reveals that, "effective safety management strategy impact positively on the performance of employees", particularly in the areas of the provisions of personal protective safety equipment and enforcement of safety laws such as the provision of fire extinguishers, first aid facilities, hand gloves, mouth and Norse guard, dielectric safety boot and thermal socks, head gear kits, dielectric hard hat, high and medium energy goggle, Lab Coat etc. These have the most significant impact on employee's performance while the establishment of factory Clinic for staff and seminar/safety talks and enforcement of ground safety rules has the least impact. Some recommendations were made; among which is the need for effective monitoring and evaluation of all safety measures in line with the ground safety rules to ensure safe and healthy working environment for effective performance. The study concludes that the company's protective wears are of certified international standards made to be comfortable-to-wear, permanently flame-resistant and arc-rated material protecting workers against the thermal effects of both electrical arc flash and toxic materials arising from the factory production processes and procedures which is dependent on company's strategic safety management policy and formation combined with excellent decision-making exercise that help in reducing employee's risks conditions to the barest minimum level.*

KEYWORDS: Ashakacem Plc, Nigeria, Performance, Safety Management, Strategy.

INTRODUCTION

The safety of employees is a very significant issue to consider with relation to the attainment of organizational goals. Safety policies and safety management programs are designed to protect employees and third party affected by an organization's activities, products and services against hazards. With limited resources to help reduce occupational injuries, companies struggle with how best to channel their resources to achieve the greatest reduction in injuries for optimal performance at the lowest cost. Safety culture has been identified as a critical factor that sets the tone for importance of safety within an organization (O'Toole, 2002).

Although the benefits of effective safety management have been well documented (Waring, 1996; Lingard et al, 2010 & Pollitt, 2011), some organizations especially those in developing countries like Nigeria still aimed at maintaining or increasing productivity and profitability at the expense of employee safety concerns. With increasing industrialization and its consequent increase in industrial accidents, the issue of safety management has become more pressing than ever. According to the International Labour Organization (ILO, 2012) every day, 6,300 people die as a result of occupational accidents or work-related diseases – more than 2.3 million deaths per year. 317 million accidents occur on the job annually; many of these resulting in extended absences from work.

In Nigeria and cement manufacturing companies in particular, the issue of employee's safety on the job, is also an issue of serious concern as many industrial accidents due to the poor attitude of some business managers on safety related issues were recorded, thereby making employees vulnerable without effective safety management strategy to guard them against any form of industrial accidents that may results in disabilities of various forms or perpetual death arising from the negligence of managers (NLC, 2016). This has been attributed to many challenges of poor implementation and supervision of safety management policies, inadequate provision of personal protective safety equipment and increasing competition arising from the need for more productivity and profit.

It is in view of this that this study is conducted to determine the impact of safety management strategy on employee's performance. Even though, similar studies were conducted by other researchers such as those of Alberta (2006); Kalejaiye (2013) and Adeogun and Okafor (2013); their studies investigated building an effective health and safety management in Nigerian organizations and the challenges of occupational safety issues in the Nigerian environment without specifically, studying the impact of safety management strategy on the performance of employees in Ashakacem plc, which this study is designed to accomplish.

As part of the scope, the study focused on safety management strategy issues as practiced in Ashakacem Plc; this include the provisions of personal protective safety equipment, enforcement of safety laws and employee's performance issues related to productivity namely; employee turnover, profit, capital base, net asset etc. for the periods between 2013 to 2016, the period which witnessed massive acquisition of industrial safety equipment in the organization (Procurement Unit, 2016).

The study which focuses only on employees, distributors and customers, will be significant to both cement manufacturing companies, construction companies, as well as government and other researchers and managers/owners of businesses in all sectors of the Nigerian economy whom might want to use it as a guide in decision making for improved organizational performance. The study was limited to few population sample due to certain constraints. We however, caution users of the research study not generalize to assume that it is the same situation in other cement manufacturing companies in Nigeria.

Statement of Problem

There have been several contributions and arguments on the impact of safety management strategy on employee's performance. Some organizations in Nigeria, particularly those in manufacturing and construction industry have been confronted with some major problems of understanding the relationship between organizational safety and employee's performance this is due to negligence on the part of the managers. Safety issues are not been given adequate

attention by managers in most of the cement manufacturing companies in Nigeria (MAN, 2016); this is as a result of the poor implementation, monitoring and evaluation of safety management policies and inadequate provision of personal protective safety equipment thereby making the workmen on site prone to industrial accidents and other forms of hardships associated with carrying out of organizational tasks. The study will investigate these problems which poses serious challenge to the safety of employee's and attainment of organizational goals so that some policy recommendations will be made in the course of the study towards addressing them.

Research Questions

The study provides answers to the following research questions:

- i. To what extent implementation, monitoring and evaluation of safety management policy issues impact on employee's performance?
- ii. How does the provision of personal protective safety equipment impact on employee's performance?
- iii. What is employee's perception towards safety management issues at Ashakacem Plc?

Objectives of the Study

The main objective of the study is to determine how safety management strategy of Ashakacem Plc impact on employee's performance. Thus, the study specifically seeks to:

- i. To examine the extent to which implementation, monitoring and evaluation of safety management policy issues impact on employee's performance.
- ii. To assess how the provision of personal protective safety equipment impact on employee's performance.
- iii. To determine employee's perception towards safety management issues at Ashakacem Plc

Statement of Hypotheses

The study is based on the following formulated hypotheses:

H₀₁: Implementation, Monitoring and Evaluation of Safety Management Policy Issues do not have significant impact on employee's performance.

H₀₂: There is no Significant Relationship between the Provision of Personal Protective Safety Equipment and employee's Performance.

H₀₃: Employees are not satisfied with Safety Management Issues at Ashakacem Plc.

LITERATURE REVIEW

Meaning of Occupational Safety

The National Safety Council (2007) defined occupational safety as the control and elimination of recognized hazards in the workplace to attain an acceptable level of risk and promote the wellness of workers. Occupational safety first arose as a significant issue for business in the early 20th century as the United States moved from an agrarian to a manufacturing based economy. Federal and state governments began to legislate and regulate occupational safety as part of a progressive response to the Industrial Revolution. The pressures of global competition and new technologies have created new tensions among business, federal and state governments, and a vast number of stakeholders affected by occupational safety.

Concept of Safety Management

Safety as well as health concerns of an employee ought to be valued more than any other thing in an organization; there is an adage that says “health is wealth.” All other factors involved in the running of an organization all depends on man, both money, material and machines are to be spent, utilized and controlled by man. It is of great importance to note that the state of health of an employee and the safety measures in place are directly related to his level of performance, therefore a healthy worker is a productive worker.

Improving employees Safety practice at work, is directly related to the productivity and profitability of organizations. Also Oxenburgh *et al* (2004) said “the health and safety of all employees is closely linked to the company’s productivity in all workplaces”. In most organisations therefore, the subject matter of Health and Safety vis-à-vis employee performance become a global subject of interest. This is to the fact that a worker will perform his duties to the fullest only when he is sure that even when an accident occurs he will have the best of care. One of the most important things that an employer should provide to his employees is safety even at a low risk site.

According to Webb (1989), a central belief in most of the occupational safety and health promotion literatures is that people perform better when they are physically and emotionally able to work and want to work which in turn leads to higher productivity. He also studied a workstation change and found out an increase of 1000% in productivity within less than three months. These changes are mechanical and physical, for example a change of postures to reduce physical strain of work and use of appropriate machinery for some tasks. At sites where heavy machinery are being used; it is certain that industrial accident risks are higher because of the mechanical movement and employee exposure to the movement of such machinery. In cases like this, it should be known that the level of safety to be provided will be high compared to ordinary tool scenario.

Safety Management System Strategy

A safety management system (SMS) is created as a means of ensuring that an organization is capable of achieving and maintaining acceptable standards of safety performance (National Safety Council, 2007). SMS strategies encompass the firm’s; internal safety environment and performance, external regulations and standards, cost factors, the firm’s resource capability, stakeholders’ influence, and the firm’s culture of commitment resulting in safety decisions and action. An effective SMS strategy will eliminate workplace hazards, manage acceptable levels

of risk, promote workers' wellness, create competitive advantage, and improve financial performance (Earnest 1997; Geller, 2006; Petersen, 2004, 2005; Rechenthin, 2004).

The SMS process is divided into three stages: Stage1; sense making of the firm's safety environment, the formation of safety issues and knowledge gaps, and decision making resulting in actions. The safety sense making portion of the SMS process encompasses environmental factors such as regulations and standards, the internal environment, and the firm's current and historical safety performance. Safety issues and knowledge are formed through the firm's comprehension of its safety environment, competitive requirements, and the capability and capacity of the firm's resources. The firm's stakeholders and the organization's commitment influence safety decisions from which strategic choice and actions emanate. This action or inaction creates, modifies, and builds upon the firm's workplace safety performance. Safety sense making is a retrospective and prospective process. This process begins when the organization senses tension between the safety performance of the firm, its internal safety environment, and external regulations and standards. The organization's view of its internal environment changes as new production processes and technologies are adopted, employees' exposure risk to hazardous chemicals and materials increases, or when safety systems and programs employed within the firm become inadequate. The organization's safety environment is impacted by the state of current and future regulations, industry standards, workplace injuries, fatalities, and changes in workers' compensation costs. The sense making cycle output creates a set of shared meanings and purpose in understanding the organization's safety environment.

The second SMS process step involves the identification of safety issues. This stage leverages the firm's safety knowledge to create new capabilities (Grant 1996) while simultaneously assessing the application and viability of external knowledge from both inside and across the firm's industries (Hamel and Valikangas 2005). Strategy forms as safety issue knowledge gaps and the organization's capabilities are evaluated against cost factors including; compliance, workers' compensation insurance, capital, and legal costs.

The third SMS process step is embodied in the organization's decisions and course of strategic action. Internal and external stakeholders, public perception, customer expectations, and management and employee commitment influence safety decisions. The organization's safety processes and procedures investments enhance or deteriorate safety performance. Safety performance affects the firm's finances, influences stakeholders' perceptions of the firm, and erodes or enhances competitive advantage.

Concept of Strategy

Different authors who have provided definitions on the concept of strategy have tended to give selective attention to the wide range of issues relevant to strategy definition. Chandler (1962) defined strategy as a means of establishing the organisational purpose, in terms of its long-term objectives, action programs, and resource allocation priorities." Strategy has been pointed out to be used in several different ways, the most common being these four (1) Strategy is a plan, a "how," a means of getting from here to there; (2) Strategy is a pattern in actions over time; for example, a company that regularly markets very expensive products is using a "high end" strategy; (3) Strategy is position; that is, it reflects decisions to offer particular products or services in particular markets: (4) Strategy is perspective, that is, vision and direction.

History of Safety Management and Policy Formation

While the regulatory specification of safety management implies a strong theoretical foundation, the historic evolution tells a rather different story. The history of Safety Management (SM) is in many respects 'organic', having evolved from a haphazard collection of 'best practice' activities to promote safety across a wide variety of industrial contexts. Only when the primary mechanism for safety management moved from prescriptive regulation to organisational responsibility were specific practices for organisational safety management collectively grouped together under the banner of 'Safety Management Systems'? This collection of practices was grouped together to form the strategies by which an organisation could demonstrate that they were taking all reasonably practical steps to ensure the safety and welfare of employees and others.

Prior to the requirement for individual organisations to adopt a systematic approach to the management of safety, the welfare of employees, and the general public, was generally managed through adherence to prescriptive regulation as set out by government bodies. This so called 'boots, belts and buckles' approach to safety management suggested that as long as organizations followed government regulation with respect to technical protection of the workforce, the health and safety of employees was being managed effectively.

An organization's own responsibility for safety management (beyond adherence to regulatory requirements) was perhaps only first realized after the watershed report of the Robens Committee in the 1970s in the UK (Hale & Hovden, 1998). The Robens Committee recommended that an organisation's management must assume responsibility for the organisational management of risk. This recommendation, and its embodiment in 1974 within the UK Health and Safety Work Act, set out a philosophy of 'self-regulation'. Although the terminology of self-regulation remains problematic, this act was innovative in the fact that it included the first requirement for a common law 'duty of care' for an employer to ensure, as far as reasonably practical, the health and safety of its employees. Robens saw three important pillars to improved safety performance through self-regulation. These were: (1) Better systems of safety organisation, (2) More management initiatives (3) More participation from employees (Reason, 1997).

Safety management shifted in the late 1970s from an approach that focused on adherence to prescriptive legislation, to an approach that focused on an organisation taking responsibility for its own management of its unique risk profile. To this end, 'self-regulation' was defined as the requirement for an organisation to ensure that they took all reasonable practical steps to ensure the health and safety of their workforce (Feyer & Williamson, 1998). This shift in regulatory orientation was driven by a spate of catastrophic events in a diverse set of industry domains. For instance, the 1976 Seveso disaster, which involved a large-scale release of highly toxic dioxins from a small chemical processing plant in Italy, gave rise to the Seveso II directive, which mandated systematic management systems across facilities in Europe that handled dangerous substances (Anvari, Zulkifli, & Yusuff, 2011). A decade later, the Piper Alpha accident in the North Sea saw similar directives put in place for offshore oil and gas facilities as a result of the Cullen inquiry (Reason, 1997).

Instead of completely walking away from regulation, the role of the regulator has in turn evolved to one that attempts to support and evaluate the strengths and weaknesses of a safety management system. This change has not only presented challenges to an organisation that

now must effectively self-regulate, but also to the regulator who must now evaluate the effectiveness of a system, rather than compliance with a prescriptive regulation.

Sources of Safety Laws/Policies in Nigeria

The inception of Occupational Safety and Health (OSH) regulations/bills in Nigeria runs from the introduction of the Labour Act of 1974 to the passage of the Labour, Safety, Health and Welfare Bill of 2012. During these periods, the Factories Act of 1987 (now known as Factories Act of 1990), which Kalejaiye (2013) reports as a substantial revision of the Factories Act of 1958 (i.e. colonial legislation), the Workman's Compensation Act of 1987, the Labour Act of 1990, the Workman's Compensation Act of 2004, the Employee's Compensation Act of 2011 (which repeals the Workman's Compensation Act of 2004) were introduced. Thankfully, the new Bill (The Labour, Safety, Health and Welfare Bill of 2012) addresses almost all issues, in the definition of its premises and stipulates severe penalties for violation. This bill covers both the formal and informal industrial sectors in Nigeria. It seeks to repeal the Factories Act and serve as a comprehensive OSH legislation for the workplace.

Despite all these, however, there is still no improvement in the safety of equipment in most factories. Recent studies suggest an improvement within large and usually multinational industrial and commercial enterprises of Nigeria, but very little improvement in small-scale and indigenous industries". Much is still expected of the government in the enforcement of laws and policies that has to do with the safety of the employee at work. By law, employers have to protect employees' at work. They have to make sure the workplace is safe and without risk. These responsibilities are not of one way direction, as the law states the duties of the employer towards the employees. Some of the responsibilities of the employees regarding safety at work are stated here; (a) To follow the safe working procedures as established by the employer, (b) Use any personal protective equipment provided, (c) Not intentionally expose themselves or others to known risks, (d) Not to operate plant or machinery with any shield removed.

Enforcement of Safety Management Regulations in Nigeria

The Labour, Safety, Health and Welfare Bill of 2012 empowers the National Council for Occupational Safety and Health to: enforce and implement safety management measures in the workplace; promote the protection of life & property; promote safety management awareness; carry out inspection of the workplaces and monitor the compliance of all regulations or other safety management measures enshrined in the Bill. Correspondingly, the Nigerian Social Insurance Trust Fund Management Board implements the Employee's Compensation Act of 2011, which makes provisions for compensation for any death, injuries, and diseases or disabilities due to employees. In the meantime, The Factories Act Cap 126, laws of the federation of Nigeria 1990 enables the Inspectorate department of the Federal Ministry of Labour and Productivity to enforce the minimum standard requirements of the Factories Act of 1990 in Nigeria. The enforcement processes require issuing of warning or notices to offenders, after which the lower level of enforcement, which includes the sealing of a defaulting factory, takes place (Okojie, 2010). Regrettably, this is not practicable in Nigeria in that the resources required such as the adequate workforce, training and real time data are under-estimated and not readily made available.

Okojie (2010) in his report affirmed that the sealing of premises, which is a form of enforcement rarely happens in Nigeria. A study by Diugwu *et al*, in 2012, shows that majority

of construction workers in Minna, Nigeria (if not in the whole country) are not aware of the body responsible for enforcing safety management regulations in the industry. In the study, about 79.5 % of the respondents could not identify the correct body responsible for safety management enforcement in Nigeria. This suggests lack of knowledge of safety management and its ineffective enforcement.

Building an Effective Safety Management System in an Organisation

A safety management system involves the introduction of processes designed to decrease the incidence of injury and illness in the employer's operation (Alberta, 2006). The successful implementation of this system requires management commitment to the system, effective allocation of resources, and a high level of employee participation which according to him involve: management leadership and organizational commitment, roles and responsibilities, management commitment, employee participation and hazard identification and assessment process. Others, include determine controls, hazard control and enforcement of controls, as well as emergency response plan which should be put in place to reduce the severity of the risk of loss.

RESEARCH METHODOLOGY

This study involve the use of a survey research design to gather the necessary data. The data were collected from both primary and secondary sources. The primary data was gathered using questionnaires with five point Likert- scale to elicit relevant information. The secondary data were sourced from textbooks, journals and internet materials. The population of the study which covered the 164 targeted respondents cutting across Ashakacem Plc employees at different cadres of the workforce including the company distributors and customers in the entire states of the federation including the FCT. The larger percentage of the questionnaires 58% were administered to respondents at Nafada-Bajoga in Gombe State-Nigeria, the corporate headquarters and factory production plant of Ashakacem Plc where safety management is more prevalent and an important issue for serious concern. This is owing to the amount of cement production work going on at the factory site. A simple random sampling technique was adopted to select the sample of 135 in the study. The study was analyzed using descriptive statistics and Chi-square to examine the extent of the impact of safety management strategy on employee's performance. Content validity and construct validity were used to validate the structured questionnaire instrument by administering 31 percent of the questionnaires to experts in the field of occupational safety management issues. All the items measured, indicated high reliability of 0.77 which is above the minimum cut-off thumb mark.

RESULTS AND DISCUSSION

Response Rate

Table 4.1 shows response rate from the category of respondents namely; employees (technical & operations staff who deal directly with machinery of all sorts, labourers, Clinic staff, fire safety personnel, maintenance unit & those involved in the enforcement of safety laws). Others who responded included customers, distributors, agents and other stakeholders such as Manufacturers Association of Nigeria (MAN), Nigerian Labour Congress (NLC), Nigerian

Social Insurance Trust Fund Management Board and the Federal Ministry of Labour and Productivity.

Table 4.1: Administration of Questionnaires

Respondents Category	No. of Questionnaires Administered	No. of Questionnaires Retrieved	Percent (%)
Employees (Top, Middle & Low level)	61	58	42.96
Customers	28	20	14.82
Distributors	22	15	11.11
Agents	20	13	9.63
Others (Stakeholders)	33	29	21.48
Total	164	135	100

Source: Field Survey (2016)

From the table, it can be seen that out of the 164 questionnaires that were administered to the selected respondents, 135 constituting 82 percent response rate were completed and returned which was used for analysis in the study. The distribution of the questionnaires show that employees (58) and other stakeholders (29) completed and returned the larger percentages of the questionnaires which accounted for 42.96% and 21.48% of the completed questionnaires, respectively while customers (20), distributors (15) and agents (13) accounted for lesser percentage with 14.82%, 11.11% and 9.63%, respectively of the number of those who completed the questionnaires.

Respondents Characteristics

Table 4.2: Demographic Data of Respondents

S/N	Characteristics	Respondents' Category	Frequency	Percent
1.	Age	18 – 30 years	30	22.22
		31 – 45 years	63	46.67
		46 – 60 years	42	31.11
		Total	135	100.0
2.	Gender	Male	104	77.04
		Female	31	22.96
		Total	135	100.0
4.	Educational Qualification	Post-graduate	32	23.70
		B.Sc./HND	48	35.56
		Diploma/NCE	22	16.30
		Secondary Certificate	24	17.77
		Others	09	6.67
		Total	135	100.0
5	Respondents Working Experience	Less than 5 years	22	16.30
		> 5 years, but <10 years	38	28.15
		>10 years, but <15 years	47	34.81
		15 years and above	28	20.74
		Total	135	100.0

Source: Field Survey (2016)

Table 4.2 shows the demographic characteristics of respondents. From the table, majority of the respondents are over 31 years old (46.67%) with those between the ages of 18-30 constituting the lesser percentage (22.22%). This implies that majority of the respondents who gave their responses fell within the economically active group involved in the cement production activity. The male respondents constituted the majority with 77.04% with the females accounting for only 22.96% implying that employees that are prone to industrial accidents and occupational hazards are mostly males while the females are less involved. Those with B.Sc./HND and PGD degrees constituted the largest percentage of respondents with 35.56% and 23.70%, respectively indicating that majority of those who responded are well educated to comment on safety issues affecting the studied organisation. Majority of the employees 47 or 34.81% have been working for more than 10 years with Ashakacem Plc and thus, possessed the necessary experience to contribute to the subject matter.

Table 4.3: Descriptive Statistics on the Extent of Agreement on how Implementation, Monitoring and Evaluation of Safety Management Policy Issues Impact on Employee's Performance

S/N	Implementation, Monitoring and Evaluation of Safety Management Policy Issues	Impact on Employee's Performance					
		N	Minimum	Maximum	Mean	Std. Deviation	Decision
1	Enforcement of Ground Safety Rules	135	3.00	5.00	3.36	.58239	Agree
2	Seminar/Safety Talk	135	3.00	5.00	3.47	.59242	Agree
3	Collaborative Efforts with Health and Safety Related Organisations	135	3.00	5.00	3.48	.53303	Agree
4	Provision of adequate security to personnel and Life Insurance Policy in the event of death arising from Fire or any form of Industrial Accident/hazard	135	3.00	5.00	3.63	.51092	Agree
5	Effective Supervision to Ensure Compliance with all Safety Rules and Standard Procedures within the production process	135	3.00	5.00	3.42	.56443	Agree
6	Periodic Review of Safety Management Policy Issues	135	3.00	5.00	3.62	.56932	Agree
7	Constant Repairs and Maintenance of Installations and Factory Equipment	135	3.00	5.00	3.56	.59016	Agree

Source: Generated by the Author using SPSS (Version 20)

Table 4.3 is descriptive statistics showing the extent of agreement on how implementation, monitoring and evaluation of safety management policy issues impact on employee's performance using several variables measurement (1-7) as described by different targeted group of respondents. As can be seen from the table, all the respondents agreed with all the items measured as the variables with significant impact.

The result of the analysis show that all respondents agreed that holding of seminar/safety talks and enforcement of ground safety rules to ensure safe and healthy environment contributes significantly to the performance of employees. The analysis further reveals other variables with significant impact to include collaborative efforts with health and safety related organisations, provision of adequate security to personnel on the job and life insurance policy coverage in the event of death arising from fire or any form of industrial accident/hazard and effective supervision to ensure compliance with all safety rules and standard procedures within the production process, as well as conducting periodic review of safety management policy issues and constant repairs and maintenance of installations and factory equipment for ensuring a safer working environment. These findings are consistent with the findings of Alberta (2006); Kalejaiye (2013); Adeogun and Okafor (2013) who found that implementation, monitoring and evaluation of safety management policy issues have significant impact on employee's performance.

Table 4.4: Descriptive Statistics on the Extent of Agreement on how the Provision of Personal Protective Safety Equipment Impact on Employee's Performance

S/N	Personal Protective Safety Equipment	Impact on Employee's Performance					Decision
		N	Minimum	Maximum	Mean	Std. Deviation	
1	Provision of Fire Extinguishers	135	3.00	5.00	3.47	.59242	Agree
2	First Aid Facilities	135	3.00	5.00	3.45	.58536	Agree
3	Hand Gloves	135	3.00	5.00	3.73	.56539	Agree
4	Mouth and Nose Guard	135	3.00	5.00	3.73	.57313	Agree
5	Dielectric Safety Boot	135	3.00	5.00	3.46	.56862	Agree
6	Thermal Socks	135	3.00	5.00	3.28	.63103	Agree
7	Head Gear Kits	135	3.00	5.00	3.56	.61803	Agree
8	Dielectric Hard Hat	135	3.00	5.00	3.36	.58239	Agree
9	High and Medium Energy Goggle	135	3.00	5.00	3.47	.59242	Agree
10	Lab Coat	135	3.00	5.00	3.28	.63103	Agree
11	Factory Health Clinic	135	3.00	5.00	3.56	.61803	Agree
12	Protective Wears are of Certified International Standards	135	3.00	5.00	3.62	.56932	Agree

Source: Generated by the Author using SPSS (Version 20)

Table 4.4 is descriptive statistics showing the extent of agreement on how the provision of personal protective safety equipment impact on employee's performance using several

variables measurement (1-12) as described by different targeted group of respondents. As can be seen from the table, all the respondents agreed with all the items measured as the variables with significant impact on employee's performance.

The result of the analysis show that all respondents agreed that provisions of fire extinguishers, first aid facilities, hand gloves, mouth and Nose guard, dielectric safety boot and thermal socks, head gear kits, dielectric hard hat, high and medium energy goggle and Lab Coat have significant impact on employee's performance. Others with serious impact as agreed by all respondents include; establishment of health Clinic responsible for treating of minor health needs of staff.

All the respondents also, agreed that the protective wears as used in the factory are of certified international standards made to be comfortable-to-wear, permanently flame-resistant and arc-rated material to protect the worker against the thermal effects of either electrical arc flash or toxic materials. These findings are consistent with the findings of Clarke (2006) and Ayodele and Olubayo-Fatiregun (2010) who found that there is a significant relationship between safety climate and safety performance.

Table 4.5: Employee's Perception of Safety Management Issues at Ashakacem Plc

S/N	Safety Statements	Agree	Neutral	Disagree
1	Management of AshakaCem is committed to ensuring safety at work	55%	13%	32%
2	Management continuously implements policies and programs that promote safety	61%	14%	25%
3	Workers at AshakaCem always work safely even when they are not being supervised	70%	11%	19%
4	People here think safety is not their problem– it is up to management and others	39%	10%	51%
5	All people who work in my team are fully committed to safety	67%	8%	25%
6	My workmates would react strongly against people who break safety procedures	51%	12%	37%
7	People in my team refuse to do work if they feel the task is unsafe	33%	61%	6%
8	Co-workers should be warned when their actions are unsafe	94%	6%	0
9	Workers should point out hazards to co-workers	100%	0	0
10	Most workers are satisfied with the level of safety at AshakaCem work environment	52%	3%	45%
11	I work in a safe and healthy environment	57%	10%	33%

Source: Survey Data (2017)

Table 4.5 is the analysis on employee's perception of safety management issues at Ashakacem Plc. From the table, it could be seen that majority of those interviewed are satisfied that there is a safe working environment at Ashskacem Plc as 55% of the respondents agreed that the management of Ashakacem Plc is committed to a safe working environment through the enforcement of all the safety measures while 13% and 32% are neutral and disagreed respectively. 61% of the respondents agreed that management is continuously improving on safety policies and programs aimed at ensuring a safety organisation for productive performance, while 14% and 25% are neutral and disagreed, respectively. 70% of the respondents agreed that workers at Ashakacem Plc always takes some safely measures even when not being supervised while 11% and 19% are neutral and disagreed, respectively. 39% of respondents agreed that safety issue is not their problem but up to the management and others 10% and 51% are neutral and disagreed, respectively. All respondents agreed it is their responsibility to point out hazards to co-workers. 52% of respondents' are satisfied with the level of safety at their work environment while 3% and 45% are neutral and disagreed, respectively. 57% of the respondents agreed they work in a safe and healthy environment 10% and 33% are neutral and disagreed, respectively.

Test of Hypotheses

Hypotheses 1, 2 and 3 are to be tested using simple percentages and non-parametric statistics of chi-square as below:

Table 4.6: Implementation, Monitoring and Evaluation of Safety Management Policy Issues do not have Significant Impact on Employee's Performance

Category of Responses	Frequency	Percentage	X ² Value	Remark
Strongly Agree	13	9.63	50.15	Significant
Agree	17	12.59		
Uncertain	13	9.63		
Disagree	40	29.63		
Strongly Disagree	52	38.52		
Total	135	100		

Source: Survey Data (2017)

Table 4.6 is the chi-square analysis on whether implementation, monitoring and evaluation of safety management policy issues do not have significant impact on employee's performance. The table shows that the calculated chi-square value of 50.15 was far greater than the table value of 9.49 at $df = 4$ set at 0.05 level of significance. The null hypothesis was therefore rejected. The result shows that there is a significant relationship between implementation, monitoring and evaluation of safety management policy issues and employee's performance as the study found out that effective management and control of safety procedures and processes is directly related to employee's performance. This is in line with research finding of Cascio and Bernardin (1981) who found clear communication and compliance with the safety rules and implementation processes as having significant impact on employee's performance.

Table 4.7: There is no Significant Relationship between the Provision of Personal Protective Safety Equipment and Employee's Performance

Category of Response	Frequency	Percentage	X ² Value	Remark
Strongly Agree	25	18.52		
Agree	19	14.07		
Uncertain	13	9.63	29.41	Significant
Disagree	28	20.74		
Strongly Disagree	50	37.04		
Total	135	100		

Source: Survey Data (2017)

Table 4.7 show the analysis on whether there is no significant relationship between the provision of personal protective safety equipment and employee's performance. The table reveals that 50 (37.04%) and 28 (20.74%) strongly disagreed and disagreed, respectively, while 19 (14.07%) and 25 (18.52%) agreed and strongly agreed, respectively and 13 (9.63%) were uncertain. The calculated chi-square value of 29.41 was far greater than the table value of 9.49 at $df = 4$ set at 0.05 level of significance. The null hypothesis was therefore rejected. Majority of the respondents were of the opinion that there is significant relationship between the provision of personal protective safety equipment and employee's performance. This is in line with the research finding of Annan (2004) who found that workers safety are part and parcel of employee's productivity and subsequently, attainment of organizational goals.

Table 4.8: Employees are not satisfied with Safety Management Issues at Ashakacem Plc

Category of Response	Frequency	Percentage	X ² Value	Remark
Strongly Agree	11	8.15		
Agree	13	9.63		
Uncertain	13	9.63	68.81	Satisfied
Disagree	38	28.15		
Strongly Disagree	60	44.44		
Total	135	100		

Source: Survey Data (2017)

Table 4.8 show the perception of respondents on whether employees are satisfied with Safety Management Issues at Ashakacem Plc. The table reveals that 60 (44.44%) and 38 (28.15%) strongly disagree and disagree, respectively, while 13 (9.63%) and 11 (8.15%) agree and strongly agree, respectively and 13 (9.63%) were uncertain. The calculated chi-square value of 68.81 was far greater than the table value of 9.49 at $df = 4$ set at 0.05 level of significance. The null hypothesis was therefore rejected. Majority of the respondents expressed satisfaction with the safety management issues in Ashakacem Plc particularly in the areas of provision of personal protective safety equipment and enforcement of a standardized safety rules which protect employees against all forms of industrial accidents/hazards. This is in line with the

research findings of Feyer and Williamson (2000) and Alberta (2006) who found out that provision of effective health management system and effective management of occupational risk and injury prevention is key to both employees and organizational performance.

Major Findings

The study reveals a significant relationship between implementation, monitoring and evaluation of safety management policy issues and employee's performance as it found out that effective management and control of safety procedures and processes is directly related to employee's performance particularly, in the areas of the provisions of personal protective safety equipment and enforcement of safety laws such as provision of Fire extinguishers, First Aid facilities, hand Gloves, Mouth and Nose guard, dielectric safety boot and thermal socks, head gear kits, dielectric hard hat, high and medium energy goggle, Lab Coat etc. Others with significant effect include; establishment of factory Clinic responsible for treating of minor health needs of staff, holding of seminar/safety talks and enforcement of ground safety rules that will ensure safe and healthy environment. Generally, the measures were found to be of certified international standards as the protective wears are made to be comfortable-to-wear, permanently flame-resistant and arc-rated material to protect the worker against the thermal effects of either electrical arc flash or toxic materials. Finally, majority of the respondents expressed satisfaction with the safety measures in Ashakacem which they believe is adequate in protecting employees against all forms of industrial accidents/hazards.

CONCLUSION AND RECOMMENDATIONS

Conclusion

It is pertinent to note that proper implementation of management safety strategies as it affects employee performance is of great benefit to all parties and thus, it must be carried out with the understanding of both the internal and external dynamics of business complexities for an organisation to perform optimally. Since the study found out that the company's protective wears are of certified international standards with great impact on employee performance, we conclude that ensuring employee's safety in a workplace is an important aspect of the day-to-day operations of any organisation which must be given serious attention by the management in decision making that calls for effective review of the safety processes and procedures to help in mitigating all forms of occupational risk for effective performance.

Recommendations

As part of the study, we make the following recommendations:

1. Production oriented companies in Nigeria should continue to be bridging organizational safety gaps by engaging in the provision of more personal safety protective equipment, holding of seminars/safety talks on safety regulations and other safety tips for optimum performance.
2. There should be periodic review of Safety Management policy issues through constant monitoring and evaluation of all safety measures to ensure adequate protection of employees at the work place.

3. Organisations are advised to guard against endangering the lives of employees through the provision of substandard safety equipment in the quest for increasing competitive advantage and more profit to the detriment of employees.
4. Lastly, Ashakacem Plc management should try and reinforce its data collection mechanism to ensuring effective collection of data on all health and safety related accidents that may occur in the organisation to ensure that proper records are kept on these issues which will help management for strategic decision making that will ensure a secure and healthy work environment for all.

Contributions to knowledge and Suggestions for Further Studies

The study had made significant contributions to knowledge that are both literature and analytical based. Firstly, the key contribution this study makes, relates to the earlier observation that there are limited research studies on the impact of safety management strategy on employee's performance in the Nigerian cement manufacturing companies which this study has added to the body of knowledge and the study identified those personal protective safety variables that are unique to the cement industry including the challenges of occupational safety issues in the cement manufacturing business in Nigeria and in particular, in Ashakacem Plc. However, as part of the suggestions for further studies, this same research can be carried out by other researchers to investigate the effects of safety management strategy on the performance of employees in the entire cement manufacturing companies in the country or across other production companies such industries as the Automobile, Oil and Gas, Textiles etc. This are clearly another interesting areas for future research.

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