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Safety Practices and Organizational Growth of Manufacturing Firms in Rivers State

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Abstract: *This study safety practices and organizational growth in manufacturing firms in Port Harcourt, Rivers State. The study adopted the cross-sectional form of the quasi-experimental research design. A study population of 1074 was obtained from the human resource department of the 16 selected manufacturing firms. The Taro Yamane formula was used to arrive at a sample size of 291 which was distributed using the Bowley formula. The questionnaire was the main instrument for data collection as primary data was mainly collected for this study. The instrument was subjected to face and content validity, the reliability was also checked using the Cronbach Alpha test at a significance of 0.7. The study adopted Spearman's Rank Order Correlation Coefficient to test the hypotheses and the findings revealed a moderate positive relationship exists between the dimensions of safety practices and the measures of organizational growth. The study concluded that ensuring workplace safety would improve employee's performance vis-à-vis organizational growth. Thus, it was recommended that manufacturing firms should adopt safety practices that ensure safe work procedures and establish a safety committee that ensures that employees overcome resistance to safe work procedures.*

Keywords: *Safety Practices, Safety Compliance, Productivity, Organizational Growth, Safety Climate.*

1.0 Introduction

Manufacturing firms like other forms of businesses contribute greatly to the development of any country as they aid towards the economic growth of emerging economies, developing economies as well as developed economies. Manufacturing firms strive for growth, irrespective of their size as they see the need to grow bigger and this growth can be achieved when their market share, sales quota, sales growth, profit margin, productivity, and sales territory are increased (Kotler, et al 2008). There is a need for organizations to grow to make room for increased expenses that develop over time. Many employers are attempting through assistance programs to address a variety of employee's health problems such as accumulative effects of exposure to toxic substances and psychological stressors. Additionally, employers today are advocating employee wellness programs, thereby encouraging healthy lifestyles (Leap & Crino, 2014).

According to Robert (2011), and organizations growth can give small organizations endless advantages, with things like more prominent proficiency from economies of scale, expanded power, a more prominent capacity to withstand changes in the market, an expanded survival rate, deals portion more prominent benefits, deals an area and expanded notoriety for individuals from the association. Every organization wants development since it is seen by and large as an indication of achievement, or advance (Conner, 2008; Yangho, Jungsun, & Mijin 2016). An essential worry of honing management is the way that organizations development is utilized as a marker of viability for most companies. Companies are expected to deal with current and upcoming demands concurrently in today's complex market climate, (Dagogo & Gublin, 2020).

Safety practices in the workplace are important, not only for maintaining employees' health and wellbeing, but to foster a safe and healthy working environment. Safety is argued to be important from moral, legal, and financial perspectives, (Autenrieth, 2015; Jilcha, & Kitaw, 2016). Workplace accidents result in property damage, provokes a decrease in employees morale, productivity, quality of product and services, customer relations organizational reputation, etc. therefore the organization must have a better understanding of the events proceeding occupational injuries as well as relevant contributors that may influence employee's safety work behaviors (Bonaventura, Hadikusumo, & Abdul, 2017).

In another development, employees have a legal right to expect a safe and healthy work environment. The consequences of workplace incidents (accidents, ill-health, and environmental pollution) on productivity and growth of the organization are so grave that manufacturing firms should be legally, morally, and socially compelled to inculcate safety measures in their workforce as a form of commitment to the safety and general welfare of its workers (Qasim, Bashir, Shan, et al, 2014; Khan, Mustaq, & Tabassum, 2014). Workplace incidents especially those involving lost-time injuries and lost workdays usually lead to a halt in the manufacturing process for incident investigation and reporting (Bhagawati, 2015; HSE, 2016; Shekh, 2015). Firms face more challenging changes and competition more than ever in the way they compete in what is now a global and technology flooded economy, rapid technological changes such as methods, components, and techniques with processes to create a product or service. These factors have prompted management to search for means to ensure organizational growth. This situation results in loss of man-hours, output, reputation, and low workers morale. It is on this backdrop that this study was carried to investigate safety practices and organizational growth of manufacturing firms.

Statement of the Problem.

The environment of manufacturing firm these days are becoming more hazardous to health due to both the chemical substances, machine and equipment, plant layout, work process, constant exposure to light and other harmful substances and improper use of safety protection equipment and misuse of working tools. Manufacturing areas are most time congested with multiple activities occurring simultaneously, resulting in unavoidable risks such as limited space for bringing in or taking out produced goods from the factory. As noted by Hon, Chan, and

Wong, (2010) Workers most at times may underestimate the possibility of accidents when handling proportionally small tasks in such a situation.

Unnikrishnan, Iqbal, Singh, and Nimkar, (2014) however, stressed that health and safety management practices should be improved to comply with health and safety standards, as this will result in better employee productivity. Many manufacturing firms in Nigeria that failed to adopt health and safety have witnessed unexpected risks and hard which has led to the death of most good employees (Appleby, 2013; Hanger, 2014). Safety is a very critical concern, especially in the manufacturing industry. However, many manufacturing firms pay no attention to and do not take serious action on the safety issues. As noted by (CIDB, 2018), the Manufacturing industry has one of the highest accident occurrences in the manufacturing industry, which makes the industry believed to be unsafe (Nwachukwu, Akpuh, Samuel, & Udeme, 2020). Thus, safety practices in manufacturing firms should start at the designing table and continue throughout the manufacturing phases until the safety and health of end-users are ensured due to the complexity of the industry and the hazards it contains. It is on this ground that the study seeks to examine the effect of safety practices on organizational growth in manufacturing firms in Port Harcourt, Rivers State.

Research Objectives

i. Establish the relationship between safety training/awareness and market share.
ii. Ascertain the relationship between safety training/awareness and productivity.
iii. Determine the relationship between safety compliance and market share.
iv. Establish the relationship between safety compliance and productivity.

Research Questions

i. What is the relationship between safety training/awareness and market share?
ii. What is the relationship between safety training/awareness and productivity?
iii. Is there a relationship between safety compliance and market share?
iv. Is there a relationship between safety compliance and productivity?

Research Hypotheses

Ho_1. There is no significant relationship between safety training/awareness and market share.

Ho_2. There is no significant relationship between safety training/awareness and productivity.

Ho_3. There is no significant relationship between safety compliance and market share.

Ho_4. There is no significant relationship between safety compliance and productivity.

2.0 Theoretical Framework

The study was based on the social cognitive theory, and safety climate theory.

Safety Cognitive Theory

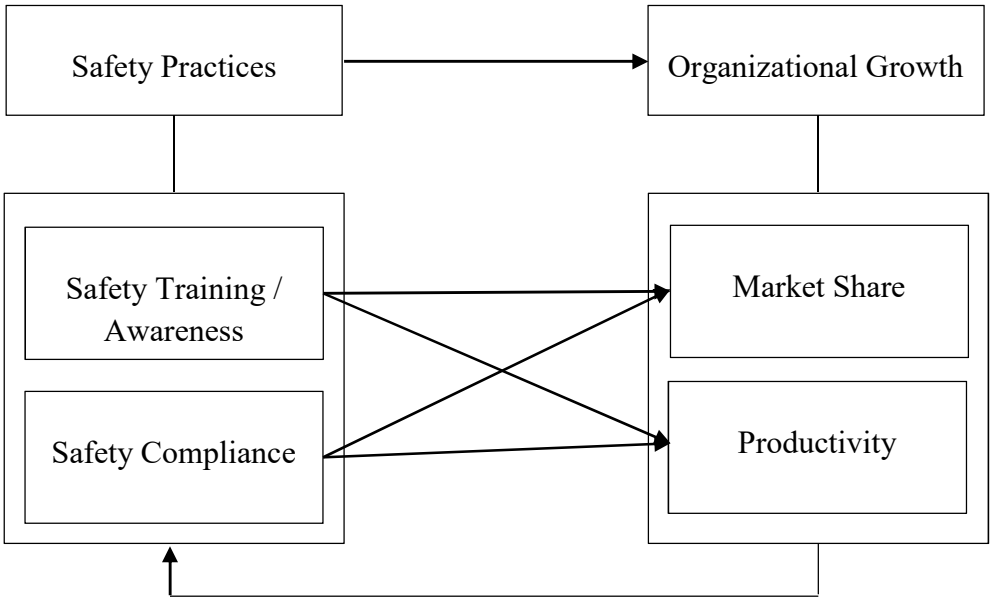
It is further argued that self-efficacy is chosen in the context of social cognitive theory since it has many applications in a variety of settings and also due to a significant overlap of determinants between social cognitive theory and similar health-related theories. The Social Cognitive Theory has two tenets. The first describes how psychology needs to incorporate the social context within the study of human behavior since people are essentially social. The second tenet outlines how people employ their cognition for avenues of thinking and communicating to adapt to social contexts. In other words, this theory construes cognition as part of social acts (Barone et al., 2006). Safety education sessions give employees an insight on hazardous conditions and possible means of handling them, it also gives warning on other safety-related situations.

Safety Climate Theory

According to Law, Dollard, Tuckey, Dormann, (2011), a safety climate which is also referred to as a psychological safety climate is said to be a perception of policies, practices, and procedures for the safety and protection of employees' health and this emanates from the management practice. This theory further suggests that the organizational level of safety climate greatly influences work conditions and it draws upon perspectives from the work of stress, psychological risk, and organizational climate literature. Safety climate deals with perceptions of employees with regards to management commitment to their safety and health.

In their study, Dollard and Bakker (2010) noted that PSC is a facet-specific component of organizational climate relating to freedom from psychological harm at work. It is further said that it reflects management commitment to worker's psychological health and the priority they give to safeguarding psychological health as opposed to production demands. According to James et al. (2008), the PSC constructs stems largely from the idea that individuals ascribe meaning to their work environment, that is, their working conditions, management systems, pay, coworker relationships, and treatment equity.

Conceptual Framework



Source: The independent variable is safety practices and it was be observed using safety/training awareness and safety compliance which were adopted from Choudhry, Fang and Lingard, (2009), while the dependent variable is growth will be measured with market share and productivity as adopted from Kotler, Cunningham, and Keller (2008).

Concept of Safety Practices

Alli (2008) sees safety practice to be the acknowledgment, assessment, and control of hazards emerging from the work environment that could impede the safety of operatives. Safety practices are a strategy and commitment together with the arrangements on the ground to create adequate safety education among workers on hazards related to their work and the role an individual/person needs to play at work settings in ensuring healthy working conditions. Bhagawati (2015) and Ahmad, Iqbal, Rashid, Iqbal, and Roomi (2016) defined safety as a unique event that is important for steady productivity attainment. Safety practices are aimed at averting accidents and their effect in the workplace. Adoption and compliance with health and safety provisions will facilitate and optimize manufacturing processes while non-compliance would result in increased accident occurrence, thus leading to an increase in production time and cost.

A safe work environment is an environment free of hazards and risks to workers. The concept of industrial health and safety is essential in reinforcing occupational health. However, the workplace environment is not free of risks and hazards thus providing an enabling environment that promotes the wellbeing of workers is very necessary for employees' performance. As noted by (WHO 1999), an organization that acknowledges all the elements of occupational health and safety in developing policies and programs for the wellbeing of its employees is said to be a healthy organization. According to Gabriel and George, (2015), workers are happy and

exhibit a high spirit of satisfaction and motivation when the work condition they are free of hazard and safe from any form of organizational risk and injury.

Safety Training / Awareness

A good workers' health and safety program fosters a sense of security and comfort and increases job satisfaction (Ria, Anis & Oci, 2012). Mamoria and Gankar (2011) argue that a comprehensive health program reduces absenteeism and health insurance costs resulting thus leading to improved productivity and improved morale. For instance, a wellness program boosts employee morale and increases job satisfaction since it promotes employee health by providing education on health issues and healthy lifestyles. Safety training programs are developed to enable workers to acquire attitudes, knowledge, and skills that help them reduce the perceived risk of their jobs. Most workplace hazards are caused by incomplete or absent training and if an employee is not trained to do their job properly to avoid falling victim to hazards, they are likely to become frustrated. When trained correctly on health and safety measures, an employee is likely to feel much less stressed and more satisfied with their job (Subramaniam, Mohd-Shamsudin, Zin, et al., 2016; Legg, Olsen, Laird, & Hasle, 2015). Although different researchers propose various components of safety management practices, generally speaking, the following safety practices have been widely considered: management commitment, safety training, safety rules and procedures, workers' involvement, safety promotion policies, and safety communication and feedback.

The continuous integration of improvements into the work process is vital, but it is possible only if everyone involved is properly trained. Training is an essential element in maintaining a healthy and safe workplace and has been an integral component of workers' health and safety management for many years (Shekh, 2015). Managers, supervisory staff, and workers all need to be trained. Workers and their representatives in the undertaking should be given appropriate training in occupational safety and health. It is up to management to give the necessary instructions and training, taking into account the functions and capacities of different categories of workers (Nwachukwu, et al, 2020). The primary role of training in occupational safety and health is to promote action. It must therefore stimulate awareness, impart knowledge and help recipients to adapt to their roles.

Successful health and safety training entails different components and philosophies and it differs amongst organizations. However, since the wave of the future is one of change and globalization trends; it is important for safety and health professionals to understand the components that contribute to a successful program in the context of the organizational structure to better provide effective services to companies of today and more so of the future (Aziz, Baruji, Abdullah, et al., 2015). It is also important for safety and health professionals to understand the management style of the future and to prepare to be a part of this "new way of doing business" again to provide effective services and to justify their existence in the organization (Shepherd, Ritzel, & Kittleson, 2001; Umoh & Torbira, 2013).

Safety Compliance

Job safety shows the extent to which job duties do not pose threats or unhealthy consequences on the health and safety of employees. Occupational Safety and Health Administration (2012) sees safety compliance as a focus on tasks in a bid to identify hazards before they occur. According to Idubor, and Oisamoje (2013), a lack of strict enforcement of safety regulations would result in non-safety compliance. Therefore, compliance with safety practices is important as it would increase productivity and reduce accidents in the workplace (Hawkins, 2002). According to Subramaniam, et al., (2016) safety compliance is defined as adhering to safety procedures and carrying out work in a safe manner. Studies have indicated the significant role safety compliance plays in reducing workplace accidents and injuries

On the other hand, Workers Health and Safety measures are said not to be effective in improving safety and health conditions in the workplace Kamau, (2014). Health and safety regulations in the workplace are not symbolic gestures as the prevalence of health and safety abuses amongst employee's calls for an intensive investigation into the level of health and safety knowledge and compliance of employees.

Eradicating occupational circumstances dangerous to employee's health, improvement of physical of employees and hold for the progress and protection of their effective ability, over and above specialized and public expansion at labor and also increase and encouragement of sustainable work surroundings and work associations are key areas of safety compliance (Umoh, & Torbira, 2013). To ensure the application of a minimum level of health and safety at work, standards that define the safe levels of various exposures and other conditions of work are needed. These standards also serve as references for the assessment of results from monitoring and provide guidelines for planners. When standards are further developed, the high variation in workers' sensitivity to occupational exposures should be considered (Elgstrand & Petersson, 2009).

Concept of Organizational Growth

The growth of manufacturing firms can never be underestimated because it would strengthen the economy. Growth is a positive increase in the size of a firm which is seen in increased turnover, quality of products, and quality of customer relationship that may lead to an increase in assets and profit of the firm (Onyenma, 2019). The growth in size, even at the same profitability level, will increase its absolute amount of profit and cash generation. A firm's growth can mean different things to different people altogether. A firm's growth indices are the outcome or results of the activities or operations of any firm that could enable one to determine the financial performance and position at any given time, usually at the end of the accounting period.

Firm growth is a major concern to managers, scholars, and even the government and this is since it has serious implications for firm survival, aggregate employment, and economic growth. Organizational growth is inherently a dynamic measure of change over time. Organization growth is the act or process, or a way of growing improvement, a regular increase of an

organization. Growth is easily quantifiable in terms of the number of employees, sales, or market share, (Witek-Crabb, 2014; Nadeem, Naveed, Muhammad, & Komal, 2013). It shows how an organization has managed change whether planned or externally imposed. It is a pointer to a firm's effective adaptation to the environment. Ordinarily, firm growth is defined as an increase in certain attributes such as sales, employment, and/or profit of a firm between two points in time.

Several parameters have been identified for measuring firm growth such as financial or stock market value, the number of employees, sales, asset, production capability, the value of production, or added value of production. According to Achtenhagen, Naldi, and Melin, (2010) growth can be measured by an increase in sales, increase in the work strength (number of employees), increase in profit, increase in assets, increase in the firm´s value, internal development, etc. also Davidsson, Achtenhagen, & Naldi, (2010) believes that growth may not be related to new markets concerning technology firms.

Market Share

Market share is described as part of the total industry or markets total sales that are earned by a specific firm over a length of time, measured in percentage. Market share responds to parts of selling strategy and one of the necessary things that affect market share is promoting strategy and promoting combine (Farmanesh, Adibi., & Hasiri, 2017). Existence warranty for product quality, complete quality, diversification of product, packaging, and quantity or volume of product production are effective factors that influenced the market share.

Market share is usually used to express a competitive position. It is also generally accepted that increased market share can be equated with success whereas decrease market share is a manifestation of unfavorable actions by firms and usually equated with failure. Market share is the consequence of efficiency rather than its cause. Efficient firms obtain large market shares and earn high profits to induce a causal association between size and profitability. Firms offering products that offer customers greater value enjoy gains in market share. Better managed firms that have a competitive advantage grow faster than rival firms. Firms with superior skill and foresight gain market share through lower prices or better products (Lyndon, Paymaster, & Meshack, 2016).

A company's market share is its portion of total sales with the market it operates within. Market share represents the percentage of an industry or market's total sales that is earned by a particular company over a specified period (Barine, 2021). The purpose behind measuring market share is to establish the relative position or share of the firm within the broader marketplace. And with this study, the share of the firm in the market will be determined by the extent of the promotional strategy (Barine, 2021). It determines the success of a firm and a firm's ability over its rivals

Productivity

There is an increased demand for improved productivity as productivity is the assessment of employees' efficiency. Productivity has a great effect on organizations' profit and it may be

evaluated in terms of output over a while. Employees' productivity is assessed relative to average output as compared to other employees within the same line of work. It is also assessed based on the units of a product or service that an employee handles in a period (Piana, 2001). The success of an organization is dependent on employees' productivity, this implies that employees are important assets to every organization (Cato & Gordon, 2009; Sharma & Sharma, 2014). According to Sharma and Sharma (2014), productivity is evaluated with the amount of time an employee is efficiently working. Productivity is the result of combined employee ability, motivation, and workplace environment (Green, 2016; Anyim, Chidi & Badejo 2012). Emerole (2015) also suggests that productivity is a consequence of the effectiveness and efficiency of the employees, while Chaudhary and Sharma (2012) and Agha, 2014) posit that productivity is that which people can produce with the least amount of effort.

According to Onah (2010), productivity is the relationship between the output of goods and services and the input of resources, human and non-human, used in the production process. In order words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity. Thus, productivity can be applied at any level, whether for individuals, for the work unit, for the organization. Productivity is the relationship between the output of goods and services of workers of the organization and the input of resources, human and non-human, used in the production process. In other words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity (Odhong, Were, & Omolo, 2014; Emily, Odhong, & Jacob, 2014). The importance of higher productivity of the employees in a public enterprise cannot be overemphasized, which include the following; Higher incomes and profit; Higher earnings; Increased supplies of both consumer and capital goods at lower costs and lower prices; Ultimate shorter hours of work and improvements in working and living conditions; Strengthening the general economic foundation of workers, (Udu, & Ewans, 2016; Priyadarshni, 2016; Anosa, 2021)

Sometimes this can be stated that better relations can make an environmentResultsoductivity and that productivity if fairly and promptly rewarded, it makes very good human relations, which can work for a long time in the growth and success of the organization, (Anosa, 2021; Danjuma, & Akinpelu 2016). Productivity is the driving force behind an organization’s growth. Nwachukwu et al., (2020) agree that higher productivity as would be the wish of many organizations can be achieved through ensuring higher earnings for workers; ultimately shorter hours of work and improvements in working and living conditions, and strengthening the general economic foundation of workers.

Higher productivity results in economic growth, higher profitability, and social progress. Higher effectiveness and efficiency include the capability to design and execute better strategies and plans, better control of cost, maintain efficient operations, having innovative products and market strategies, meeting customer needs better than competitors as well as the ability to achieve higher productivity through training and motivation of employees, (Lyndon, Paymaster, & Meshack, 2016). Employees are likely to experience an increase in wage and working conditions when the organization experiences an increase in productivity. The alignment of the

strategic vision to employee productivity is a key contributor to the success of an organization. This would motivate and inspire employees to be more creative, thereby improving their performance effectiveness towards the accomplishment of organizational goals and objectives (Morales, Cory, & Bozell, 2001; Obdulio, 2014). Moreover, higher productivity tends to increase the competitive advantage through the reduction in costs and improvement in the quality of output.

Empirical Review

Kaynak, Tuygun, Elçi, and Toklu, (2016) investigated occupational health and safety (OHS) practices in five dimensions, i.e., safety procedures and risk management, safety and health rules, first aid support and training, occupational accident prevention, and organizational safety support. The data set obtained from private sector enterprises was analyzed by structural equation modeling using the least-squares method. The findings of the analysis suggested that such occupational health and safety practices as safety procedures and risk management, safety and health rules, first aid support and training, and organizational safety support had a positive effect on organizational commitment.

Mideksa (2018) examined the effects of occupational health and safety management traits, namely, employee involvement, training, and awareness on OHS, leadership commitment towards different dimensions of organizational commitment in Sheraton Addis. An explanatory research design was adapted to carry out this study. Survey questionnaires were distributed to respondents in various hotel departments, using the Proportionate Stratified Random Sampling method, which is prone to occupational accidents. The study considered a total population size of 327hazard prone employees under Engineering, Kitchen, Stewarding, Laundry, Housekeeping, and Pool & Health Club, of which 179 (69% male 31% female) participants were selected as a sample size. The obtained data through survey was analyzed using SPSS version 20. Correlations and regression analysis were applied to determine the effect and impact between variables. The results of this study revealed a positive and significant relationship between the three traits measuring occupational health and safety management practices employee involvement, training, and awareness on OSH, and leadership commitment.

Awwad, El Souki, and Jabbour (2016) examined construction health and safety practices and challenges in a Middle Eastern developing country. Face-to-face surveys were conducted using a structured questionnaire with the construction practitioners, insurance firms, and government agencies. The findings of the study however showed the availability of construction labor safety law but lack of necessary implementation, absence of monitoring, failure of safety awareness, and inadequate support from the entire participant concerned with implementations of safety practices on construction sites. This study called for appropriate awareness within the construction firms' which might help curb these challenges.

Eke, and Tamunomiebi, (2019) investigated safety management and job performance among employees in manufacturing firms in Rivers State. Three research questions were raised to guide the study, and nine hypotheses were formulated and were tested at a 0.05 level of

significance. The survey research design was adopted for the study. The population of the study was 504 staff of the 16 selected manufacturing industries in Rivers State. The Taro Yamen formula was used to obtain a sample size of 223 respondents (senior and junior staff), while the simple random sampling technique was adopted for the study. The data was collected and analyzed using the descriptive statistic of mean and standard deviation and inferential statistic of Pearson's product-moment correlation to answer the research questions and to test the formulated hypotheses at 0.05 alpha level respectively. The study found that there is a significant relationship between supervision and monitoring and work output among employees in manufacturing firms in Rivers State. The study recommends to organizations emphasize and invest in the implementation of elaborate emergency management practices and plans.

3.0 Methodology

The cross-sectional survey method, a form of quasi-experimental design, is considered most appropriate for this study. The cross-sectional survey can be thought of as analogous to the taking of a snapshot of some situation and analyzing it Baridam, (2001). The target population of the study consists of all manufacturing firms in Rivers State but a judgmental sampling technique was used to select 16 out of 48 manufacturing firms operating within Rivers State listed with the Manufacturers' Association of Nigeria, Rivers State Chapter. These 16 manufacturing firms were selected because they were located in Phalga & Obio-Akpor axis of Rivers State. A total population of 1074 employees were obtained from the various HRM/administrative departments of the sixteen (16) selected manufacturing firms. A sample size of 291 was gotten with the use of the Taro Yamane formula. The questionnaire was adapted from a mixture of instruments for measuring various aspects of the study (Nachimayas & Nachimayas, 2008). The statistical tool to be utilized in this study is the "Spearman Rank Order Correlation Coefficient" (rs) to establish relationships.

4.0 Results

A total number of two hundred and ninety-one (291) copies of the questionnaire were distributed of which two hundred and sixty-eight (268) were retrieved and after assessment, two hundred and fifty-three (253) copies were properly filled thus, valid and usable. Others that were not properly filled were discarded as null and void. Analyses are done based on the 253 copies properly filled. Table 4.1 shows the respondent's gender and this indicates that a large number of the study respondents are male (74.7%) followed by their female counterparts (25.3%). This implies that the manufacturing industry is largely dominated by male employees. The age distribution of respondents with the highest distribution on those within the age bracket of 36 – 40 years (34.8%) followed by those within 31 - 35 years (26.1%), those within 41 – 45 years represents (17.4%) while those below or equal to 30 years represent (13%) lastly those who are 46 years and above represents (8.7%) of the study respondents. Distribution marital status of respondents with the higher distribution on the married folks (46.2%) followed by the single counterparts (35.6%). Then the divorced and widowed representing (11.1%) and (7.1%) respectively. Distribution on respondents' data based on their educational qualification,

educational qualification of respondents with the highest distribution on those reported as having HND/B.Sc. or its equivalent (53%) followed by those reported as having M.Sc./MBA/MA (31.6%), and lastly those who have OND/NCE (15.4%). The difference in academic qualification shows that in a bid to be successful and be more productive employees in the health sector seek to acquire more knowledge and academic qualifications.

Table 4.1 Respondents Demographic Information

Variable	Item	Frequency	Percent (%)
Gender	Male	189	74.7
	Female	64	25.3
Marital Status	Single	90	35.6
	Married	117	46.2
	Divorced	28	11.1
	Widowed	18	7.1
Age	Below 30 Years	33	13.0
	31 – 40 Years	66	26.1
	41 – 50 Years	88	34.8
	>= 51	44	17.4
Educational Qualification	HND / BSC	39	15.4
	MSC	134	53.0
	PhD	80	31.6

Test of Hypotheses

Ho_1: There is no significant relationship between Safety Training / Awareness and Market Share.

Correlations

			Safety Training / Awareness	Market Share
Spearman's rho	Safety Training / Awareness	Correlation Coefficient	1.000	.832**
		Sig. (2-tailed)	.	.000
		N	253	253
	Market Share	Correlation Coefficient	.832**	1.000
		Sig. (2-tailed)	.000	.
		N	253	253

**. Correlation is significant at the 0.01 level (2-tailed).

SPSS output, Version 27

Spearman's rank-order correlation run to find out the relationship between planning safety training/awareness and market share as reported by respondents. A strong positive correlation coefficient value was reported between the variables and it was statistically significant (rho =

.832**, p = .000 < 0.05) this suggests that there is a significant relationship between the variables. The null hypothesis (**Ho_1**) is rejected and we state that there is a significant relationship between safety training/awareness and market share.

Ho_2: There is no significant relationship between Safety Training/Awareness and Productivity

Correlations

			Safety Training/Awareness	Productivity
Spearman's rho	Safety Training/Awareness	Correlation Coefficient	1.000	.766**
		Sig. (2-tailed)	.	.000
		N	253	253
	Productivity	Correlation Coefficient	.766**	1.000
		Sig. (2-tailed)	.000	.
		N	253	253

**. Correlation is significant at the 0.01 level (2-tailed).

SPSS output, Version 27

Spearman's rank-order correlation run to find out the relationship between safety training/awareness and productivity as reported by respondents. A strong positive correlation coefficient value was reported between safety training/awareness and productivity which was statistically significant (rho = .766**, p = .000 < 0.05) this suggests that there is a significant relationship between the variables. Thus, the null hypothesis (**Ho_2**) is rejected and we state that there is a significant relationship between safety training/awareness and productivity.

Ho_3: There is no significant relationship between Safety Compliance and Market Share

Correlations

			Safety Compliance	Market Share
Spearman's rho	Safety Compliance	Correlation Coefficient	1.000	.742**
		Sig. (2-tailed)	.	.000
		N	253	253
	Market Share	Correlation Coefficient	.742**	1.000
		Sig. (2-tailed)	.000	.
		N	253	253

**. Correlation is significant at the 0.01 level (2-tailed).

SPSS output, Version 27

Spearman's rank-order correlation run to find out the relationship between safety compliance and market share as reported by respondents. A strong positive correlation coefficient value was reported between safety compliance and market share which was statistically significant (rho = .742**, p = .000 < 0.05 (alpha value) this suggests that there is a significant relationship between the variables. Thus, the null hypothesis (**Ho_3**) is rejected and we state that there is a significant relationship between safety compliance and market share.

Ho_4: There is no significant relationship between Safety Compliance and Productivity

Correlations

			Safety Compliance	Productivity
Spearman's rho	Safety Compliance	Correlation Coefficient	1.000	.896**
		Sig. (2-tailed)	.	.000
		N	253	253
	Productivity	Correlation Coefficient	.896**	1.000
		Sig. (2-tailed)	.000	.
		N	253	253

**. Correlation is significant at the 0.01 level (2-tailed).

SPSS output, Version 27

Spearman's rank-order correlation run to find out the relationship between safety compliance and productivity as reported by respondents. A strong positive correlation coefficient value was reported between safety compliance and productivity which was statistically significant (rho = .896**, p = .000 < 0.05 (alpha value) this suggests that there is a significant relationship between the variables. Thus, the null hypothesis (**Ho_4**) is rejected and we state that there is a significant relationship between safety compliance and productivity.

4.4 Discussion of Findings

The study examined the relationship between safety practice and organizational growth of manufacturing firms in Port Harcourt; four (4) hypotheses were formulated as tentative answers to research questions raised and were tested to find support for the propositions, thus; The result of the tested hypothesis revealed the existence of a significant relationship between the dimensions of safety practice (training/awareness, and safety compliance) and organizational growth. These findings of the study are corroborating with the literature Sieben-Thomas (2005) found that productivity tended to be higher where there is access to workplace safety training and compliance. Safety practices have a significant effect on market share and productivity as the study reveals that safety practices are related to organizational growth on the ground that the organizations adopt safety measures and practices that are with regards to their line of operation in a bid to ensure persistent growth. This current finding was also consistent with that of Umoh & Torbira (2013), who says that to develop skills and abilities specific to the company, it's significant from an organizational perspective to training employees following their company's specific safety requirements (Armstrong, 2009). DeJoy, Della, Vandenberg, et al. (2010) also confirm that practices applied to increase safety climate can improveemployee's productivity thus leading to improved organizational growth. Moreover, general health and safety policies demonstrate the management's willingness to provide the workers with a healthy and safe workplace (Nwachukwu, 2020). Morishima (2006), indicates that safety training opportunities increase the level of individual performance and organizational growth.

5.0 Conclusion and Recommendation

Safety practices resulting in different types and magnitudes of losses including loss of lives in the Nigerian manufacturing industry have continued to attract great concerns. Sometimes it is said that knowledge is power, but the misapplication of knowledge is disastrous. Because of

this, this study has examined safety practice and organizational growth among selected manufacturing firms in Nigeria and has found that the level of health and safety practice among the employees in the manufacturing industry was moderate. It also found that the level of organizational growth is not on the high side.

It is recommended that manufacturing firms should implement safety measures that will motivate employees in the execution of their daily activities. Though staff training involves the expenditure of money, the expenditures associated with fatalities are greater comparatively. Management may resist regular staff training on the basic costs, greater awareness will bring about a change in attitude over a while. Regular site health and safety audits will facilitate the identification/elimination of potential workplace hazards and enable management to sense the safety climate of the worksite. Health and Safety committees consisting of upper management, risk managers, safety directors, and operational staff should be established to continually discuss and review health and safety performance in work activities. This will help in overcoming employees' resistance to safe work procedures since they are members of the safety committees that formulate these procedures. Though this may be resisted initially as time-wasting, greater awareness will bring about a change in attitude over a while.

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