
Safety Management on Workers' Productivity: A Study of Innoson Investment Motors, Nnewi, Anambra State

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Abstract: *The study examined safety management on workers' productivity: A Study of Innoson Investment Motors, Nnewi, Anambra State. the objectives of the study were as follows, Assess the effect of safety education on workers' productivity in Nigeria.: Determine the effect of risk management on workers' productivity in Nigeria.: Investigate the degree to which management commitment affects workers' productivity in Nigeria. Questionnaire was used to collect data from the staff as it concerns safety management. The population of the study was 397, and a sample size of 397 The research adopted sampling techniques were purposive sampling. . The study used survey research design due to the nature of the work. Primary and secondary sources of data were used in the study. Percentage table and ANOVA analysis were used to analyze the collection questionnaire. From the analyses tested, the study found out that, Safety education has significant effect on workers' productivity in Nigeria. Risk management has significant effect on workers' productivity in Nigeria Management commitment has significant effect on workers' productivity in Nigeria. The study recommended that Practice of occupational health safety and management practices leads to improved job satisfaction levels among employees in an organization. The study further recommends to organizations to emphasize and to invest on the implementation of elaborate emergency management practices and plans*

1.1 Introduction

The dangers and threats in manufacturing companies cannot be overemphasized and managers and workers alike are obliged to be acutely aware of the hazards associated with their jobs, as well as the preventive measures necessary for minimizing them (Eke & Tamunomiebi 2019).

The health and safety (H & S) of employees is a very significant issue to consider with relation to the attainment of organizational goals. 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 (Iheanacho and Ebitu 2016).

Safety programmes were first introduced in Nigeria during the time the country was a British colony. The purpose of these programmes was to help organizations to manage and control their occupational safety risks, and to improve their performance. Occupational health workers were dispatched to factories and other commercial undertakings, including plantations, for monitoring (Adeogun and Okafor, 2013).

Many companies are still unaware of the economic aspects of occupational safety. They often do not recognize the costs of accidents and ill-health and even if they are conscious of the fact that a poor working environment may result in costs for the company, they rarely measure them (Adeogun and Okafor, 2013). According to Ogbo and Ukpere (2013), about two million people die every year from work-related accidents and disease. An estimated number of 270 million also suffer from fatal and non-fatal work-related accidents which results in at least three days absence from work. Safety management is very important in the organization since a lot of employees have lost their lives whilst others have sustained various degrees of injuries through accidents (Mohamed, 2010). Organization can be safe and enjoyable if employees follow the standardized procedures. It is regrettable that both employees and employers have demonstrated minimal commitment to reducing the level of accidents in the industry (Mohamed, 2010). Occupational safety is a process of ensuring that people stay safe and healthy in the workplace to increase workers capacity to perform (Mohamed, 2010). The health and safety of every employee in an organization is important if the organization is to continuously operate to meet its stated goals and objectives (Danso, et al 2011). A healthy worker is an able worker, and a safe worker is a focused worker.

Successful safety and health management requires the commitment of the management and true actions. If the corporate management is not committed to improve the level of safety, no one will take care of the task. Commitment to the goal should be sincere because if the management does not genuinely believe that improving safety is profitable, they cannot allocate all the resources needed (Robbins, 2014). This relies on the cooperation of both employers and employees to ensure a 'self-generating effort' between 'those who create the risks and those who work with them'. It is therefore important for organizations to treat every employee's complaint seriously and to ensure that they feel safe (Robbins, 2014). The principles of safety thinking should be included in the everyday work of every member of the organization from the top management to the workers. Safety must not be a separate function or system but an integral part of everyday work (Hill and Smith, 2015).

1.2 Statement of the Problem

The responsibility of every organization is to provide good working conditions and environment for employees devoid of risks, hazards, and diseases. Today, employee safety as a corporate social responsibility (CSR) has received little attention. With the increasing globalization and trade liberalization in most developing economies including Nigeria, there is a high rate of industrial accidents and large-scale absenteeism occasioned by ill-health which invariably affects performance. Some jobs are very hazardous and the common law requires every employer of labour to ensure that the work-force is safe and that employees doing hazardous work are protected adequately. Recently, employee safety issues in the country seem worrying, as employees complain about lack of effective formulation and implementation of safety policies, programmes, and practices that protect their well-being. Besides these national challenges, most industries also fail in this regard. Many companies are still unaware of the economic implications of occupational safety. They often do not recognize the costs of accidents and ill-health and even if they are conscious of the fact that a poor working environment may result in costs for the company, they rarely measure them.

Safety in the organization has to be everybody's concern. On the contrary, this is not the case in most organizations. Most firms cannot boast of effective safety management system and structure. They fail to realize that as part of their human resource management practices, there is need for management to ensure that personnel in the organization work in safe and healthy environment that will promote their optimum performance. They simply focus on issues of quality assurance, productivity, cost benefit, and continual improvement to the neglect of the key "competitive advantage and the most important asset" of their organizations: the human resources. Regrettably, health and safety of workers are compromised as indicated by several occupational health hazards, risk, and diseases in the country. Incidentally, most of the research works done on safety practices in manufacturing industries so far are based on researches conducted in South-East and Western countries. Employee safety in Nigerian manufacturing industries particularly in South-South Nigeria remains largely unexamined due to lack of social and political will. This study becomes necessary, therefore, as any strategy adopted by an organization that does not address the issue of employee safety will be ineffective and inefficient. This study attempts to fill this paucity of information with respect to Innoson Investment Motors, Nnewi, Anambra State

1.3 Objectives of the Study

The main objective is to critically examine the effect of safety management on workers' productivity a study of Innoson Investment Motors, Nnewi, Anambra State. The specific objectives of the study are to:

- i. Assess the effect of safety education on workers' productivity in Innoson Investment Motors.
- ii. Determine the effect of risk management on workers' productivity in Innoson Investment Motors.
- iii. Investigate the degree to which management commitment affects workers' productivity in Innoson Investment Motors

REVIEW OF RELATED LITERATURE

2.1 Conceptual Issues

2.1.1. Safety Management

Occupational Health and safety Management system is a framework that allows an organization to consistently identify and control its safety risks, reduce the potential for accidents, help achieve compliance with safety legislation and continually improve its performance (Dawson and Mayhew, 2018). A process put in place by an employer to minimize the risk of injury and illness. This is accomplished by identifying, assessing, and controlling risks to workers in all workplace operations. The scope and complexity of a health and safety management system vary according to the type of workplace and the nature of operations carried out (Ekong,2017).

Booth and Lee (2019) argue that health and safety management is a systematic and planned top management driven activity that aims at controlling and protecting the health and safety hazards

of its employees, suppliers, customers, family members, nearby communities, and other members of the public who could be affected by a company's operations. The primary aim of safety management is to intervene in the causation process that leads to accidents. This includes above all, the active recognition of both visible and latent hazards (Booth and Lee, 2019). However, safety management is more than just a hazard identification system. It is an overall system for ensuring that safety activities are properly planned, effectively implemented, and that follow up system is arranged. Typically, safety management includes activities such as risk analysis, arrangement of safety training, accident and near-miss investigation, safety promotion and assessment of human reliability. In an effective health and safety management system, these activities are assigned to all the different hierarchical levels of the organization (Williams, et al., 2019)

Safety management is related to all actions surrounding the improvement and maintenance of health and safety and the prevention and reduction of potential health and safety hazards and risks in the workplace. These hazards and risks may arise from exposures in the job and work environment and vary from physical factors (e.g. noise, vibration, falls and heat), chemical factors (e.g. poisons, toxics and fires), hazardous substances (e.g. dusts, oil, and coal), and workplace organization (e.g. repetition of work, supervision, training) to stress and violence (Nankervis, et al., 2015).

Health and safety management includes both anticipatory and remedial action in order to continuously improve the working environment. Henry and Jackson (2010) assert that the main focus in occupational health and safety is on three different objectives: (i) the maintenance and promotion of workers' health and working capacity; (ii) the improvement of working environment and work to become conducive to safety and health and (iii) development of work organizations and working cultures in a direction which supports health and safety at work and in doing so also promotes a positive social climate and smooth operation and may enhance productivity of the undertakings. The concept of working culture is intended in this context to mean a reflection of the essential value systems adopted by the undertaking concerned. Such a culture is reflected in practice in the managerial systems, personnel policy, principles for participation, training policies and quality management of the undertaking.

2.2 Theoretical Framework

This work is anchored on Integral Safety Theory

Integral Safety Theory

The Integral safety theory is a relatively simple yet very powerful theory that aids the development of a balanced and effective safety management. It is a performance-oriented approach to safety management that gives organizations a sustainable competitive advantage in a global marketplace by establishing a safety and healthy working environment that is consistent with peak performance and that is improved continually forever (Thompson, 2010). It integrates all aspects of safety measures to achieve a safe working environment and improve organizational performance. It is widely acceptable because it involves all the members of an organization in establishing and maintaining a working environment that is safe and healthy and also promotes greater productivity (Thompson, 2010). The primary purpose of the theory is to provide

excellence in safety through effective integration and implementation of safety measures. It follows the same sets of standards as total quality management(TQM) and provides a competitive advantage to the companies that implement it, by establishing a safe and healthy working environment that leads to a continuous and sustainable improvement in organizational performance(Thompson, 2010).

2.3 Empirical Review

Nwachukwu, Akpuh, Irimagha & Udeme (2020). Investigated the impact of industrial health and safety on employee's performance. The study adopted a structured questionnaire to obtain data from 282 workers. Statistical package for social sciences (SPSS) version 23.0 was utilized for data analysis. The study made use of description analysis to analyze the demographic characteristics of the respondents while regression and Pearson correlation moment was used to analyze the hypotheses of the study. The result of the study indicates that health and safety practices, especially training have significant effect on employees' job performance. It was concluded that employees' low performance can be attributed to both low health and safety practices and lack of personal protecting equipment (PPE) and management commitment to health and safety programs. The four independent measures of industrial health and safety as was used in the study were found to be influencing employee's performance. it was recommended among others that there should be constant health and safety training for both top , middle and low level staff . As this will equip the employees with health and safety culture, as no one is above accident.

Iheanacho & Ebitu (2016). Investigates the effects of industrial safety and health on employees' job performance in selected companies which include UNICEM, Dangote Plc. The study revolves around industrial safety/health strategies and productivity, together with relationships among employees, customers and management and how it affects turnover. To this end, a survey research design was adopted and a sample size of 100 staff was randomly selected for the study. The Pearson Moment correlation coefficient was used for the hypotheses tests. The result of the tests revealed that there is strategies and employee job performance. It recommended that employers should ensure adequate industrial safety/health strategies management in order to protect the lives of its employees at work place thereby reducing employee turnover and promoting staff performance.

Eke & 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 was tested at 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 formular 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 following findings were made: there is a significant relationship between supervision and monitoring and work output among employees in

manufacturing firms in Rivers State. Management commitment significantly relates with timely delivery among employees in manufacturing firms in Rivers State. Finally there is a significant relationship between transparency and innovativeness among employees in manufacturing firms in Rivers State. The study therefore recommends to organizations to emphasize and to invest on the implementation of elaborate emergency management practices and plans. The provision of written emergency plan, first aid facilities in their work places, testing of emergency procedures, and presence of officers trained on disaster management, evacuation procedures, display of emergency contacts and display of evacuation procedures, employees training on the use of emergency equipment in their work places will positively influence job satisfaction levels and will in turn improve institution's image.

Ugorji, (2014) The specific objective of the study is to identify the relationship between industrial safety management and employee performance, identify the hazards encountered by employees in the Nigeria manufacturing sector, to bring to the fore safety provisions for employees in the manufacturing industry, ascertain how orientation and training influence safety management in the manufacturing organizations, ascertain how safety issues were managed in the manufacturing industry. The population of the study was one thousand, two hundred and twenty (1220) obtained from the selected manufacturing firms in Enugu State of Nigeria. From this, a sample size of three hundred and one (301) was drawn, using Taro Yamane's formula. The instruments for data collection were structured questionnaire and interview. The research design adopted was survey design. Data were presented in frequency tables, Z-test and Friedman Chi-square were used to test the hypotheses. The findings indicate that there were significant relationship between industrial safety management and employee performance, physical and chemical hazards were the hazards encountered in the manufacturing industry, personal protective equipment is the safety provision for employees, orientation and training have significant influences on safety management implementation in the manufacturing industry, safety issues in the manufacturing industry were managed by making the environment hazard free to a great extent. The study recommends that safety policies and procedures should be reviewed whenever there are changes in operating conditions to make them more relevant. Management should recruit professionally competent and well motivated safety officers as opposed to quacks and touts. The Federal Government should enact and enforce laws that provide for stiffer penalties for employers of labour that do not implement safe work practices or record accidents in their operations.

Samuel and Bill (2012) carried out a study on safety audit and employees' commitment to productivity in manufacturing firms in Ghana. The study aimed at ascertaining the regular workplace safety audit on employees' commitment to productivity. The study was conducted through a survey design. The scholars utilized a convenient sample by using all manufacturing firms in Ashanti, Ghana. Content validity and reliability of the research instruments were done through test retest method using two of the manufacturing firms which was not included in the final analysis. The data from all the manufacturing firms was collected and analyzed using descriptive statistics and inferential statistical tools; chi-square and Pearson Product Moment Correlation. The study revealed that low productivity and high medical and insurance bills were associated with poor safety audit and inspection while effective and regular safety audit and inspection led to high profitability and high productivity. The

researchers concluded that effective and regular safety audits and inspection is imperative for the achievement of organizational goal.

Thompson and Dickson (2011) carried out a study on the effect of impact of regular safety audit on performance of manufacturing firms in China. The value of the study was to examine the effect of effective implementation of safety audit on employee commitment to productivity. The study employed an exploratory, cross-sectional survey. Five hundred and forty (540) participants were selected from four manufacturing firms in Hong Kong. In the analysis of data, the scholars' used Chi-square statistical test with tabular presentation. It was revealed that effective implementation of safety audit does not only benefit the workers in terms of the work life, but it is of value to the industries in terms of productivity and profit. The researchers concluded that effective implementation of safety audit does not only reduce compensation to workers, hospital care, absenteeism, labour turnover, but also promotes good working relationship between management and workers.

Makori and James (2018) examined the influence of safety audit on performance of manufacturing firms in Kenya. The purpose of the study was to investigate the effect of regular work site safety audits on employee commitment and productivity of manufacturing firms in Western Kenya. The researcher used a convenient sample by selecting three manufacturing firms. Validity and reliability of the research instruments were done by using the retest method. Data collected from all the manufacturing firms were collected and analyzed using descriptive statistics and χ^2 inferential statistical tools like Pearson correlation, simple regression and one way ANOVA. The study indicate a negative significant effect of regular safety audit on employees' commitment to productivity. This is an indication that safety audits were not effectively implemented in the studied firms, thus, affecting employees' commitment to corporate performance negatively in terms of quality, productivity, and profitability.

Agbola (2012) conducted a study on "impact of health and safety management on employee safety at the Ghana ports and harbor authority". The purpose of this study was to examine the Safety and Health Management Systems (SHMS) implemented by the GPHA, assess the effectiveness of these measures in reducing accidents and death; and evaluate impact of accidents and work-related illnesses on then employee safety at work and performance. The results reveal an organization fraught with poor health and safety management practices, poor training in safety know-how, lack of information on dangerous chemicals and hazardous materials, lack of monitoring and enforcement of safety rules, unavailability of essential safety equipments, with adverse effects on employees and the organizational performance. He further recommended that, GPHA must increase education and create awareness of the importance of health and safety; ensure collection and storage of data for effective monitoring and evaluation of safety performance.

Wumoo et al. (2013), Examined the impact of health and safety policies on employees performance in the Ghana's timber industry and a case study approach was adopted for the study. The main data collection instruments used were interviews and questionnaires as well as statistical tools such as Pearson correlation was adopted to assess the relationship between investment in health and safety and employees performance. The data collected with these

instruments as well as the calculated $r = 0.42$ showed that health and safety measures put up by the company positively correlates with employees' performance despite that the correlation is weak. There is also inverse relationship between reducing the number of accidents and injuries through health and safety promotions and employees performance. From the findings, it was concluded that organizations need to pay much attention to their health and safety measures since apart from the fact that in other jurisdictions it is backed by law and is mandatory, it is classified as an existence need for which other motivational factors meant to improve employees' performance revolves.

METHODOLOGY

This study was concerned with safety management and worker productivity: An analysis of Innoson Investment Motors, Nnewi, Anambra State, Nigeria. It therefore requires a specified methodology that will be used to obtain relevant data, present, analyze and interprets the result of the study. The research design that was adopted in this study is the survey design, Personal observation, interview and questionnaires were used in this study to seek clarifications and convenience on the part of the respondent given schedules. The primary source of data was the sampling or study unit regarding in (or form) which information is collected on first hand basis. The researcher did not adopt any rigid method in the collection of data; rather data was collected as the problem demanded creativity and judgment also played a vital role at this stage of the project, knowing that the final judgment will be partly constrained by the type and value of the information collected. The study make use of pure primary data. The population of interest therefore consists of all the employees of Innoson investment motors. However the total Number of staff in that organization is 397. This population figure was derived from human resources department of that firm. Given the nature of this study, since the population is not up to 1000 respondents the research will utilize the entire 397 population. The research adopts two sampling techniques namely purposive sampling and stratified sampling. Purposive sampling enables the researcher to choose the respondents that were of interest to the study while the stratified random sampling permits each of the different respondents in all the different states to be selected without bias. The researcher will develop the research instrument which will be questionnaire. The researcher will use the questionnaire to elicit information from the target population. Statistics such as frequency count and percentages were put to use in the analysis of demographic tables while analysis of variance will be used for test of hypothesis.

DATA PRESENTAION AND ANALYSIS

This chapter presents the data obtained from the respondents through the administered questionnaires. Three hundred and nine seven (397) were administered, among registered small and medium scale enterprise in Anambra state. However, three hundred and seventy-seven (377) questionnaires were retrieved. Therefore the analysis and interpretation of data were only based on the returned questionnaires. The validity and reliability of this study is highly ensured, despite the number of questionnaires not returned.

4.1 Demographic characteristics of Respondent

4.1.1 SEX

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	273	71.3	72.4	72.4
	FEMALE	104	27.2	27.6	100.0
	Total	377	98.4	100.0	

Source: SPSS Version 21, 2022

The above table reveals that the two hundred and seventy-three (273) of the respondents which represents 72.4% were male respondents, while one hundred and four (104) respondents which represent 27.2% were female respondents. By implication, male respondents were more than female respondents by 44.8% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire

4.1.2 CATEGORY OF RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SENIOR STAFF	248	64.8	65.8	65.8
	JUNIOR STAFF	129	33.7	34.2	100.0
	Total	377	98.4	100.0	

Source: SPSS Version 21, 2022

The above table reveals that the two hundred and forty-eight (248) of the respondents which represents 65.8% were senior staffs, while one hundred and twenty-nine (129) respondents which represent 34.2% were junior staffs. By implication, senior staffs were more than junior staffs in our selected population sample for this study. The implication of this is to enable us to know the category of the respondents that successfully returned their questionnaires.

4.1.3 EDUCATION QUALIFICATION OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	OND/NCE	174	45.4	46.2	46.2
	B.SC/HND	167	43.6	44.3	90.5
	MSC/MBA	13	3.4	3.4	93.9
	PHD	17	4.4	4.5	98.4
	OTHERS	6	1.6	1.6	100.0
	Total	377	98.4	100.0	

Source: SPSS Version 21, 2022

In the table above, out of the four hundred and four (404) respondents, one hundred and seventy-four (174) of the respondents are OND/NCE holders. While one hundred and sixty-seven (167) respondents which represent 44.3 percent are BSC/HND holders. Thirteen respondents (13) which represent 3.4 are MSC/MBA holders, while seventeen (17) which represents 4.5 are PHD holders. Lastly, six (6) which represents 1.6 answered others.

4.1.4 AGE BRACKET OF THE RESPONDENTS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25 YEARS	68	17.8	18.0	18.0
26-35 YEARS	127	33.2	33.7	51.7
36-45 YEARS	152	39.7	40.3	92.0
46-ABOVE	30	7.8	8.0	100.0
Total	377	98.4	100.0	

Source: SPSS Version 21, 2022

The table above shows that respondents whose age bracket falls between 18-25 yrs were sixty-eight (68) which represent 18 percent. This is followed by those with age bracket of 26-35 years with one hundred and twenty-seven (127) which represents 33.7%. Also those within age bracket of 36-45yrs were one hundred and fifty-two (152) which represents 40.3%. Lastly, those with age bracket of 46-above with thirty respondents which represent 8%. The implication of this age distribution is to enable us to check if the questionnaire was directed to the right age group

4.1.5 work experience of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid BELOW 5 YEARS	153	39.9	40.6	40.6
6-10	191	49.9	50.7	91.2
11-20 YEARS	17	4.4	4.5	95.8
21 YERAS AND ABOVE	16	4.2	4.2	100.0
Total	377	98.4	100.0	

Source: SPSS Version 21, 2022

The table above shows that one hundred and fifty respondents which represent 40.6 percent have work experience below five years; one hundred and ninety-one (191) which represents 50.7% have work experience of 6-10yrs. Again, seventeen respondents (17) which represents 4.5% have work experience of 11-20yrs. Lastly, sixteen respondents (16) which represent 4.2% have work experience of 21yrs-above.

4.2 Hypotheses Testing

4.2.1: Test of Hypothesis One

Ho₁: Safety education has no significant effect on workers’ productivity in Innoson Investment Motors

ANOVA^a

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

Sources: SPSS Output 2022

In testing this hypothesis, the F-statistics and probability value in table 4.3 is used. Strategic environmental variables have a F-statistics of 12.778 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Safety education has significant effect on workers' productivity in Innoson Investment Motors.

4.2.2: Test of Hypothesis Two

Ho₂: Risk management has no significant effect on workers' productivity in Innoson Investment Motors.

ANOVA^a

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

Sources: SPSS Output 2022

Second hypothesis has f-statistics of 35.028 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that, Risk management has significant effect on workers' productivity in Innoson Investment Motors.

4.2.3: Test of Hypothesis Three

Ho₃: Management commitment has no significant effect on workers’ productivity in Innoson Investment Motors.

ANOVA

Table 4.3.3

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

Sources: SPSS Output 2022

The test conducted revealed that the large significance value (F.sig<.002) indicate no group differences. Since the F-value of 7.286 with a significance of .002 is less than .05 (i.e .002<.05), there exist no group difference. Therefore, Management commitment has significant effect on workers’ productivity in Innoson Investment Motors.

SUMMARY OF THE FINDINGS, CONCLUSION AND POLICY RECOMMENDATION

5.1 Summary of the Findings

The basic objective of this study is to examine the safety management on workers’ productivity: A Study of Innoson Investment Motors, Nnewi, Anambra State. To empirically and statically established the nature of the relationship in Nigeria three hundred and ninety-seven (397) respondents were randomly selected three hundred and seventy-seven (377) questionnaires were returned and analysis of the data were based on this number. From the analysis of the data especially, and the testing of hypothesis it was realized that:

1. Safety education has significant effect on workers’ productivity in Innoson Investment Motors.
2. Risk management has significant effect on workers’ productivity in Innoson Investment Motors
3. Management commitment has significant effect on workers’ productivity in Innoson Investment Motors.

5.2 Conclusion

The study set to examine the safety management on workers’ productivity: A Study of Innoson Investment Motors, Nnewi, Anambra. The result of the analysis discovered that safety practices have a significant effect on employee’s performance. The four independent variables(safety training, management commitment, safety awareness and hazard exposure) which are measures

of industrial health and safety that were used, had an impact and influences on employees performances in manufacturing firms in rivers state. This suggests that the low level of performances recorded in the manufacturing industry especially in rivers state, can be attributed to low health and safety culture by manufacturers within this scope. We therefore conclude that lack or inefficient practices of health and safety programs is the cause of low employees performance which has also affected organizational performance.

5.3 Recommendation

- i. Practice of occupational health safety and management practices leads to improved job satisfaction levels among employees in an organization.
- ii. The creation and implementation of a policy that sensitizes and allows for provision of sufficient welfare services such as drinking water facilities, toilet facilities, canteen services and parking spaces in the work environment so as to improve job satisfaction levels of the employees in their work places.
- iii. The study further recommends to organizations to emphasize and to invest on the implementation of elaborate emergency management practices and plans.

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