

WORKPLACE SAFETY MANAGEMENT STRATEGIES AND EMPLOYEE PERFORMANCE OF NATIONAL AGENCY FOR FOOD AND DRUG ADMINISTRATION AND CONTROL (NAFDAC) IN PORT HARCOURT.

Onunwor, Allwell Azubuike, Ph.D
Department of Management, Faculty of Management Sciences
Ignatius Ajuru University of Education, Port Harcourt, Rivers State, Nigeria

allwell.onunwor@iaue.edu.ng

ABSTRACT

This study examined the relationship between workplace safety management strategies and employee performance of National Agency for Food and Drug Administration and Control (NAFDAC) in Port Hare curt. The objectives of the study were to examine relationship between dimensions of workplace safety management strategies such safety training, safety incentive programme and safety communication; and measures of employee performance such as task completion, quality of work and creativity. 3 hypotheses were used to guide the study. The study adopted an explanatory research design. The Population of the study consisted of 44 employees of 4 offices of NAFDAC in Port Harcourt. The sample size for the study was 40 which were adopted using Krejcie and Morgan. A questionnaire designed in modified likert scale format with four response options was adopted as instrument for the collection of primary data. A total of 36 (90%) copies of questionnaire were successfully retrieved. Mean and Standard Deviation were used to analyze research questions while Spearman Rank Correlation Coefficient (r) was used in the test of hypotheses. Findings revealed that there is a significant relationship between workplace safety management strategies and employee performance of NAFDAC in Port Harcourt. The study concluded that workplace safety management strategies enhance employee performance. The study recommended amongst others that management of NAFDAC in Port Harcourt, Rivers State should ensure that safety precautionary training is taken in the work environment at all instances so as to spur employees to completing their task; Making the safety incentive programme fun will foster a constructive atmosphere and inspire employees to have a positive attitude about safety and safe behavior among employees thus enhancing their quality of work.

INTRODUCTION

Organizations with employees who are at high risk of getting injured, often have structured and well-designed safety management strategies in place. They understand that having a good plan can significantly improve employees' health, safety, and wellbeing because they are aware of the consequences of ignoring workplace safety (Martic, 2020). Employee performance is determined by factors such as task completion, work quality, quantity, creativity and effectiveness,, as well as how your employees behave in the workplace (Ashley & Thompson, 2019).

Understanding performance metrics, employee performance review methods, and ways to improve performance will assist organizations in ensuring that their workforce is capable of meeting the needs of the company and its customers. Employees are drawn to a workplace that is free of accidents and injuries. Employees are more content and productive in such an environment. Employees and employers both want to work in a safe environment. All employees have the right to work in a safe environment (Okechukwu & Onyia, 2022).

Aside from their homes, the workplace is where many people spend the majority of their time. Indeed, for the majority of people, especially in developing countries like Nigeria, the Sine between home and workplace is blurred because they engage in agricultural or cottage • industry activities at home. Work contributes to good health and economic success in favorable circumstances. However, many workers are exposed to health hazards at work, which can lead to injuries and systemic disorders such as respiratory, cardiovascular, reproductive, and nervous

system disorders (Nuruihuda, 2017). Occupational morbidity, disability, and mortality are becoming a serious public health problem in most developing countries, including Nigeria, and are posing challenges to achieving the millennium development goals of poverty reduction and universal health coverage.

In the developing world's manufacturing industries, evidence based workplace safety management strategies are critical. Humanity's inability to fit its activities into that pattern is changing planetary systems, fundamentally. Many of these changes come with life threatening risks. This new reality, from which there is no getting away, must be acknowledged and managed (Rebecca, 2013; Okechukwu & Onyia, 2022).

Occupational health and safety (OHS) is a multidisciplinary field concerned with the safety, health, and welfare of people at work. The goal of an occupational safety and health program is to promote a safe and healthy working environment. Co-workers, family members, employers, customers; and others who may be affected by the workplace environment may be protected by OHS (Fanning, 2013).

Statement of Problem

Occupational health and safety regulations require the removal, reduction, or replacement of hazards on the job site. The use of mitigating factors to either reduce or eliminate active risks and hazards, as well as the establishment of a workplace that minimizes active risks and hazards was encouraged. In Nigeria, safe and healthy workplaces are frequently taken for granted. Improving a company's health and safety standards ensures good business, a better brand image, higher employee morale and performance. The workforce's attitude toward safety practices is uninspiring, and one wonders if safety principles even exist in their heads when they're at work. It is unnecessary to emphasize the fact that we see artisans every day in public spaces such as manufacturing plant floors, construction sites, road repair sites, and even mechanic shops and workers not properly dressed for their jobs, which demonstrates the level of disregard for safety culture among Nigerian workers. NAFDAC is supposed to play an important role in the prevention, control, and rehabilitation of occupational diseases and injuries, leading with an exemplary lifestyle. Failure to tackle the challenges of occupational health and safety management system at work places might lead to poor performance of employees such as uncompleted task, substandard work quality and inertia to creativity. These effects might have been caused either directly by exposure to safety hazards and harmful agents. The study therefore, examines the relationship between workplace safety management strategies and employee performance of NAFDAC in Port Harcourt.

Objectives of the Study

The purpose of this study was to examine the relationship between of workplace safety management strategies and employee performance of NAFDAC in Port Harcourt. However, specific objectives are as follows:

1. To determine the relationship between safety training and task completion of NAFDAC in Port Harcourt.
2. To examine the relationship between safety incentive programme and quality of work of NAFDAC in Port Harcourt
3. To ascertain the relationship between safety communication and creativity of NAFDAC in Port Harcourt.

Hypotheses

The following null hypotheses were formulated to guide the study.

Ho₁: There is no significant relationship between safety training and task completion of NAFDAC in Port Harcourt.

Ho₂: There is no significant relationship between safety incentive programme and quality of work of NAFDAC in Port Harcourt.

Ho₃: There is no significant relationship between safety communication and creativity of NAFDAC in Port Harcourt.

REVIEW OF RELATED LITERATURE

Concept of Workplace Safety Management Strategies

The concept of workplace safety management strategies refer to set of tactics, methods and ways management of an organisation adopt to enhance the safety and well-being of their employees before, during and after work. It has to do with policies, systems, standards, and records that incorporate the health and safety of employees and other stakeholders in the business processes (Godwin, 2023). Having an effective organisational safety management system improves manager's ability to continuously identify hazards and control risks in the workplace, so as to enhance effective operations and productivity. Thus, it includes management awareness related to the knowledge of basic safety, workplace hazards, risks relating to hazards, implementation of hazard preventions, and putting into practice necessary safer methods, techniques, process, and safety culture in the workplace. It also includes safety rules and regulations designed mostly on the basis of existing government policies (Mohammadfam et al., 2016). Every organisation puts in place a number of safety rules and regulations for its people. Safety training and education for employees is imparted periodically with a view to making them aware about and updating them with latest safety measures. Ford and Tetrick (2011) averred that organisational safety is about putting a stop to injury and sickness to employees in the workplace. Therefore, it is about safeguarding assets and health and life of the employees. It also features in cutting down the cost of lost-work hours, time spent in putting short-term help and the schedule and services that may fall off due to less of service providers, pressure on those providers who are selecting the absent employees portion or poor case, having to shut out or shut down a program due to lack of providers.

According to Surienty et al. (2011), safety management are related to the original practices, parts and purposes linked with safe, it is usually viewed as one of the structure of the total organisational management and is carried out by the safety management system with the assistance of numerous safety management practices (Vinodkumar & Bhasi 2010). Thus, Cabrera, et al. (2017) defines safety management practice as the safety-related approaches, policies, strategies, procedures, and activities implemented in the organisation with the aim of reducing accidents and injuries at work. It equally deals with the quality of safety related work, and its improvement in organisation can increase its resistance or robustness and lower risk of accidents.

A review of industrial accident literature reveals that most studies have been carried out to analyze industrial accident in isolation from productivity. It is observed that industrial accidents reduce productivity and increase the cost of production. In an attempt to reduce industrial accidents, organisations put in place necessary safety practices. Organisational safety management practice is concerned with what management put in place in order to minimize accidents and other hazardous occurrence in the workplace, making it healthy for employee to carry out their tasks and responsibilities with ease (Jonathan & Mbogo, 2016). It therefore informs that management shapes the behavior of employees with regard to the rules, regulations, policies and conducts that shape or govern their actions and inactions or activities in the workplace in order to reduce or even eliminate accidental losses and injuries and maximize the nominated objective of the organisation.

Dimensions of Workplace Safety Management Strategies

Safety Training

Safety training refers to a set of activities aimed at providing workers with the knowledge and skills to perform their duties safely and effectively. The training here seeks to inform employees or the workforce of the hazards and risks associated with various work activities and instructs them on how to identify, report, and address workplace incidents. As an employer or manager, it is one's legal (and moral) responsibility to instruct workers on how to perform in a safe and healthy manner before they even start to work. Workplace safety training is an integral part of the employee onboarding process but it also requires regular "refresher" courses for compliance (and effectiveness). Not only because employee alertness goes down over time, but also because safety protocols change to keep up with changes in equipment, materials, and roles within the business (Ria et al., 2012; Mamoria & Gankar, 2011). When a new incident happens, you have to have a quick method to relay the message to all your employees to avoid the incident from happening a second time. Employees need to be able to easily access old hazard reports so they can learn on the job.

According to Rea (2021), management should be able to warn and alert employees to a hazard before it happens. When one happens, management needs to be able to handle the situation during the incident. More so, after the incident, management should be able to easily let the rest of the employees know. This removes anxiety in the workplace. Safety training programs are developed with an aim of enabling workers acquire attitudes, knowledge and skills which helps 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 their job properly in order 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 stress and more satisfied with their job.

Safety Incentive Programme

Safety incentive programmes a reward-based initiative used to encourage employees to meet and exceed safety standards in the workplace. Safety incentive programs promote existing safety protocols and highlight effective safety processes performed by employees. These programs reward employees with both tangible and intangible prizes once team members meet specified safety goals (Indeed Editorial Team, 2023). By implementing an incentive- based reward program you can encourage employees to work towards a safe work environment and reward them for a decrease in accidents or hazards. Workplace safety programs require the perfect balance of reward, small gifts may not motivate them, whereas rewards that are too large may encourage workers to not report accidents (Russell, 2023). It is important to note that safety incentive programs utilize a point based system for employees to receive rewards of their choosing. You can honor accomplishments, recognize employees, and connect your workforce easily. Among other things, safety incentive programme include recognizing safety performance, appreciating employees who perform their tasks safely and awarding outstanding safety performance employees (Gkechukwu & Onyia, 2022; Janalta, 2021).

Safety incentive programs can help reduce injuries and accidents in the workplace. By recognizing employees who maintain and exceed company protocols, an incentive program can positively reinforce safety standards and policies (Indeed Editorial Team, 2023). Instituting a safety incentive program can also keep safety measures relevant. A rewards initiative can help you refocus on important measures that impact employees in their daily tasks. Since employers are required to comply with standards maintained and enforced by the Occupational Safety and Health Administration (OSHA), safety incentive programs can be used to highlight certain areas of OSHA regulations to encourage employees to follow these practices. Incentivizing the standards that relate to the equipment and type of work employees perform benefits everyone in the workplace (Rainn, 2021; Sikra, 2019).

Safety Communication

Safety communication refers to the process of sending messages, information and instructions to employees in order to ensure safety is sustained while they carry out their tasks and responsibilities. Adams (2020) stated that employee safety should be a top priority in any company. Apart from the obvious heartache associated with worker deaths and injuries, workers who are injured on the job could sue the company for financial damages. They may also be less productive when they do return to work. Therefore, it is important that employers effectively communicate safety standards to every employee. Proper communication and safety go hand in hand. If there is no communication for a given work task then safety is also missing. Steven (2016) stated that communication is the most effective tool in any face of business, and workplace safety is no exception. In order for a truly safety-centric workplace to be in effect, safety hazards, area guidelines, rules, regulations, warnings, goals, and progress reports must be made to employees across an array of media.

As a manager, you have legal and moral obligations to provide a safe workplace to your employees. Employees themselves, however, have a role to play in making sure they keep themselves and their colleagues safe while carrying out their tasks and responsibilities in the organisation, which is why communication is so important. There are many negative consequences for businesses that don't invest in employee safety communication. This can include injuries, accidents and illness, fatalities, lost workdays, high workers compensation and insurance costs, corporate reputational damage, a failure to comply with government regulations, decreased productivity, delays, lost revenue and damaged equipment (Duncan, 2021).

When employees regularly communicate with each other in an open, respectful manner, they are also more willing to give and receive feedback. Effective communication also supports teamwork and coordination between groups. Employees learn about, and become part of, an organisation's safety culture through communication. Lack of clear communication from management can result in situations where managers say one thing but do another. Employees then spend time and energy trying to interpret the conflicting messages. In such situations, employees will generally interpret a manager's behavior as the more valid indicator of the organisation's values and priorities (United States Nuclear Regulatory Commission, 2014).

Concept of Employee Performance

Employee performance can be regarded as how efficient employees are in carrying out their responsibilities and duties. The importance of employees cannot be underestimated due to the fact that the achievement of goals and objectives of the organization is assessed based on the performance of its resources. Thus, it is crucial for the performance of employees to be evaluated and maintained regularly (Nafei, 2014). The creation of a set of high performing employees that can meet the expectations of both clients and the management is one of the key goals of leaders' in both public and private sectors. To achieve that goal there are several factors that come to play, meaning that the performance of employees can be enhanced by different factors. It is necessary for employees to have the required level of exemplary competency, which is often characterised by skills, behaviours, knowledge, attitude, and ability (Borman as cited in AI-Edeinat, 2021).

Performance measurement is seen as a tool for feedback in the management paradigm, which in turn acts as a contrivance for program improvement (Mausolff in Ali & Zia-ur-Rehman, 2014). In order to enhance individual performance, feedback channels play significant part in organizations. Moreover, this feedback can yield productive result in the development of employees' attitudes and conduct (Nakibuuka & Kibukamusoke, 2023). Favorable feedback can be taken as an additional motivation in employees to accomplish their career targets. According to Armstrong (2010), employee performance refers to the outcome, accomplishment of work as well as the results achieved, which is linked to the strategic goals' of the organization, customer satisfaction and economic contributions. Armstrong continues to indicate that performance has to be managed

by taking systematic action to improve organizational, team and individual performance; where individual performance management process is associated with both financial and non-financial incentives. The author concludes that organizations are obliged to meet the needs of their stakeholders, in this case employees, by rewarding their employees equitably according to their contribution.

According to Wang (2014), managing employees' performance in organizations has traditionally centered on assessing performance and enhancing incentives, where effective performance is seen as the result of the interaction between individual ability and motivation, this goes hand in hand with performance goals. It is worth noting that the higher the employee morale drive, the greater the chances that a company will not only keep the best employees but will also motivate talented employees to performance at optimum levels. Reward in form of employee incentives has its magnitude of contribution to performance and productivity.

The author further observed that use of various employee incentives to improve work performance is in most cases ignored, not of priority or at best assumed to be handled with existing pay and benefits. However, research work is yet to be done to determine the magnitude of influence of the various incentives on employee performance. This draws the need to investigate the effects of specific incentives to employee performance in an organization.

Measures of Employee Performance

Task Completion

Task completion could be defined as the act of executing tasks and assignments within a defined period of time with consideration to specifications (Jacob, 2019). It is one of the fundamental metrics of measuring employee's performance. It is the most common way to quantify the effectiveness of an interface (Al-Edeinat, 2021). It refers to the employee executing and finishing duties, tasks and responsibilities assigned to him. Task completion is a specific condition of a task, which matches certain "completion" criteria that is a special set of characteristics to recognize that a task was successfully accomplished (www.taskmanagementguide.com).

It could be said that employees' completion of task is enhanced when they surface the following components during the audit of task completion: goals (measurable and controllable targets attained with the task); constraints (compliance with the planned time, money, scope, quality, etc.); requirements (specific regulations such as safety and certification); and results (what positive and negative effects were gained with the task). Managing employees involves ensuring they can complete their assigned tasks at work (Chron in Birgitta, 2018). Employees may lack motivation and be unable to complete tasks at work because they do not find the required duties interesting or purposeful. Gift in Jacob (2019) noted that it takes positive performing employees to always finish work on time. An employee who usually does his work half way and gives excuses for not being able to accomplish them within the stipulated period of time cannot be adjudged to have completed his task. It is understandable that a task might be demanding, but it takes commitment to finish it on time.

Quality of Work

Quality of work refers to the value of work delivered by an individual or team. Quality of work constitutes the activity of work itself and the conditions under which it takes place (Munoz de et al, in Jacob 2019). Quality of work is multidimensional concept concerned with the characteristics of work itself, as well as employees' evaluation of these characteristics. John (2017) work quality is the value of work delivered by an individual, team or organization. This can include the quality of task completion, interaction and deliverables. Work quality is a common consideration in managing the performance of programs, projects, vendors, and individuals. Employees' quality of work is said to be enhanced when their work entails the following elements: fit for purpose, conformance to requirement, correctness, accurate, professional, compliance, controls, best

practices, integration, relevant, and completeness (Jacob, 2019). An organization can help her employees improve their quality of work without causing them to become stressed or defensive. Thus, there is need for organization to review her performance carefully and select in how she can express herself to employees on the status of their performance and as well seek possible ways to enhance a workplace friendly environment in order to promote their quality of work. .

Creativity

Creativity is the act of turning new? and imaginative ideas into reality. Creativity is characterised by the ability to perceive the world in new ways, to find hidden patterns, to make connections between seemingly unrelated phenomena, and to generate solutions. Creativity involves two processes: thinking, then producing (Wired in Aina & Omoniyi, 2014). Creativity can also be explained as production of new ideas; a creative employee is one who can come up with new suggestions/ideas for the services to be constructed, the flood of the communication and understanding it in the same way which would affect the work done by the employee during his working hour (Forrester Study in Al-Edeinat, 2021). Creativity is explained as a design in which the employee make such innovative construction in which the work related problems are resolved in rightful manner with step by step process, some explain it as the ability of the individuals how they can develop useful solution to meet the challenges and overcome the problem them self individually (Nakibuuka & Kibukamusoke, 2023). A creative employee is one who has the ability to be aware of the organization and must be sensitive so that he can tackle the problem. He must have sharp mind so he is able to remember his task for long time, and must be adaptive.

Due to Globalization there is rapid change in the technology as well the culture so a creative employee would be one who is able to adapt all the changes before time, in this way he would be termed as creative (James, 2014). It has been long observed that employee's creativity is mostly seen by the large organization and team. Creativity can be explained as introducing new techniques by individual or group of people in organization for achieving the maximum potential of human labour which will result in achieving goals effectively, due to innovation and globalization if a firm wants to compete with its competitor they must hire creative employee who are extroverts, feeling easy to work in groups (Glover & Siu, 2016).

Theoretical Review

This study was anchored on Human Factors Theory. Russell Ferrell, Professor of Human Factors at the University of Arizona gives this theory of accident causation in the workplace (Saurabh in Chan et al., 2023).

Assumptions of Human Factors Theory

This theory states that accidents are the result of a casual chain (as in multiple causation theory), one or more of the causes being human error, which is in turn caused by three situations - overload, incompatibility and improper activities. Each of these are actually broad categories that contain several more specific causes. Improper activities are perhaps the simplest of the concepts, as it encompasses two straightforward sources of accidents. First, it is possible that the responsible person simply didn't know any better. Alternatively, he or she may have known that an accident may result from an action, but deliberately chose to take that risk. The incompatibility cause is slightly more complex than improper activities (Chan et al., 2023). It encompasses both an incorrect response to a situation by an individual, as well as subtle environmental characteristics, such as a work station that is incorrectly sized. The remaining cause, overload, is the most complex of Ferrell's causes. It can further be broken down into three subcategories. First, the emotional state of the individual accounts for part of an overload. These states include conditions such as unmotivated and agitated. Second, the capacity refers to the individual's physical and educational background. Physical fitness, training,

and even genetics play a part of this. Situational factors, such as exposure to drags and pollutants, as well as job related stressors and pressures, also affect one's capacity. Finally, the load of the individual can also contribute to an overload. This includes the difficulty of the task, the negative or positive effects of the environment (noise, distractions, etc.), and even the danger level of the task. Separate from each other, overload, incompatibility, and improper activities can all cause a human error to occur, which can lead to an accident.

Implications of Human Factors Theory to the Present Study

Accident is inevitable in an organisation's life. However, its degree of occurrence can be reduced especially when management put in safety management strategies in the workplace. It is important to note that strategies such as safety training, safety incentive programme and safety communication can reduce the rate of accidents in the organisation. Organisations which do not adopt standard safety management strategies are prone to accidents among their employees which negatively affect operations and performance and sometimes lead to incompleteness of task, poor work quality and uncreativity. Therefore, effective adoption of safety management strategies enhances effective operations and performance.

Empirical Review

Okechukwu and Gnyia (2022) examined the relationship between occupational health safety practices and employee performance in manufacturing firms in Enugu State. The target population of this study consists of senior and junior staff of the selected food and beverage manufacturing firms in Enugu State. Out of a population of two thousand, five hundred and fifty four (2,554) staff, the sample size of 486 was chosen after applying the Bill Godden (2004) formula for the determination of an adequate sample size. Three hundred and ninety-two (392) returned their questionnaire and accurately filled. The Pearson correlation coefficient was used to assess the reliability (r). It also yielded a good reliability coefficient of 0.84. Regression analysis was used to examine the data. The findings revealed that there is a positive significant relationship. In Enugu State, Nigeria, there is a link between safety planning and manufacturing output. There was a positive significant relationship between training program and quality of service in manufacturing firms in Enugu state, Nigeria. According to the findings, safety planning and training programs had a positive impact on the output and service quality of food and beverage manufacturing firms in Nigeria's Enugu state.

Chan et al. (2022) carried out a study on improving safety performance of construction workers through learning from incidents. A questionnaire survey was administered among 210 construction workers in China. A factor analysis was conducted to reveal the underlying LFI factors. A stepwise multiple linear regression was performed to analyse the relationship between the underlying LFI factors and safety performance. A Bayesian Network (BN) was further modelled to identify the probabilistic relational network between the underlying LFI factors and safety performance. The results of BN modelling showed that all the underlying factors were important to improve the safety performance of construction workers. Additionally, sensitivity analysis revealed that the two underlying factors—information sharing and utilization and management commitment had the largest effects on improving workers' safety performance.

Iheanacho and Ebitu (2016) investigated 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 300 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.

Umoh and Torbira (2013) investigated the nature of the relationship between safety practices and the productivity of employees in manufacturing firms. Three hypotheses were formulated and questionnaire was designed. Copies of the questionnaire were distributed to 330 respondents cutting across 10 sampled manufacturing firms in Port Harcourt. 292 copies of the questionnaire were retrieved and used for the analysis. The study revealed that there is positive and significant relationship between the provision of adequate safety equipment and the work output of employees; There is a significant relationship between legal institutional safety policies and the production outputs of employees; There is a significant relationship between employer's compliance to safety rule and man hour put in by employees in the production process. These findings imply that safety in the work place significantly affects the effort put in by the workers in the production process.

Adirrs and Mezeh (2020) examined the relationship between health and safety training and employee performance in oil and gas companies in South-South Nigeria, Nigeria. The study adopted a cross-sectional survey research design. Primary data was generated through structured questionnaire based on the 5-point Likert scale. The population of the study was 250 employees of seven (7) selected oil and gas servicing companies in South-South Nigeria. The sample size of 154 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and at a 0.05 level of significance. The findings of the study revealed that there is a significant and positive relationship between health and safety training and employee performance in oil and gas companies in South-South Nigeria, Nigeria.

METHODOLOGY

Research Design

The explanatory research design was adopted in this study. The survey research design is interested in generating data, to answer research questions or explain the relationship between variables which is intended to collect information from a specified sample, which was distributed to employees of the selected private hospitals in Port Harcourt.

Population of foe Study

The population of this study consisted of forty four (44) employees from four (4) offices of National Agency for Food and Drug Administration and Control (NAFDAC)in Port Harcourt.

They include:

Table 1 Population

S/N	NAFBAC Offices in Port Harcourt	No. of Employees
1	South-South Zonal Office. Federal Secretariat, AbaRd. Port - Harcourt	A D
2	Nafdac Rivers State Office. Federal Secretariat, AbaRd. Port- Harcourt	12
3	Pori Inspection Office. Federal Secretariat, Aba Rd. Port - Harcourt	10
4	NAFDAC Port Harcourt Area Laboratory. 27b Ndoki Street,	7

Boriki, Port —Harcourt.

Total

44

Source: Research-Administrative Enquiry, 2024; <https://www.nafdac.gov.ng/about-nafdac/contact-nafdac/nafdac-offices/>

Sources of Bata

During the process of data collection, both primary and secondary data were the main sources of data to be used in the study. Under secondary source, data were obtained from various textbooks, journals, newspapers, magazines, existing research, company documents and internet. Under the primary source, the study forced the researcher to physically go to the field and collect data from real respondents with the help of self-administered questionnaires and interview guide.

Instrumentation and Measurement

This study made use of both primary and secondary data. The internet, print journal articles and textbooks was used as secondary sources of data while structured questionnaire was used as the main instrument for the collection of primary data. The structured questionnaire was titled Workplace Safety Management Strategies and Employee Performance Index (WSMSEPI). The design of the questionnaire v/as designed a four (4) point likert scale with the following response options: Very Great Extent (4), Great Extent (3), Moderate Extent (2), Low Extent (1).

Validity of Instrument

For this study, face validity was adopted. To establish the face validity of this study, copies of the questionnaire was submitted, to the experts in Test and Measurement for necessary corrections or adjustments. Their comments and adjustments were used to validate the final copy of these instrument administered.

Reliability of Instrument

The term reliability of instrument refers to the capacity of an instrument to measure the variables it was designed to measure consistently. Crombach alpha via SPSS (Statistical Package for Social Sciences) was used to ascertain the reliability of the instrument at 0.E3.

Administration of Instrument

A total of forty (40)-copies of the questionnaire were distributed to the target sample elements. The administration was done within the space of two (2) weeks interval.

Method of Data Analysis

This subsection describes how data from the field was arranged and analyzed for decision-making. The statistics tool used for this study was mean and standard deviation for answering research questions while Spearman Rank Correlation Coefficient (R) was used for the test of hypotheses. The formula is presented below:

$$1 - \frac{6\sum D^2}{n(n^2 - 1)}$$

Where;-

n = number of pairs of data

d = different between the ranking in each set of data.

Σ = Summation

Decision Rule: The tests of hypotheses will be considered two tailed and is carried out at a 95% confidence interval. $P < 0.05$ is considered a significant relationship (consequently a rejection of the null hypothesis) and where $P > 0.05$ is considered an insignificant relationship and thus, an acceptance of the null hypothesis. We use both the significance values and the coefficient values.

Test of Hypotheses

H_{01} : There is no significant relationship between safety training and task completion of NAFDAC-Port Harcourt.

Table 1 Relationship between safety training and task completion

S/N	X	Y	R1	R2	D	D2	Cal. r Value	Crit. r Value'	Level of Sig.
1	8	6	3.5	4.3	-0.8	0.64			
2	9	3	2	10.5	-8.5	72.25			
3	1	6	14.5	4.3	10.2	104.04			
4	1	2	14.5	12	2.5	6.25			
5	6	6	5.3	4.3	1	1			
6	8	10	3.5	1.5	2	4			
7	2	1	13	13.5	1	0.25			
8	3	0	11.5	15.5	-4	16			
9	5	7	7.3	3	4.3	18.49	0.5629	0.5449	0.05
10	6	4	5.3	9	-3.7	13.69			
11	4	5	10	7.5	2.5	6.25			
12	3	3	11.5	10.5	1	1			
13	10	10		1.5	-0.5	0.25			
14	5	5	7.3	7.5	-0.2	0.04			
15	5	0	7.3	15.5	-8.2	67.24			
16	0	1	16	13.5	2.5	6.25			
					$\Sigma D =$				
	$\Sigma X = 76$	$\Sigma Y = 69$	$\Sigma R1 = 133.5$	$\Sigma R2 = 133.9$	0.4		$\Sigma D2 = 317.64$		

Source: Data Survey, 2024

Since the calculated r value 0.5629 is greater than the critical r value 0.5449, the null hypothesis is rejected while the alternate was accepted. This implies that there is a significant relationship between safety training and task completion of NAFDAC in Port Harcourt.

H_{02} : There is no significant relationship between safety incentive programme and quality of work of NAFDAC in Port Harcourt.

Table 2: Relationship between safety incentive programme and quality of work

S/N	X	Y	R1	R2	D	D2	Cal. r Value	Crit. r Value	Level of Sig.
1	11	10	1	1	0	0			
9	7	5	4	5.3	-1.3	1.69			
0	2	0	14	15.5	-1.5	2.25			

4	0	1	16	14	2	4						
5	9	6	2.5	3.5	-1	i						
6	5	5	6.3	5.3	1	1						
7	4	2	9.3	12.5	-3.2	10.24						
8	1	4	15	8.3	6.7	44.89						
9	6	3	5	11	-6	36	0.5765	0.5449	0.05			
10	5	4	6.3	8.3	-2	4						
11	3	6	12.5	3.5	9	81						
12	4	5	9.3	5.3	4	16						
13	9	9	2.5	2	0.5	0.25						
14	4	4	• 9.3	8.3	1	1						
15	5	0	6.3	15.5	-9.2	84.64						
16	3	2	12.5	12.5	0	0						
							$\Sigma X=78$	$\Sigma Y=66$	$\Sigma R=131.8$	$\Sigma R2=131.8$	$\Sigma D=0$	$\Sigma D2=287.96$

Source: Data Survey, 2024

Since the calculated r value 0.5765 is greater than the critical r value 0.5449, the null hypothesis is rejected while the alternate was accepted. This implies that there is a significant relationship between safety incentive programme and quality of work of NAFDAC in Port Harcourt.

H0₃: There is no significant relationship between safety communication and creativity of NAFDAC in Fort Harcourt.

Table 3: Relationship between safety communication and creativity

S/N	X	Y	R1	R2	D	D2	Cal. r Value	Crit. r Value'	Level of Sig.			
1	10	5	1	7.3	-6.3	39.69						
2	6	6	5.3	5.5	-0.2	0.04						
3	3	2	11.5	10.3	1.2	1.44						
4	2	2	13.5	10.3	3.2	10.24						
5	5	7	8.5	4	4.5	20.25						
6	5	5	8.5	7.3	1.2	1.44						
7	4	8	10	3	7	49						
8	2	0	13.5	14.3	-0.8	0.64						
9	9	9	2	2	0	0	0.7419	0.5449	0.05			
10	6	0	5.3	14.3	-9	81						
11	10	6	15.5	5.5	10	100						
12	6	0	5.3	14.3	-9	81						
13	3	10	11.5	1	10.5	110.25						
14	8	2	3	10.3	-7.3	53.29						
15	7	1	4.	13	-9	81						
16	0	5	15.5	7.3	8.2	67.24						
							$\Sigma X=76$	$\Sigma Y=68$	$\Sigma R=133.9$	$\Sigma R2=129.7$	$\Sigma D=4.2$	$\Sigma D2=696.52$

Source: Data Survey, 2024

Summary of Findings

The findings from the analysis revealed the following:

1. There is a significant relationship between safety training and task completion of NAFDAC in Port Harcourt.
2. There is a significant relationship between safety incentive programme and quality of work of NAFDAC in Port Harcourt.
3. There is a significant relationship between safety communication and creativity of NAFDAC in Port Harcourt.

CONCISION

The study concluded that there is a significant relationship between workplace safety management strategies and employee performance of NAFDAC in Port Harcourt.

RECOMMENDATIONS

Based on the findings and conclusions, the following recommendations were made:

1. Management of NAFDAC in Port Harcourt, Rivers State should ensure that safety precautionary training is taken in the work environment at all instances so as to spur employees to completing their task.
2. Making the safety incentive programme fun will foster a constructive atmosphere and inspire employees to have a positive attitude about safety and safe behavior among employees thus enhancing their quality of work.
3. The safety policies of Management of NAFDAC in Port Harcourt, Rivers State should be effectively communicated to the later and adherence monitored at every instance so as to enhance employee creativity.

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