

# The Effect of Occupational Health and Safety Management on Employees' Performance in Federal Medical Centre Bida, Niger State, Nigeria

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## Abstract

Occupational health and safety management reduces environmental hazards, industrial accident, disease pandemics and enhance employees' performance in organization. The objective of the study was to investigate the effect of occupational health and safety management (OHSM); sensitization programs, policy practices and sufficiency of the facilities as that may affect employees' performance in Federal Medical Centre, Bida-Niger state of Nigeria. The study employed a descriptive methodology and survey design. An online Raosoft sample size calculator was used to determine a sample size of 117 from 278 population. Hence, 117 questionnaires were administered to the selected essential staff of FMC, Bida comprising of Doctors, Nurses, Science laboratorist, Pharmacist using stratified random sampling technique at convenient. Data collected were presented in a frequency distribution tables, analysed and interpreted. The hypotheses were tested using linear regression statistical method (SPSS, V.21). The result revealed that occupational health and safety management (OHSM) in relations to sensitization programs, policy practices and sufficiency of the facilities affects employees' performance. Thus, recommends that the management of Federal Medical Centre, Bida-Niger state of Nigeria should uphold employees' sensitization programs, policy practices and sufficiency of the facilities of health and safety seriously to enhance employees' performance.

**Keywords:** Occupational, Health, Safety, Management, Employees' Performance.

## Introduction

Occupational Health and Safety Management (OHSM) is considered as one of the basic functions of human resource management, aimed at protecting, safeguarding and securing the lives and activeness of all employees in organisations for better performance. Indeed, the manifestation of global diseases pandemics, such as Human Immune Virus (HIV)/Acquire Immune Deficiency Syndrome (AIDS), Severe Acquit Respiratory Syndrome (SARS), EBOLA Virus and COVID-19 or Corona virus, as further strengthen the management of health and safety measures, which had let government of countries in the world and industrial managers to intensify effort to curb the spread of the disease pandemics at work, by making adequate provision of health and safety facilities (helmet, first Aid box, industrial boots, coats, face masks, hand gloves, fire extinguishers, sanitizers); initiating Sensitization Programs (safety training and social distancing) and enforcing

precaution measures (public education and enlightenment) by medical centres for employee's Performance.

Furthermore, occupational health and safety management is an effective and efficient policies, measures and programs put in place to protect employees and general public against the wild spread of disease pandemics, industrial hazards, germs and harmful substances, emanating from industrial wastes, to reduce workplace accidents that might occur either deliberately (negligent of duty) or accidentally (natural predicaments) (Gbadago et al., 2017). According Dedi (2020) OHSM is a statutory responsibility of government, its agencies, and managers of organizations to protect its employees against occupational hazards and pandemics in the following manners; 1.) Establishment of health and safety policy standard and monitoring its total compliance with all its terms and conditions, as contain in health and safety Act. 2.) Provide sufficient health and safety materials for the employees. 3.) Train and educate employees on the occupational safety and health management and practices. 4.) Chosen a safety and healthy work environment for employees. 5.) Record all incidents / hazards that occur, and 6.) In case of occupational accident, the management of the organization should respond in accordance with "Employees Compensation Act", timely to achieve the best performance of employees. Thus, health and safety culture in an organisations has been identified as a critical factor that sets the tone for importance of employees' wellbeing to enhance the overall performance of any organizational.

However, employees' performance is said to be the ability, willingness, commitment and competency of an employees in discharging its assigned tasks diligently and promptly for organization to achieve its objectives. In addition, employee performance is the effort workers exerted both in quantity and quality standard at the completion of assigned task for an optimum result and output. Employees' performance is therefore, a critical goal and target for actualizing and achieving corporate objectives.

However, the term "OHSM" represents the organization's effort, rules, regulation and measures put in place in reducing workplace accidents and risk, managing employees' health for fitness, and implementing insurance coverage effectively and efficiently, so that the employees can carry out their assigned tasks and responsibilities perfectly for an optimal result and for an organizational goals attainment. Unfortunately, most of the organisations today have neglected the full implementation of OHSM, which in turn adversely affect their performance. It is in the plight of the above statement, that study wanted to determine the effect of occupational health and safety management (OHSM) in three (3) dimensions, namely; OHSM Sensitization, OHSM Practices and Sufficiency of OHSM facilities as could affect employees' performance in FMC, Bida, Niger state of Nigeria.

**Statement of Research Problem**

The previous empirical research carried by Vivin and Firqiyatul, (2018); Dedi et al., (2020); Adil, Ghulam and Abdullah (2020) and Moses and Esi (2022) on the topic fails to investigate the effect of occupational health and safety management on employees performance of Federal Medical Centre, Bida Niger state of Nigeria in 2023 after the global COVID-19 pandemics and in era of fuel subsidy removal, using the three dimensions; OHSM sensitization programme, OHSM policy practices and Sufficiency of OHSM facilities. In fact, health employees are at the front line of contagious diseases outbreaks, which might result to stigmatization, emotional volatile and poor performance. Furthermore, it has also been observed that in late November 2019 to late 2021 COVID-19 pandemic that ravages the entire global social and economic activities was as a result of poor OHSM culture, particularly in developing countries which posed serious challenge and problem to most organizations both financially and humanly, especially public health organization, with Federal Medical Centre (FMC) Bida, Niger State of Nigeria inclusive of a reported case of the symptom of the disease, that was trace to insufficient knowledge on occupational health and safety management.

**Objectives of the Study**

The general objective of the study is to investigate the effect of occupational health and safety management on employees' performance in FMC, Bida, Niger state of Nigeria. The specific objectives are to:

- i. Examine occupational health and safety sensitization programmes on employees' performance in Federal Medical Centre Bida, Niger State of Nigeria.
- ii. Determine the effects of occupational health and safety policy practices on employees' performance in Federal Medical Centre Bida, Niger State of Nigeria.
- iii. Ascertain the sufficiency of occupational health and safety facilities to enhance employees' performance in Federal Medical Centre Bida, Niger State of Nigeria.

**Research hypotheses**

The researchers postulated the following null hypotheses (**H<sub>0</sub>**) for testing.

**H<sub>01</sub>:** Occupational health and safety sensitization programmes does not affect employees' performance in Federal Medical Centre Bida, Niger State of Nigeria.

**H<sub>02</sub>:** Occupational health and safety policy practices does not affect employees' performance in Federal Medical Centre Bida, Niger State of Nigeria.

**H<sub>03</sub>:** Occupational health and safety facilities sufficiency does not affect employees' performance in Federal Medical Centre Bida, Niger State of Nigeria.

## **Literature Review and Theoretical Framework**

### **Conceptual Framework**

Occupational Health and Safety Management (OHSM) involves both the physiological and psychological conditions of employees within the work environment and that of organisations in carrying out effective safety and health measures, to minimise number of hazard and pandemic cases; both short and long-term injuries or illnesses on employees in discharging their primary functions (Amponsah, 2007). Thus, occupational hazard, accident and pandemics could be curtailed by increasing the use of personal protective equipment (PPE) frequently in work place. In addition, Adil, Ghulam and Abdullah, (2020) opined that organisations are obliged to provide and maintain OHSM in the following manner; formulation of policies to promote, prevent and safeguard employees' wellbeing to achieve optimal employees' performance, provide health care insurance to employees for a better result, secure the lives of employees against industrial hazards, injuries, disease pandemics and death and in addition, reduces the organizational unnecessary expenditures, as well as the financial predicaments that could hinder the overall performance of the organization (Elizabeth, Okechukwu & Angela, 2022).

### **Concept of Occupational Health and Safety Management**

Dedi, Puspa, Asraf and Seflira, (2020) posited that occupational health and safety management (OHSM) is an effort and measures put in place to prevent and reduce industrial accidents and occupational diseases, by recognizing things that could potentially lead to work-related accidents and diseases pandemics, as well as anticipatory actions required to curtail the spread of disease pandemics. Jonathan and Mbogo, (2016) opined that occupational safety and health policies and programs are very essential for both hospitals management and hospital employees, especially medical Doctors, Nurses, Laboratory employees, labourers and administrative employees for an effective performance. Subramaniam et al., (2016) viewed OHSM to include management and leadership commitment, provision of health and safety materials, safety training and sensitization, workers collaboration in keying to safety rules, routine health and safety communication and feedback, enforcing health and safety rules and protocols, maintaining health and safety promotion policy and risk management. It is therefore worthy to note, that the issue of occupational health and safety management and practice is the responsibility of all stakeholders; government, employers, employees and the community.

### **Concept of Employees Performance**

Employees' performance is the concentrated effort of employees in discharging their assigned jobs perfectly in the agreed standard and timely base on organizational objective. In addition, employees performance can be interpreted as to what was done perfectly as expected and in accordance with the following five (5) elements; 1.) Quantity of work done. 2.) The quality of time spent. 3.) The satisfaction driven by the clients for loyalty. 4.) Annual successful operations, and 5.) Successful team work in achieving corporate objective

(Gbadago, Amedome & Honyenuga, 2017). Mathis and Jackson (2010) argued that employees' performance can only be measured by; the quantity and quality of job well done at the right time, at the right place, for the right people, in the right direction, in the right manner and speed, and in compliance with organisational corporate objective to achieve the desired result. While Zgair et al., (2023) opined that employees' performance (EP) is considered to be critical to organizational success and constitutes individual employees' commitment to the assigned job for completion on daily bases and hence, employees' performance is usually referred to vehement result and output, measured over a long period of time.

### **Effect of Occupational Health and Safety Management on Employees' Performance**

Occupational health and safety are divided into a number of specializations according to problems and application within physiology, psychology, sociology, ergonomics, medicine, hygiene, work safety, toxicology, and epidemiology to enhance employees' performance. The occupational health and safety management is an organized strategy aimed at identifying and controlling health and safety related challenges that could afflict employees' performance, such as; industrial accident, diseases pandemics, increase fatigue, stress, psychological trauma, noise, radiation and other toxic substances on the physical condition of humans, minds, and attitudes of the employees (Jonathan & Mbogo, 2016). According to Bitire and Chuma (2022) occupational health and safety management on both employees' performance and organisational performance.

Cao, Chen and Cao, (2021) argued that effective occupational health and safety management will in turn increase employees' efficiency and quality of service delivery and hence leads to the attainment of organizational corporate goal. In addition, health and safety management policies and programs focused mainly how to secure and protect employees against industrial hazards to increase their performance (Choudhry et al., 2007). Thus, good health and safety management in workplaces boost the morale of employees for effective job operation, job satisfaction and guarantees employees' total loyalty in achieving organizational corporate objective (Cowan et al., 2021). Furthermore, when employees feel that the organisation cares about their health and safety, they would be motivated for higher performance. Have a stronger sense of belonging, more enthusiasm for work, intensifies higher economic benefits, and creating a virtuous circle that boosts employees' performance (Prieto & Talukder, 2023). In fact, both employees and organizations benefit from occupational health and safety management, in the sense that employees are assured of absolute cares by the management for providing a safe working place and in return the employees empowered to provide efficient service delivery (Sears et al., 2020).

### **Concept of Health and Safety Sensitization Programme**

Health and safety sensitization programme is educational and informative programme design by the management to acquaint or expose the employees with the basic theoretical and practical knowledge against industrial vulnerabilities and to protect the employees' wellbeing for efficient service delivery (Cao, Chen & Cao, 2021). Jonathan and Mbogo, (2016) asserted that health and safety sensitization is a basic training strategy for keeping employees adequately informed of potential dangers associated with work environment and how prevent them (Gbadago, Amedom & Honyenuga, 2017). Furthermore, the sensitization programs help workers whose job performance is distracting due to physical, mental, or emotional difficulty. Thus, employee assistance program is crucial in recent years for practical and emotional support for employees' performance (Gbadago, Amedome & Honyenuga, 2017). Employee's assistance program also talks about the different range of problems such as drug abuse and conjugal problems. Many organizations have employee assistance programs that identify their ethical and legal commitment to protect their physical and mental health challenge (Cao, Chen & Cao, 2021).

### **Concept of Occupational Health and Safety Policy Practices**

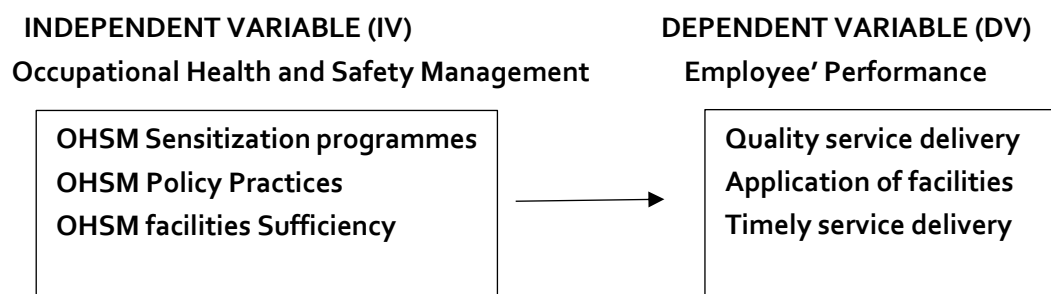
Occupational health and safety practice is an organized plan that requires full physical participation and action of an employees in implementing the existing OHSM policies, to minimize risks and other operational error that could endanger his life and hence to increase his performance. These programs are designed to be obeyed and they are expected to be monitored and supervised by the managers on regular bases for employees' expert's safety tips and help (Kaynak, Tuygun, Elci & Tamer 2016). Furthermore, to ensure a healthy working environment, there must be an adequate monitoring of employees compliance with OHSM policies, and this involves Systematic surveillance of the employees' actions and behaviours, that might affect their status (Gopang, Nebhwani, Khatri & Marri, 2017).

### **Concept of Occupational Health and Safety Facilities Sufficiency**

Occupational health and safety facilities are the instruments, items, materials, tools and equipment provided to protect the employees against hazards, industrial accident and dangerous diseases, such as Face / Nose masks, Sanitizers, Goggle glass, Hand gloves, Helmet, Fire extinguishers, Fire Alarm, Safety Boots, Rain coat, First Aid instruments and Ambulance to boost the morale of the employees for better performance. Thus, sufficiency of OHS facilities will only be enriched, if organisations will have a budget plan for occupational health and safety facilities to be procure in reasonable numbers to serve the employees emergency needs to enhance their performance (Zgair, et al., 2023). Elizabeth, Okechukwu and Angela (2022) asserted that sufficient number of occupational health and safety facilities will reduce occupational hazard and accident that could lead to individual employees' death, grievances, and union conflict, which would affect organizational performance.

### Conceptual Model

The conceptual model below shows the relationship between occupational health and safety management and employees' performance in FMC Bida.



**Figure 2.1, Source:** Designed by the researcher, 2023

### Theoretical Framework

#### Work Place Motivational Theory

The study is anchored on Abraham Harold Maslow's hierarchy of needs theory (1943) that suggested that if an individual employee needs of being well secured (Safety/ Security and Social needs) is guaranteed such employees be motivated to give his best in achieving organizational goals and objectives. To elaborate more, the theory demonstrates that if safety need is assured the employees would perform excellently. Based on the theory, it can be argued that health and safety measures are likely to affect employees' performance. Prior studies have found similar meaningful relationships between employees' performance and health and safety perception.

#### Heinrich Domino's Theory

Heinrich Domino's theory of accident causation was also used to explain the causes and behaviour perspective of accidents or health and safety issues at the workplace. Heinrich Domino's theory of accident causation, propounded by Heinrich, (1959) explains what factors and stages lead to industrial accidents. Factors identified were how workers relate with machines, the relationship between severity and frequency, risky acts, costs associated with accidents, and how efficiency is impacted by safety. It was found that about 88% of the fatalities are caused by risky acts of work and 10% by risky conditions and 2% by natural disasters or acts of God (Heinrich, 1959).

#### Empirical Review

Vivin and Firqiyatul, (2019) investigated the effects of occupational health and safety on employee performance through work satisfaction. The objective was to determine the effect of occupational health and safety on employee performance and job satisfaction as a mediator between the occupational health and safety (IV) and employee performance (DV). The sample of the study was 50 respondents, the researchers adopted explanatory



research where data collected through the questionnaire were analyzed using path analysis. The study found that occupational health and safety had no effect on employee performance but job satisfaction could mediate the relationships between occupational health and safety on employee performance.

Dedi et al., (2020) studied the effect of occupational safety and health on performance: an empirical investigation. The objective of the study was to determine the effect of occupational safety and health (OSH) on the performance of midwives at the XYZ Islamic Hospital Fetomaternal Installation Riau Province, Indonesia. The primary data collected were analyzed using SPSS Version 23, and the result showed that the work safety variables have a significant effect on performance, knowing that occupational health variables also have a significant effect on performance. In addition, that occupational safety and health variables together have positive significant influence on performance variables.

Adil, Ghulam and Abdullah (2020) examined the influence and effect of occupational health and safety on employees' performance: A study of Afghanistan international Bank. Data were collected from 205 employees who were administered questionnaires, by adopting the stratified sampling technique. Thus, collected data were analyzed using multiple regression of the latest SPSS software. The result of the study revealed that occupational health and safety, with respect to Employee Assistance Program (EAP), Employee Wellness Programs (EWP), Health and Safety Policy (HSP), Health and Safety Inspections (HSI), Health and Safety Audits (HSA) and Health and Safety Training (HST) have effect on employees' performance.

Elizabeth, Okechukwu and Angela (2022) examined occupational health safety practices and employee performance in Manufacturing Firms in Enugu State. The objective of the study was to examine the relationship between occupational health safety practices (safety planning, training programme and quality of service) and employee performance in manufacturing firms in Enugu State. The target population of the study consists of senior and junior staff who were selected from food and beverage manufacturing firms in Enugu State and a sample size of 486 was chosen after applying the Bill Godden (2004) formula. Pearson correlation coefficient was used to test the hypotheses. The findings revealed that there was positive significant relationship between occupational health safety practices (safety planning, training programme and quality of service) and employee performance in manufacturing firms in Enugu State, hence that 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.

Moses and Esi (2022) explores the influence of occupational health and safety (OHS) on construction workers' performance in Ghana. The objective was to determine the influence of occupational health and safety policies as it affect construction workers' performance in Ghana. The study was descriptively design in nature and adopted quantitative approach. A sample of 120 employees was drawn from the 200 workers of the sector. Means, standard deviations and multiple standard regression were used to analyse the data. The study found



that OHS policies in the construction sector have positive significant effect on employee performance and are in line with international best practices. More so, that the construction sector lacks regular health and safety induction, orientation and refresher courses for construction workers. Hence there were still occupational accidents and diseases affecting workers in the sector and that for the fear of being sacked, workers hardly report pains and injuries suffered at the construction sites.

Zgair, et al., (2023) studied the relationship of occupational safety management practices with employee performance: The mediating role of organisational justice in Iraqi Oil and Gas industries. The objective of the study was to examine how organisational justice and occupational safety management practices (OSMP) is related to employees' performance. The study was quantitative and a purposive sampling was deployed to collect 409 responses from employees working in Oil and Gas industry in Iraq. Hence, Smart Partial Least Square (Smart PLS, version 4) was used for data analysis. The findings revealed that occupational safety management practices (OSMP) and Organisational Justice (OJ) positively related employees' performance (EP). More so, that safety investment, management commitment, and safety rewards positively related employees' performance. While organizational justice partially mediated the relationship between OSMP and EP.

### **Methodology**

The research is quantitative and the researchers adopted a survey design. The population of the study is the 278 essential staff of Federal Medical Centre Bida, Niger State of Nigeria, who are in Laboratory and Medication department, to include; medical doctors, nurses, pharmacists and laboratory scientists and labourers. Thus, the research sample size of 162 was determined from the population of 278 using online Raosoft sample size calculator and questionnaires were administered as follows; Medical Doctors: 12, Nurses: 60, Pharmacists: 15 and Laboratory Scientists: 20 and Labourers: 10. Hence a total number of 162 were administered questionnaires and 117 were successfully returned for data presentation and analysis.

However, stratified random sampling technique was adopted; this method allows the researcher to select respondents based on stratum of their area of professionalism that could be directly affected most with occupational health and safety, such as Medical Doctors, Nurses, Pharmacists, Laboratory Scientists and Labourers. A self-designed structured questionnaire of 5 points likert scale; 1. Strongly Disagree (SA), 2. Disagree (A), 3. Undecided (UD), 4. Agree (D) and 5. Strongly agree (S.D) as was adapted from Moses & Esi (2022) and Unguren & Koc (2015). The questionnaire had items grouped into 3 parts. Part 1 collected information on the demographic characteristics of respondents, part 2 of the research instrument "Independent Variable" focused on the employees' sensitization program, OHSM practices and availability and sufficiency of OHSM facilities. Part 3 focused was on dependent variable "Employees' performance". Hence, hypotheses were tested using Statistical Packages for Social Sciences (SPSS, V.21).

**Table 1:** Summary of Reliability Analysis of Independent and Dependent Variables

Variables	No. of items	Cronbach's Alpha
<b>1. Independent Variable</b>		
OHSM sensitization programme	5	0.771
OHSM Policy Practices	5	0.675
Sufficiency of OHSM Facilities	5	0.715
<b>2. Dependent Variable</b>		
Employees' performance	5	0.701

Source: SPSS version 21, 2023

### Data Presentation and Analysis

The data collected were presented and analyzed using frequency distribution table and regression and inferential statistical techniques (SPSS, version 21) used to test the hypotheses.

**Table 2:** Responses to OHSM sensitization programmes and OHSM policy practices statements

	Statement Item	Strongly Agree (5)	Agree (4)	Und. (3)	Disagree (2)	Strongly Disagree (1)
1	Safety induction, orientation, and refresher courses are conducted by the management of FMC, Bida to improve employees' performance.	13 (11.1%)	41 (31.0%)	9 (7.7%)	32 (27.4%)	22 (18.8%)
2	The employees are aware a written health and safety policy that includes programmes and procedures for environmental, health, safety (EHS) and working conditions in FMC, Bida	11 (9.4%)	13 (16.7%)	12 (10.3%)	48 (41.0%)	30 (25.6%)
3	The employees are aware of the organisation procedures for reporting accidents cases, hazards or other diseases related to the job processes for timely action.	30 (25.6%)	32 (27.4%)	5 (4.3%)	34 (29.1%)	16 (13.7%)
4	Emergency cases attended to by employees' base on occupational health and safety practices.	45 (38.5%)	48 (41.0%)	1 (0.9%)	8 (6.8%)	15 (12.8%)

5	There is Servicom Unit in FMC, Bida who monitors employees' health and safety practice to reduce health hazard and disease pandemics.	26 (22.2%)	47 (40.2%)	9 (7.7%)	14 (12.0%)	21 (17.9%)
6	The management provides timely emergency needs to employees to overcome health related challenges.	11 (9.4%)	31 (26.5%)	7 (6.0%)	46 (39.3%)	22 (18.8%)

**Legend:** N = 117

**Source:** Field Survey, 2023

Table 2 above shows that 13 of the respondents, representing 11.1% strongly agree that safety induction, orientation, and refresher courses are conducted by the management of FMC, Bida to improve employees' performance., 41 (35.0%) agree, 9 (7.7%) undecided, 32 (27.4%) disagree and 22 (18.8%) strongly disagree. Table 2.2 above shows that 11 of the respondents, representing 9.4% strongly agree that the employees are aware a written health and safety policy that includes programmes and procedures for environmental, health, safety (EHS) and working conditions in FMC, Bida, 16 (13.7%) agree, 12 (10.3) undecided, 48 (41.0) disagree and 30 (25.6%) strongly disagree. Table 2.3 above shows that 30 of the respondents, representing 25.6% strongly agree that the employees are aware of the organisation procedures for reporting accidents cases, hazards or other diseases related to the job processes for timely action, 32 (27.4%) agree, 5 (4.3%) undecided, 34 (29.1%) disagree and 16 (13.7%) strongly disagree. Table 2 above shows that 45 of the respondents, representing 38.5% strongly agree that emergency cases attended to by employees' base on occupational health and safety practices, 48 (41.0%) agree, 1 (0.9%) undecided, 8 (6.8%) disagree and 15 (12.8%) strongly disagree. Table 2.5 above shows that 26 of the respondents, representing 22.2% strongly agree that there is Servicom Unit in FMC, Bida who monitors employees health and safety practice to reduce health hazard and disease pandemics., 47 (40.2%) agree, 9 (7.7%) undecided, 14 (12.0%) disagree and 21 (17.9%) strongly disagree. Table 2.6 above shows that 11 of the respondents, representing 9.4% strongly agree that the management provides timely emergency needs to employees to overcome health related challenges, 31 (26.5%) agree, 7 (6.0%) undecided, 46 (39.3%) disagree and 22 (18.8%) strongly disagree.

**Table 3:** Responses to OHSM Facilities Sufficiency and Employees' Performance Statements

	Statement Item	Strongly Agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly Disagree (1)
1	The management of FMC improvised the employees with all personal protective equipment (PPEs) to enable them to carry out their work safely.	25 (21.4%)	27 (23.1%)	1 (0.9%)	44 (37.6%)	20 (17.1%)
2	The available safety materials provided by FMC are used all the time, to improve employees' job performance.	36 (30.8%)	34 (29.1%)	2 (1.7%)	19 (16.2%)	26 (22.2%)
3	FMC, Bida provides adequate health and safety facilities annually for all its employees to perform.	17 (30.8%)	39 (33.3%)	5 (4.3%)	26 (22.2%)	11 (9.4%)
4	Occupational health and safety management increases employees' performance.	10 (8.3%)	52 (44.4%)	3 (2.6%)	31 (26.5%)	21 (17.9%)
5	Occupational health and safety management had boosted the morale of the employees for an effective service delivery.	27 (23.1%)	46 (39.3%)	2 (1.7%)	16 (13.7%)	26 (22.2%)
6	Hazard allowances had been increased to motivate employees' performance.	3 (2.6%)	8 (6.8%)	8 (6.8%)	56 (47.9%)	42 (35.9%)

**Legend:** N = 117**Source:** Field Survey, 2023

Table 3 above shows that 25 of the respondents, representing 21.4% strongly agree that the management of FMC improvised the employees with all personal protective equipment (PPEs) to enable them to carry out their work safely, 27 (23.1%) agree, 1 (0.9%) undecided, 44 (37.6%) disagree and 20 (17.1%) strongly disagree. Table 3.2 above shows that 36 of the respondents, representing 30.8% strongly agree that the available safety materials provided by FMC are used all the time, to improve employees' job performance, 34 (29.1%) agree, 2 (1.7%) undecided, 19 (16.2%) disagree and 26 (22.2%) strongly disagree. Table 3.3 above shows that 17 of the respondents, representing 14.5% strongly agree that FMC, Bida provides adequate health and safety facilities annually for all its employees to perform, 43 (36.8%) agree, 1 (0.9%) undecided, 26 (22.2%) disagree and 30 (25.6%) strongly disagree. Table 3.4 above shows that 10 of the respondents, representing 8.5% strongly agree that occupational health and safety management increases employees' performance, 52 (44.4%) agree, 3 (2.6%) undecided, 31 (26.5%) disagree and 21 (17.9%) strongly disagree. Table 3.5 above shows that 27 of the respondents, representing 23.1% strongly agree that occupational health and safety management had boosted the morale of the employees for an effective service delivery, 46 (39.3%) agree, 2 (1.7%) undecided, 16 (13.7%) disagree and 26 (22.2%) strongly disagree. Table 3.6 above shows that 3 of the respondents, representing 2.6% strongly agree that hazard allowances had been increased to motivate employees' performance, 8 (6.8%) agree, 8 (6.8%) undecided, 56 (47.9%) disagree and 42 (35.9%) strongly disagree.

### Test of Hypotheses

The postulated null hypotheses (Ho) are tested here for its acceptability or rejection.

**Ho:** Occupational health and safety sensitization programmes does not affect employees' performance in FMC Bida, Niger state of Nigeria.

**Table 4:** Model of fitness Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.964 <sup>a</sup>	.929	.928	.967	.169
<b>Source:</b> SPSS version 21, 2023					
a. Predictors: (Constant), IV <sub>1</sub> = OHS sensitization program					
b. Dependent Variable: DV= Employee performance					

The table 4, Model of fitness summary of linear regression shows that  $R^2 = 0.929$  or (92.9%) of the corresponding variation in employees' performance of federal medical centre (FMC) Bida, Niger state of Nigeria can be explained by the change in occupational health and

safety sensitization programs, meaning that there is strong significant relationship between the two variables and the remaining 7.1% can be explained by other factors not in the regression.

**Table 5:** ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1406.368	1	1406.368	1504.560	.000 <sup>b</sup>
	Residual	107.495	115	.935		
	Total	1513.863	116			
<b>Source:</b> SPSS version 21, 2023.						
a. Dependent Variable: DV= Employee performance						
b. Predictors: (Constant), IV <sub>1</sub> = OHS sensitization program						

Analysis of variance (ANOVA) result also shows that F value of ( $\chi^2 = 1504.560$ , and  $p = 0.000 < 0.05$ ) and the rule is that we would reject the null hypothesis if P value (Sig.  $0.000 < 0.05$ ). We will therefore, reject the null hypothesis and concludes that occupational health and safety sensitization programs affects employees' performance" in Federal Medical Centre in Bida Niger state of Nigeria.

**Ho:** Occupational health and safety policy practice does not affect employees' performance.

**Table 6:** Model of fitness Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.939 <sup>a</sup>	.882	.881	1.246	.101
<b>Source:</b> SPSS version 21, 2023.					
a. Predictors: (Constant), IV <sub>2</sub> = Occupational health and safety policy practices					
b. Dependent Variable: DV= Employees' performance					

The table 6, Model of fitness summary of linear regression shows that  $R^2 = 0.882$  or 88.2% of the corresponding variation in employees' performance of federal medical centre (FMC) Bida, Niger state of Nigeria can be explained by the change in occupational health and safety policy practices, meaning that there is relationship between the two variables and the remaining 11.8% can be explained by other factors not in the regression.

**Table 7:** ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1335.425	1	1335.425	860.656	.000 <sup>b</sup>
	Residual	178.438	115	1.552		
	Total	1513.863	116			

**Source:** SPSS version 21, 2023.

a. Dependent Variable: DV= Employees' performance

b. Predictors: (Constant), IV<sub>2</sub>= Occupational health and safety policy practices

Analysis of variance (ANOVA) result also shows that F value of ( $\chi^2 = 860.656$ , and  $p = 0.000 < 0.05$ ) and the rule is that we would reject the null hypothesis if P value (Sig.  $0.000 < 0.05$ ). Hence, we will therefore reject the null hypothesis and concludes that occupational health and safety policy practices affects employees' performance, in Federal Medical Centre in Bida Niger state of Nigeria.

**Ho:** Occupational health and safety facilities sufficiency does not affect employees' performance in FMC, Bida.

**Table 8:** Model of fitness Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.964 <sup>a</sup>	.930	.930	.959	.189

**Source:** SPSS version 21, 2023.

a. Predictors: (Constant), IV<sub>3</sub>= Occupational health and safety facilities sufficiency

b. Dependent Variable: DV= Employees' performance

The table 8, Model of fitness summary of linear regression shows that  $R^2 = 0.930$  or 93.0% of the corresponding variation in employees' performance of federal medical centre (FMC) Bida, Niger state of Nigeria can be explained by the change in occupational health and safety facilities sufficiency, meaning that there is relationship between the two variables and the remaining 7% can be explained by other factors not in the regression.



**Table 9:** ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1408.146	1	1408.146	1531.794	.000 <sup>b</sup>
	Residual	105.717	115	.919		
	Total	1513.863	116			
<b>Source:</b> SPSS version 21, 2023.						
a. Dependent Variable: DV= Employees' performance						
b. Predictors: (Constant), IV <sub>3</sub> = Occupational health and safety facilities sufficiency						

The one way analysis of variance (ANOVA) result also shows that F value of ( $x^2 = 1531.794$ , and  $p = 0.000 < 0.05$ ) and the rule says we should reject the null hypothesis if P value (Sig.  $0.000 < 0.05$ ). We will therefore, reject the null hypothesis and concludes that occupational health and safety facilities sufficiency affects employees' performance" in Federal Medical Centre in Bida Niger state of Nigeria.

### Discussion of Findings

The result of the hypotheses testing using regression statistics techniques (SPSS, V.21 ), indicates that occupational health and safety management (sensitization, policy practices and sufficiency of the facilities) affects employees' performance in federal medical centre, Bida, Niger state of Nigeria, which is in agreement with the findings of Dedi et al., (2020); Adil, Ghulam and Abdullah (2020); Moses and Esi (2022). But contrarily to Vivin and Firqiyatul, (2019) who found that occupational health and safety had no effect on employee performance but job satisfaction could mediate the relationships between occupational health and safety and employee performance. Hence that the management should intensify effort upholds OHS sensitization programs, policy practices and makes OHS facilities enough for employees' performance.

### Conclusion and Recommendations

From the objective of the of paper to investigate the effect of occupational health and safety management on employees performance, the researchers concluded that occupational health and safety management in relations to employees sensitization programs, policy practices and sufficiency of the facilities affects employees' performance. Hence, recommends that the management of Federal Medical Centre, Bida, Niger state of Nigeria should uphold employees' sensitization programs, policy practices and sufficiency of the facilities of health and safety seriously to enhance employees' performance. Other recommendations are;

- i. The management of federal medical centre Bida, Niger state of Nigeria should as a matter of urgency makes provision for enough health and safety facilities for its employees, particularly at emergency unit for better performance.
- ii. Regular and routine sensitization programmes such as; on-the-job safety training, workshops and conference should be organized to expose the employees to the negativities and implications of occupational hazard effect on their wellbeing.
- iii. SERVICOM unit should continue monitoring and evaluating the occupational health and safety compliance and practices and provides the hospital management a quarterly report, for effective management.

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