



## The Impact of Employee Training Programs on Knowledge, Attitudes, and Productivity in Occupational Health and Safety Practices at Weiply Company Limited

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**Abstract:** This study examines occupational health and safety practices within Weiply Company Limited, a manufacturing company in Sunyani, formerly known as Oti-Yeboah Complex Limited (OYCL). The company underwent significant operational changes from 2008 to 2010, impacting its strategy, structure, culture, technology, work processes, and the well-being of its workforce. The research employed a cross-sectional study design, collecting data from 600 employees representing various organizational levels, including management, line managers, and operational factory workers. A combination of stratified and simple random sampling techniques ensured a representative sample. Data was gathered through structured questionnaires with Likert scale questions, covering biographical data, attitudes toward occupational health and safety, knowledge levels, and actions taken to ensure safety. Data collection was done through face-to-face interviews to guarantee completeness. The collected data was analyzed using statistical software, and results were presented as frequency tables, charts, graphs, and statistical tests, including Pearson's correlation coefficient and logistic regression models. Key findings indicate a generally positive attitude toward occupational health and safety measures, with respondents recognizing their importance in achieving company targets, increasing productivity, and reducing absenteeism due to illness or injuries. However, areas were identified for improvement, such as ongoing safety training and risk assessment. These findings underscore the importance of continuing investment in occupational health and safety measures within the organization to ensure the well-being of employees and enhance overall productivity.

**Keywords:** Occupational health and safety, Weiply Company Limited, Employee training, Knowledge, Attitude, Workers' productivity, Safety practices, Workplace safety

### 1. INTRODUCTION

Every employee needs to prioritize their safety and well-being, while the primary goal of any production company is to generate profits to sustain its operations

(Alrubaiee et al., 2020a). The productivity of an organization's workforce plays a pivotal role in upholding its economic and material foundation, making the safety and occupational health of employee's crucial prerequisites for

achieving productivity (Alrubaiee et al., 2020a). Healthy employees benefit their respective organizations and contribute positively to the broader society in which they reside. In 1950, the International Labour Organization (ILO) and the World Health Organization (WHO) defined occupational health as promoting and maintaining. This is to be achieved through workplace modifications to prevent illness, reduce risk factors, and ensure individuals can adapt to their jobs. While efforts to enhance workplace conditions began as early as 1954, it was only in 1979 that the World Health Organization and the International Labour Organization intensified their collaborative endeavours (Alrubaiee et al., 2020a; Rivaldo & Nabella, 2023).

Historically, the linkage of occupational hazards and the consequent poor health of employees can be traced back several centuries. Still, the proper description of work-related illnesses was done in the final years of the 17th century by Bernardino Ramazzini, the father of occupational medicine and a lecturer at the University of Modena (Franco, 2016). Estimates from the International Labour Organization cited in (Alrubaiee et al., 2020b) show that around 2.2 million workers lose their lives yearly. This is due to occupational accidents and work-related illnesses. Statistics from the 2013 data of ILO reveal that fatal occupational accidents are about 358,000 each year. Globally, about 337 million workers fall victim to occupational accidents 160 million occupational diseases occur yearly, and deadly work-related diseases are around 1.95 million per year (Mursy & Mohamed, 2019).

From the perspective of the International Labor Organization, in 2018, the economic costs of occupational health and safety problems took a considerable toll on the competitive advantage of enterprises and member states. For instance, accidents in the manufacturing sector of the United States cost more than 190 billion US dollars and about 40 billion NOK in Norway, while in the United Kingdom, it was estimated to be £19 billion (Liu et al., 2021). The cost of workplace accidents in 2010 alone was €55 billion across the fifteen European Union member states (European Commission, 2014). Exciting findings by Nelson et al., (2015) revealed that occupational accidents from hazards in the workplace are decreasing in more developed countries but increasing in the developing world, of which Ghana is no exception (Boadu et al., 2020).

Data from the International Labour Organization and the World Health Organization indicates that in Sub-Saharan Africa, the fatality rate per 100,000 workers is 21. The accident rate is 16000, meaning each year, about 54000 workers die, and 42 million work-related accidents are reported to result in at least three days' excuse duty from

work (Duryan et al., 2020). (Alotaibi et al., 2019) conducted a study in Zimbabwe's food processing industry and concluded that poor occupational health and safety programs negatively affect worker productivity. For this reason, health and safety issues are like the give-and-take principle; employers provide a healthy working environment, and employees work harder to meet targets.

Work-related morbidity and mortality cannot be easily calculated because, in some instances in the developing world, the workers and the employees refuse to report the accident to the appropriate institutions for action but settle it locally at the firm level (Ali Nisar et al., 2021). This situation is seen in Ghana, where employees ignorantly fear losing their jobs if they report injury for compensation. The poor health and safety record in developing countries compared to the developed world may be attributable to outdated technology, labour-intensive methods, and low workforce participation in health and safety issues (Rivaldo & Nabella, 2023). In Ghana, the health and safety of employees are protected by the Ghana Labour Act (Act 651, 2003). It places the safety of employees under management and employers' supervision by stating that "an employer has to ensure that every worker employed by him/her works under satisfactory, safe and healthy conditions". The act fails to specify the appointment of safety and health officers in organizations, and hence, most firms do not have safety directors who monitor and evaluate hazards that threaten workers' health; therefore, this accounts for the numerous incidences of occupational injury. (Alrubaiee et al., 2020a)

## 2. METHODS

### Background of the Study Area

Weiply Company Limited was formerly known as Oti-Yeboah Complex Limited (OYCL) in Sunyani and was incorporated as a Limited Liability Company on 31st October 1986. It used to have about 1,600 employees and ran three-shift systems (1st shift – 6.00 a.m. – 2.00 p.m.; 2nd shift – 2.00 p.m. – to 10.00 p.m. and the night shift from 10.00 p.m. – 6.00 a.m.). About 33% of the employees are females and are all casual labourers. From 1986 to 2008, it operated a sawmill and produced processed wood products for foreign and local markets. However, it diversified its operations in 2008 and now produces plywood and sawmills. The Weiply Company Limited, with a population of 600, was selected because the company had embarked on a change process from 2008 – 2010, thus adding plywood production. This kind of change affected the strategy,

structure, culture, technology, work processes of the organization, and workers' occupational health and safety.

### **Study design and approach**

The cross-sectional study design was employed for this study. This design was used because the study was carried out over a short period; data were collected from different company sections and on individual characteristics concerning their risk factors at work. According to (Gay & Airasian, 2003), the descriptive cross-sectional survey looks at current challenges, dominant activities, perceptions, and behaviours, including ongoing processes and evolving patterns. The cross-sectional form of survey design deals with concerns about what happens in a situation concerning factors or circumstances (Jacobs et al., 2015).

(Fraenkel & Wallen, 2006) Characterize the design of descriptive surveys as a tool used by researchers to ask respondents questions about the existence of problems at a certain point in time. In this analysis, samples are chosen to represent the entire population, and inferences are made for the entire population and occur in a few days to weeks. It is one of the most commonly used research methods in social sciences, as reported by (Amin, 2005), and it is used to collect data from a population sample at a point in time. The purpose of quantitative research is to encourage and use statistical models, theories, and/or hypotheses relating to traditional phenomena ((Fraenkel & Wallen, 2006)). A case study approach was used for the study. This method was chosen because there was the need to get in-depth responses from the workers and management of the company about the topic under study.

### **The study population**

The research study focused on a carefully selected group of participants, all of whom were employees of Weiply Company Limited. The total number of individuals involved was six hundred, a robust sample size that provided a comprehensive overview of the company's workforce. This diverse cohort included individuals from various levels within the organizational structure, ensuring a wide range of perspectives and experiences were captured. At the top tier of this participant pool were members of the management team. These individuals were responsible for strategic decision-making and setting the overall direction for the company. Their insights were precious in understanding the company's objectives and the systemic influences on the workers' productivity and morale.

Another integral part of the study's population was composed of line managers. These employees served as the critical link between management and the operational staff, with responsibilities that included overseeing day-to-day

operations and ensuring the implementation of the company's policies and strategies. Their participation in the study offered a unique vantage point, shedding light on the challenges and successes in managing the operational workforce. The most significant portion of the study's participants came from the functional factory hands, the backbone of Weiply Company Limited. These workers were engaged in the production processes, hands-on experience, and direct interaction with the company's operational practices, providing invaluable data. Their contributions were essential to understanding the practical implications of management strategies and the real-world conditions of the company's working environment. By encompassing such a wide range of roles within Weiply Company Limited, the study was positioned to gain a holistic view of the company's operations and the interplay between different workforce levels. This comprehensive approach aimed to assess the current state of employee relations and productivity and identify potential areas for improvement and growth within the company.

### **Sampling procedure**

The sampling process for the study was meticulously designed to ensure a representative subset of the company's workforce was included. To achieve this, two distinct sampling techniques were utilized: stratified and simple random sampling. The use of stratified sampling was particularly strategic; it was employed to ascertain the proportion of participants from each department within the company, guaranteeing that each department was fairly represented in the overall sample. A mathematical approach was applied to determine the number of participants needed from each department. The formula  $BA \times C$  was instrumental in this calculation, where 'A' represents the total number of employees in a given department, 'B' denotes the collective number of employees across all four departments, and 'C' signifies the predetermined sample size, which in this case, was 264. This formula ensured that the participants were proportionately selected, reflecting the departmental composition of the workforce. The details of these calculations and the resultant figures were tabulated and presented in Table 3.1 for transparency and reference. A comprehensive sampling frame was constructed to prepare for the actual selection of respondents. This involved a systematic compilation of all the employees, which was made possible through the acquisition of lists from the heads of their respective departments. With a complete list of workers, the simple random sampling technique, specifically the lottery method, was employed to pick out individual respondents.

The lottery method was both traditional and straightforward. Each worker was assigned a unique number, which was then

inscribed onto slips of paper. These slips were meticulously folded and placed into a bowl, ensuring that each one had an equal chance of being selected. The bowl was then thoroughly shuffled to randomize the selection further. In keeping with the principles of randomness and fairness, the slips were drawn one by one using a non-replacement method. This meant that once a slip was drawn, it was not returned to the bowl, preventing the same worker from being selected more than once. The drawing continued in this fashion until the sample size of 264 was achieved, fulfilling the sampling criteria and maintaining the integrity of the selection process.

### **Data Collection instrument**

The instrument used in gathering the primary data for the study was a structured questionnaire which contained a Likert scale. The questionnaire was divided into sections based on the objectives of the study. Section A contained the biographical data of the respondents; section B looked at the attitude of employees towards occupational health and safety; Team C took data on workers' knowledge of occupational health safety; D contained items that measured the influence of occupational health and safety measures on productivity.

### **Data Collection procedures**

The participants were given the surveys and filled them out quickly, which made it possible to gather them on the same day, avoiding loss and preserving the exact number of samples the researcher had decided on in advance. The surveys, which included 35 questions relevant to the objectives of the study, were handed out to the participants via face-to-face meetings each day until the desired number of 264 responses was obtained. The surveys that were returned each day were checked to ensure they were filled out correctly. Afterwards, the gathered information was methodically organized, setting the stage for subsequent data processing and analysis.

### **Data Management and Analysis**

The structured questionnaires were edited, numbered serially, and coded before being entered into the computer and analyzed using the software Statistical Package for Social Sciences (SPSS) version 23. These findings were communicated in statistical tools such as frequency tables, charts, and graphs. The structured questionnaires were also edited, serially numbered, and coded before analysis. The findings from the responses for the quantitative data were compared, and inferences were made. Bivariate analysis was done to test for association using Pearson's correlation coefficient. A P-value of less than 0.05 (i.e.  $p < 0.05$ ) was set as the significance level for the analysis. A logistic regression model was applied to variables that were

significant at the bivariate analysis level to find out the strength of the association. Both simple and multiple logistic regression analyses were performed to get the crude and adjusted odd ratios, respectively. The strength of the association for each independent variable was based on the odd ratios and the 95% confidence interval while holding other factors constant. However, only the variables found to be significant for multiple logistics (adjusted odds ratios) were discussed in the study.

## **3. RESULTS**

### **Demographic characteristics of respondents**

Table 1 provides a comprehensive overview of the background characteristics of the respondents in this study. It is evident that a substantial majority of the participants, totalling 237 individuals or 89.8% of the sample, were male, while the female representation stood at 27 individuals, making up 10.2% of the total. This gender distribution underscores the need to consider gender-specific factors in analyzing and interpreting the study's findings. When examining age demographics, the data shows that more than three-quarters of the respondents, specifically 199 individuals (75.4%), fell under 35 years and above. In contrast, 20 individuals (7.6%) were below 25. This age distribution suggests that the study primarily involved a mature adult population, which may affect the study's objectives and outcomes.

Marital status was another important aspect of the respondents' background, with approximately half of them, 131 individuals (49.6%), reporting that they were married. Conversely, 48 individuals (18.2%) identified as single. This marital status information could be vital in exploring potential correlations between relationship status and the study's variables. Education levels among the respondents varied, with roughly half of them, or 131 individuals (49.6%), having received only primary education, while a smaller group of 10 individuals (38%) possessed tertiary qualifications. This educational diversity may influence their perspectives and responses in the study, particularly if the educational background is relevant to the research topic.

Work experience within the company was another dimension worth noting. Approximately 38.3% of the participants, equivalent to 101 individuals, had worked for more than a decade in their respective positions, demonstrating significant experience. In contrast, 67 individuals (25.4%) had less than 5 years of work experience with the company. These differences in tenure could impact their understanding of workplace dynamics and potentially influence their responses. In terms of departmental distribution, a majority of the respondents, totaling 100

individuals (37.9%), were employed in the sawmill department. This information highlights the need to consider potential department-specific factors in the study's analysis and conclusions.

Lastly, when examining job roles within the company, the data indicates that the majority of respondents, 141 individuals (53.4%), held junior staff positions, while a

smaller group of 9 individuals (3.4%) served as shift supervisors. These job roles could play a role in how respondents perceive and experience the workplace, making it an important factor to consider when interpreting the study's results. Overall, the information presented in Table 1 provides a valuable foundation for understanding the diverse background features of the survey participants, which can inform the research and analysis process.

**Table 1: Socio-demographic characteristics of respondents**

<b>Variables</b>	<b>Frequency n=264</b>	<b>Percent (%)</b>
<b>Sex</b>		
Male	237	89.8
Female	27	10.2
Total	264	100.0
<b>Age of respondents</b>		
Below 25years	20	7.6
25 to 35 years	45	17.0
Above 35 years	199	75.4
Total	264	100.0
<b>Marital status</b>		
Single	48	18.2
Married	131	49.6
Divorce	85	32.2
Total	264	100.0
<b>Educational level</b>		
Primary	131	49.6
Secondary/middle school	67	25.4
Tertiary	10	3.8
No formal education	56	21.2
Total	264	100.0
<b>Working experience</b>		
Less than 5 years	67	25.4
5 to 10 years	96	36.4
More than 10 years	101	38.3
Total	264	100.0
<b>Department</b>		
Plymills	66	25.0
Logyard	37	37.1
Sawmill	100	37.9
Total	264	100.0
<b>Position in the company</b>		
Junior staff	141	53.4
Senior staff	28	10.6
Operator	86	32.6
Shift Supervisor	9	3.4
Total	264	100.0

## The attitude of the employees towards occupational health and safety issues

Table 2 provides a comprehensive overview of the attitudes and experiences of employees concerning occupational health and safety issues within their workplace. It sheds light on various aspects of safety training, awareness, and procedures. Notably, the data reveals that a significant portion of the workforce, comprising 98.4% of respondents or 236 individuals, reported receiving induction training upon their employment. This suggests a strong emphasis on initial safety education, which is a positive sign for ensuring that employees are equipped with foundational knowledge regarding workplace safety.

However, the survey also exposes certain gaps in safety training. A substantial majority, 67.8% or 179 individuals, mentioned that they had never received training specific to safe work procedures for their roles. This discrepancy raises concerns about the company's commitment to providing ongoing, role-specific safety training, which is crucial for minimizing workplace hazards. Moreover, although 65.5% of respondents stated that they were consistently made aware of safety issues, there is room for improvement in ensuring that safety communication is both frequent and effective.

Regarding the availability of time for employees to learn about safe procedures, 93.2% of respondents indicated that they had this opportunity sometimes. While this suggests a positive inclination toward providing learning opportunities,

it also hints at the need for more consistent, structured training initiatives. The data also highlights that a significant number of employees, 67.8%, believed that the company had not adequately assessed all safety risks. This points to a potential gap in the company's risk management practices and emphasizes the importance of comprehensive risk assessment to ensure employee safety. On a more positive note, the survey indicates that nearly all respondents, 96.6% or 255 individuals, acknowledged the existence of safe work procedures for all tasks within the company. This strongly indicates the organization's commitment to safety protocol development. However, it is concerning that 75.0% of respondents (198 individuals) stated that staff were never consistently involved in safe work procedures. Encouraging active employee participation in safety procedures is crucial for creating a culture of safety within the organization.

Lastly, the data reveals that an overwhelming majority, 85.6% or 226 individuals, believed that the company did not regularly review and update their safe work procedures. This finding underscores the importance of periodic assessment and revision to ensure that safety protocols remain current and effective. Table 2 paints a mixed picture of the company's approach to occupational health and safety. While there are positive aspects, such as initial training and the existence of safe work procedures, there are also clear areas for improvement, particularly in ongoing training, risk assessment, employee involvement, and the regular review of safety procedures. Addressing these areas can contribute to a safer and healthier work environment for all employees.

**Table 2: The attitude of the employees towards occupational health and safety issues**

Variables	Frequency n=264	Percent (%)
<b>We get induction training when we start work</b>		
Never	19	7.2
Sometimes	236	98.4
Always	9	3.4
Total	264	100.0
<b>We get training for safe work procedures for our job</b>		
Never	179	67.8
Sometimes	85	32.2
Total	264	100.0
<b>Our supervisor makes sure we do the work safely</b>		
Never	18	6.8
Sometimes	228	86.4
Always	18	6.8
Total	264	100.0
<b>We are always made aware of safety issues</b>		
Never	10	3.8
Sometimes	81	30.7

Always	173	65.5
Total	264	100.0
<b>We have enough time to learn about safe procedures</b>		
Never	18	6.8
Sometimes	246	93.2
Total	264	100.0
<b>Our company has worked out all safety risks</b>		
Never	179	67.8
Sometimes	85	32.2
Total	264	100.0
<b>Our company has safe work procedures for all tasks</b>		
Never	9	3.4
Sometimes	255	96.6
Total	264	100.0
<b>Staff are always involved in safe work procedures</b>		
Never	198	75.0
Sometimes	66	25.0
Total	264	100.0
<b>Our company reviews and updates our safe work procedures regularly</b>		
Never	226	85.6
Sometimes	38	14.4
Total	264	100.0

Source: Author's fieldwork, 2022

### The knowledge of workers on occupational health and safety

Table 3 presents the workers' awareness of occupational health and safety. All 264 respondents (100%) were knowledgeable about workplace health regulations. Additionally, the majority of respondents, 254 (96.2%), affirmed that these rules and regulations played a crucial role in safeguarding their overall well-being. Furthermore, 266 (85.6%) agreed that their workplace had adequate fire safety precautions in

place. However, when it came to implementing food safety practices at the workplace, nearly half of the respondents, 123 (46.6%), expressed disagreement. Conversely, 141 (53.4%) majority agreed that their workplace had effective road safety measures. As for the presence of bureaucracy within the company, a significant portion of the respondents, 179 (67.8%), remained neutral, as depicted in Table 3.

**Table 3: The knowledge of workers on occupational health and safety**

Variables	Frequency n=264	Percent (%)
<b>Rules/regulations relating to workplace health</b>		
Agree	254	100.0
Total	264	100.0
<b>Rules/regulations to ensure our general well-being</b>		
Agree	254	96.2
Neutral	10	3.8
Total	264	100.0
<b>Fire Precautions at workplace</b>		
Agree	226	85.6
Neutral	29	11.0

Disagree	9	3.4
Total	264	100.0
<b>Food safety practices</b>		
Agree	93	35.2
Neutral	48	18.2
Disagree	123	46.6
Total	264	100.0
<b>Road safety</b>		
Agree	141	53.4
Neutral	66	25.0
Disagree	57	21.6
Total	264	100.0
<b>Bureaucracy</b>		
agree	33	12.5
Neutral	179	67.8
Disagree	52	19.7
Total	264	100.0

Source: Author's fieldwork, 2022

### **Knowledge of workers on what to do to ensure proper occupational health and safety in your workplace?**

Table 4 presents an exhaustive overview that captures respondents' degree of knowledge and attitudes regarding the vital issue of occupational health and safety in their respective workplaces. The table's detailed contents quantify the respondents' understanding and qualify their sentiments towards the imperative of health and safety protocols. The emerging data delineates a pronounced pattern among those surveyed, offering insight into their active and conscientious participation in endorsing and applying safety measures. A substantial majority of the survey participants, numbering 217 or 82.2%, have expressly confirmed their willingness to aid their colleagues in competently performing their work responsibilities. This significant number speaks to a culture of cooperation and mutual support that pervades their work environment, emphasizing a collective commitment to create and sustain an atmosphere where safety is paramount, and each team member is not just allowed but encouraged to thrive. In such an environment, optimal performance is not at odds with personal well-being; rather, they are seen as complementary, with one enhancing the other.

Moreover, the data extracted from Table 4 places a strong focus on the role of the individual in maintaining workplace safety. An even larger segment of the survey's respondents, 227 individuals or 86.0%, signalled their readiness to take assertive and decisive steps to address and rectify safety violations. This readiness to act is indicative of a proactive stance on safety issues, suggesting that respondents are not passive observers but rather active participants in the safety

culture. This proactive stance extends beyond self-preservation to encompass a broader protective instinct that covers the well-being of their coworkers as well. In essence, the findings suggest that there is a well-entrenched ethos of vigilance and proactive safety management among the respondents. This culture of safety is characterized by a strong undercurrent of collective responsibility, where each individual feels empowered to act not only for their own safety but also for the safety of others, thereby reinforcing a robust and resilient approach to occupational health and safety within their workplace.

Equally noteworthy is the acknowledgement by a majority of the respondents, totalling 139 individuals (52.7%), of their role in imparting knowledge and guidance to other staff members on safe work practices. This commitment to knowledge-sharing fosters a culture of safety and continuous improvement within the workplace, ensuring that best practices are disseminated and followed throughout the organization. A substantial 199 respondents (75.4%) recognized their accountability in upholding occupational health and safety standards. This strong sense of responsibility reinforces the importance of individual actions in collectively ensuring a safe work environment.

However, it's worth noting that a significant portion of the respondents, represented by 207 individuals (78.4%), maintained a neutral stance regarding the advisability of employees guiding occupational health and safety measures. This neutrality may suggest that further dialogue and clarification are needed to establish a consensus on this aspect within the organization. The insights gleaned from



Table 4 underscore a workplace culture that places a premium on safety, collaboration, individual responsibility, and knowledge sharing. These findings serve as a valuable

foundation for fostering a safer and more informed work environment where the well-being of all employees remains a top priority.

**Table 4: What do you do to ensure proper occupational health and safety in your workplace**

<b>I assist others to make sure they perform their work safely</b>		
Agree		
Neutral	217	82.2
Disagree	29	11.0
Total	18	6.8
	264	100.0
<b>I take action to stop safety violations for protection</b>		
Agree	227	86.0
Neutral	37	14.0
Total	264	100.0
<b>I assist other staff members on safe work practices</b>		
Agree	139	52.7
neutral	125	47.3
Total	264	100.0
<b>I see myself as having a responsibility to ensure OHS</b>		
Agree	199	75.4
Neutral	56	21.2
Disagree	9	3.4
Total	264	100.0
<b>I advise all employees to insist on OHS measures</b>		
Agree	57	21.6
Neutral	207	78.4
Total	264	100.0
<b>I engage in exercises more regularly for safety</b>		
Agree	120	45.5
Neutral	134	50.8
Disagree	10	3.8
Total	264	100.0
<b>I see occupational health and safety as very necessary</b>		
Agree	236	89.4
Neutral	18	6.8
Disagree	10	3.8
Total	264	100.0

Source: Author's fieldwork, 2022

### **Influence of occupational health and safety measures on productivity**

Table 5 provides a comprehensive overview of the influence of occupational health and safety (OHS) measures on productivity within the surveyed organization. The data collected from respondents' sheds light on the pivotal role OHS plays in various aspects of the company's operations. First and foremost, a noteworthy consensus emerged among the respondents, with a substantial majority agreeing that OHS measures significantly

contributed to the attainment of the company's set targets. This alignment of perspectives underscores the widespread recognition of the positive impact of OHS on goal achievement. Perhaps even more striking is the unanimous agreement among all 264 respondents (100%) that OHS measures have a direct and beneficial effect on their respective unit's production output. This unanimous consent reflects a clear understanding among the workforce that OHS isn't merely a compliance requirement but a driver of increased productivity and output. In terms of efficiency and effectiveness during work, an overwhelming 245 respondents (92.8%) voiced their agreement that OHS

was instrumental in enhancing these critical aspects of their daily tasks. This resounding affirmation underscores OHS's integral role in optimizing work processes and ensuring that employees operate at their peak performance.

Furthermore, most respondents expressed their belief that OHS contributed significantly to the organization's overall profitability. This alignment of views among the workforce highlights the link between employee well-being, workplace safety, and the bottom line, emphasizing OHS as a strategic investment in the company's success. Notably, a segment of the respondents, comprising 135 individuals (51.1%), remained neutral on the topic of OHS's impact on unit outputs. This neutrality could be an area for further

investigation or communication to ensure that all employees clearly understand the benefits associated with OHS measures. Finally, the data revealed that a substantial majority of 254 respondents (96.2%) believed that OHS positively reduced absenteeism from work due to illness or injuries. This indicates that OHS contributes to productivity and plays a crucial role in maintaining a healthy and engaged workforce. Table 5's findings provide compelling evidence of the positive influence of OHS measures on various facets of the organization's operations, from productivity and efficiency to profitability and employee well-being. These insights underscore the importance of continued investment in occupational health and safety as a vital component of the company's overall success strategy.

**Table 5: Occupational health and safety measures on productivity**

<b>Variables</b>	<b>Frequency</b>	<b>Percent (%)</b>
<b>Helps to meet set target</b>		
Agree	246	93.2
Neutral	9	3.4
Disagree	9	3.4
Total	264	100.0
<b>Increase my unit's output in terms of production</b>		
Agree	264	100.0
Total	264	100.0
<b>Improves my efficiency and effectiveness during work</b>		
Agree	245	92.8
neutral	19	7.2
Total	264	100.0
<b>Help increase the general profitability of the organization</b>		
Agree	225	85.2
Neutral	20	7.6
Disagree	19	7.2
Total	264	100.0
<b>Increase units' outputs</b>		
Agree	129	48.9
Neutral	135	51.1
Total	264	100.0
<b>Reduces my absenteeism from work due to illness or injuries</b>		
Agree	254	96.2
Disagree	10	3.8
Total	264	100.0

Source: Author's field work, 2022

#### 4. DISCUSSION

##### **The attitude of employees towards occupational health and safety issues**

Table 5 provides a comprehensive overview of the influence of occupational health and safety (OHS) measures on productivity within the surveyed organization. The data collected from respondents' sheds light on the pivotal role OHS plays in various aspects of the company's operations. First and foremost, a noteworthy consensus emerged among the respondents, with a substantial majority agreeing that OHS measures significantly contributed to the attainment of the company's set targets. This alignment of perspectives underscores the widespread recognition of the positive impact of OHS on goal achievement. Perhaps even more striking is the unanimous agreement among all 264 respondents (100%) that OHS measures have a direct and beneficial effect on their respective unit's production output. This unanimous consent reflects a clear understanding among the workforce that OHS isn't merely a compliance requirement but a driver of increased productivity and production.

In terms of efficiency and effectiveness during work, an overwhelming 245 respondents (92.8%) voiced their agreement that OHS was instrumental in enhancing these critical aspects of their daily tasks. This resounding affirmation underscores OHS's integral role in optimizing work processes and ensuring that employees operate at their peak performance. Furthermore, most respondents expressed their belief that OHS contributed significantly to the organisation's overall profitability. This alignment of views among the workforce highlights the link between employee well-being, workplace safety, and the bottom line, emphasizing OHS as a strategic investment in the company's success. Notably, a segment of the respondents, comprising 135 individuals (51.1%), remained neutral on the topic of OHS's impact on unit outputs. This neutrality could be an area for further investigation or communication to ensure that all employees clearly understand the benefits associated with OHS measures.

Finally, the data revealed that a substantial majority of 254 respondents (96.2%) believed that OHS positively reduced absenteeism from work due to illness or injuries. This indicates that OHS contributes to productivity and plays a crucial role in maintaining a healthy and engaged workforce. Table 5's findings provide compelling evidence of the positive influence of OHS measures on various facets of the organization's operations, from productivity and efficiency to profitability and employee well-being. These insights underscore the importance of continued investment in

occupational health and safety as a vital component of the company's overall success strategy.

The attitude of employees about health and safety depends on the role played by the firm's management. Enforcement of safety protocols at the workplace and sanctioning recalcitrant employees as far as company safety regulations are concerned to change the attitude of the workers. This is supported by Buck Consultants (2019) and Jamison et al (2016), that the individual employee cannot be expected to achieve a transformation towards a healthier lifestyle on his or her own without the employer providing policies, information, resources and good working environment to enable behaviour change. Feedback obtained by management from the attitude of the employees also influences the training given to the workers by the employers.

The findings also revealed that the company had never worked out all safety risks. Also, most respondents said the company does not regularly review and update their safe work procedures. Organizations have traditionally evaluated their health and safety in terms of the bottom-line regulations for occupational health safety issues. However, with past research uncovering enormous financial and human costs associated with unhealthy organizations (Birn et al., 2019), human resource professionals have begun to position safer workplace programs and activities as a source of competitive advantage to curtail increasing healthcare costs; assist in the attraction, acquisition and retention of employees; better manage the employer-employee relationship; meet the needs of an increasingly diverse workforce, and boost employee morale (Fulmer, Gerhar & Scott, 2017; Robin, 2016; Birn et al., 2019).

This finding is in line with Koopman et al, (2016), who believed that manpower is expandable and that organizations can afford to lose some of their personnel only to be replaced in no time appears to be a thing of the past in developed countries, but exact scenario can be witnessed in developing countries due to the high unemployment levels (Nyamekye et al., 2019). The emphasis is that organizations in developing countries must no longer afford to lose experienced and committed employees through injury or ill-health caused by unhealthy and unsafe working conditions as the cost of recruiting, selecting, developing, motivating and retaining new employees who take over from experienced employees lost through work-related ill-health remains incalculable (Towers, 2016). Safety in organizations, therefore, remains an important consideration for all organizations, particularly organizations engaged in high-risk operations like Weiply Company Limited and mining and construction industries.

## **Knowledge workers have on occupational health and safety.**

The study revealed an enthusiastic interest in the staff regarding health and safety in the workplace as evidenced by what to do to ensure occupational health and safety at the workplace given by the employees. The workers gave an understanding of occupational health and safety as respondents agreed that they assist others to make sure they perform their work well based on the rules and regulations for workers well-being. This shows that they have a fair idea about occupational health and safety in the working environment. The majority of the respondents agreed that they took actions to stop safety violations for protection. This might have influenced the attitude of the workers of Weiply Company Limited towards occupational health and safety. This is consistent with Alfery (2010) position that workers would adopt good occupational health and safety practices based on the knowledge that, they are vulnerable to accidents at the work place. Again, this view supports that of Mills (2007), who sees investing in training activities that provide relevant information to staff to promote health and safety reduces the level of risk that employees will face. Furthermore, this is congruent to Gyaopong et al (2009) that employees can only fall victim if they are not aware of the potential danger lurking because the worker's knowledge that there is a possible danger to life in itself is a form of accident prevention. This linkage is supported by the views of Buck Consultants (2019) and Jamison et al (2016) that the individual employee cannot know more about health and safety without the employer providing policies, information and resources about occupational health and safety.

Studies have proven that making employees knowledgeable about health and safety, making them aware of the dangers of engaging in unsafe behaviour to themselves, their families, and the society as a whole is a form of accident prevention (Gyaopong et al, 2019, Alfery, 2016, Mills et al, 2017). (Boadu et al., 2020) explain that it is important to empower, educate and persuade workers to exercise their powers in the protection of their occupational health and safety. Employees are left to form their own occupational health and safety committees that the management does not take seriously. The past decade has witnessed an increasing number of publications addressing interventions aimed at preventing work-related illness and injury and employee health. The rising interest and investment in workplace health promotion raises no questions as a cost-benefit analysis of the subject matter is more likely to go in its favour. Many business scholars are recognizing the importance of healthy organizations, yet in the developing world, the obverse holds due to the peculiar challenges that

confront them; a case in point is the African countries where the present study is conducted.

## **Workers' Productivity**

Table 5 provides a comprehensive overview of the influence of occupational health and safety (OHS) measures on productivity within the surveyed organization. The data collected from respondents' sheds light on the pivotal role OHS plays in various aspects of the company's operations. First and foremost, a noteworthy consensus emerged among the respondents, with a substantial majority agreeing that OHS measures significantly contributed to the attainment of the company's set targets. This alignment of perspectives underscores the widespread recognition of the positive impact of OHS on goal achievement. (Alrubaiee et al., 2020a)

Perhaps even more striking is the unanimous agreement among all 264 respondents (100%) that OHS measures have a direct and beneficial effect on their respective unit's production output. This unanimous consent reflects a clear understanding among the workforce that OHS isn't merely a compliance requirement but a driver of increased productivity and output. In terms of efficiency and effectiveness during work, an overwhelming 245 respondents (92.8%) voiced their agreement that OHS was instrumental in enhancing these critical aspects of their daily tasks. This resounding affirmation underscores OHS's integral role in optimizing work processes and ensuring that employees operate at their peak performance.

Furthermore, most respondents expressed their belief that OHS contributed significantly to the organisation's overall profitability. This alignment of views among the workforce highlights the link between employee well-being, workplace safety, and the bottom line, emphasizing OHS as a strategic investment in the company's success. Notably, a segment of the respondents, comprising 135 individuals (51.1%), remained neutral on the topic of OHS's impact on unit outputs. This neutrality could be an area for further investigation or communication to ensure that all employees clearly understand the benefits associated with OHS measures. Finally, the data revealed that a substantial majority of 254 respondents (96.2%) believed that OHS positively reduced absenteeism from work due to illness or injuries. This indicates that OHS contributes to productivity and plays a crucial role in maintaining a healthy and engaged workforce. Table 5's findings provide compelling evidence of the positive influence of OHS measures on various facets of the organization's operations, from productivity and efficiency to profitability and employee well-being. These insights underscore the importance of continued investment in occupational health and safety as a vital component of the company's overall success strategy.

Businesses typically strive to become more productive and drive their workers to work longer, harder and with higher utilization often in highly hazardous conditions. They only implement health and safety measures to keep compensation costs down. Exposure to risks associated with machinery and manual labour is being reduced, but other risks related to the increase in labour productivity, especially in production areas such as food and drinks, are on the rise. It also agrees with (Alotaibi et al., 2019), who suggested that efforts to increase productivity through occupational safety and health can have contradictory results and point out the gaps in the literature that while there is evidence that occupational injuries and illnesses impact productivity losses, it is not clear whether or not reducing injuries and illnesses will automatically influence productivity gains.

On improvement of efficiency and effectiveness during work, the findings revealed that most respondents agreed that OHS help the company achieve high productivity. The majority of the respondents again agreed that OHS increased the general profitability of the organization. The findings are in support of the findings of another study (Ali Nisar et al., 2021), which demonstrates that health and safety measures have a positive impact not only on safety and health performance but also on company productivity. However, identifying and quantifying these effects is not always straightforward. In addition, although experience shows that proof of profitability can be given in many cases, it might be rather difficult in a certain number of cases to develop solid evidence. The authors also state that although the literature survey was fairly limited, research findings support an important link between a good working environment and a company's performance. Thus, the quality of a working environment strongly influences productivity and profitability.

The discovery also implies that subpar occupational health and safety performance can put a company at a competitive disadvantage, affecting its standing among stakeholders. This motivates company management to invest in occupational health and safety, particularly in developing nations, in adherence to ILO regulations addressing worker health and safety (Abdelhafiz et al., 2020). By establishing a connection between health and safety and a company's performance, these case studies illustrate that occupational health and safety should no longer be viewed solely as an expense but also as a tool to enhance overall company performance, highlighting the importance of integrating occupational health and safety into general management practices. High occupational health and safety standards positively correlated with high GNP per capita (Alrubaiee et al., 2020a). Countries that invest the most in occupational

health and safety tend to exhibit higher productivity and stronger economies, whereas those with the lowest investments experience lower productivity and weaker economies (Alrubaiee et al., 2020b). This assertion finds support in real-world evidence, where the least developed countries that neglect occupational health and safety continue to face economic challenges, as seen in the case of Ghana (Alrubaiee et al., 2020a). Therefore, proactive involvement in occupational health and safety is linked to positive economic development, while inadequate investment in this area hinders a country's competitiveness in the global economy.

## 5. CONCLUSION

This paper sheds light on the pivotal role of occupational health and safety (OHS) measures within an organization. The findings from the surveyed employees underscore the overwhelmingly positive impact of OHS on various facets of the company's operations. Notably, there is a consensus that OHS measures significantly contribute to goal achievement, production output, efficiency, and overall profitability. Moreover, OHS plays a crucial role in reducing absenteeism and maintaining a healthy workforce. The paper also emphasizes the critical role of management in shaping employee attitudes toward OHS and highlights the need for enforcement, feedback mechanisms, and clear communication to foster a culture of safety. Employee knowledge and involvement in OHS emerge as vital factors in promoting workplace safety and preventing accidents. Furthermore, the study raises important questions about the relationship between productivity and OHS, indicating that while improving productivity is a business goal, the impact of OHS measures on productivity may not always be straightforward and may vary depending on specific circumstances. Overall, the paper underscores the importance of viewing OHS as an integral part of an organization's strategy and as a tool to enhance overall company performance. It suggests that investing in OHS is not just a regulatory obligation but a strategic imperative, particularly in developing nations, where the link between OHS and economic development is evident. By prioritizing OHS, organizations can create a safer, more productive, and economically sustainable workplace for their employees and contribute to society's overall well-being.

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