UNIVERSITY OF CAPE COAST

OCCUPATIONAL HEALTH AND SAFETY PRACTICES AND EMPLOYEE'S TASK PERFORMANCE: THE ROLE OF JOB SATISFACTION AND SELF-EFFICACY IN THE UNIVERSITY OF CAPE COAST

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BY

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Dissertation submitted to the Department of Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast in, in partial fulfillment of the requirements for the award of Master of Business Administration.

FEBRUARY 2023

DECLARATION

Candidate's Declaration

I hereby declare that this project work is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: …… Date: ……..……

Name: Barbara Essoun-Mensah

Supervisor's Declaration

I hereby declare that the preparation and presentation of the project work were supervised in accordance with the guidelines on supervision of project work laid down by the University of Cape Coast.

Supervisor's Signature: ……. Date: …….

Name: Prof. Abraham Ansong

ABSTRACT

The study's objective was to examine the association between Organisational Health and Safety practice (OHSP), Task Performance (TP), Job Satisfaction (JS) and Self-efficacy (SE) among workers at the University of Cape Coast Works and Maintenance section. The explanatory design was employed for this study using a census population of 350 workers comprising 3 and 345 senior and junior staff respectively. A data response rate of 91.42% was achieved. The study revealed that, OHSP influence TP, while JS was also a significant variable that stimulate job performance among workers. This feeling of satisfaction and belongingness possibly motivate workers to put in their best on their assigned jobs, hence, an increase in job performance. This JS intervene the relationship amid OHSP and JP. Self-efficacy was seen to positively influence TP. Thus, workers with high level of efficacy and confidence are more likely to increase their TP. However, the analysis showed that there was no statistically significant influence of Self-efficacy on the relationship between Occupational Health and Safety Practices and Job Satisfaction. To this end, the Health and Safety Practices of an Organisation tend to influence workers' task outputs though another influential factor that get workers to increase their task performance was Job Satisfaction. It is recommended that management should provide rigorous education and training on OHSP among workers. In addition, management should ensure that workers are motivated to feel the sense of satisfaction in what they do at the workplace.

ACKNOWLEDGEMENTS

I owe my deepest gratitude to God for His Grace and Mercies. I am also thankful to my supervisor Professor Abraham Ansong, who directed and supervised me to complete this work. I am much thankful to all my lecturers from the School of Business, and the Staff of Works and Maintenance Section of the University of Cape Coast.

DEDICATION

To my children and family.

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LIST OF ABBREVIATIONS

DPDEM	Directorate of Physical Development and Estate Management
HIV	Human Immunodeficiency Virus
ILO	International Labour Organisation
JP	Job Performance
JS	Job Satisfaction
OHS	Occupational Health and Safety
OHSP	Occupational Health and Safety Practices
OLS	Ordinary Least Squares
PMT	Protection Motivation Theory
PPE	Personal Protective Equipment
SE	Self-Efficacy
SEM	Structural Equation Modelling
TP	Task Performance
UN	United Nations
WHO	World Health Organisation
WSS	Work Safety Scale

CHAPTER ONE

INTRODUCTION

Every effort or method that can contribute to the well-being of employees should not be taken for granted in a time when there are so many nemeses to combat in order to protect, encourage and care after the lives of workers. Even though there is a growing global effort to ensure everyone's wellbeing and drastically reduce the number of preventable deaths and illnesses from hazardous chemicals, pollution, and contamination, as is specifically emphasized in the United Nations Sustainable Development Goals (SDGs), target 9 of the goal 3, there are still a lot of reported instances of these avoidable deaths and illnesses at the work place.

Background of the Study

Safety at work had been side-stepped or disregarded for years in favour of increased production (Cole, Stevens-Adams & Wenner, 2013), but concerns for safety practices gained the attention of organisations and safety practitioners when series of disasters in a number of industries caused devastating damages and deaths in more recent years (Cole et al., 2013; Neal, Griffin & Hart, 2000). Scientific studies that seeks to identify antecedents of occupational accidents started at the beginning of the twentieth century (Nielsen & Mikkelsen, 2007). The focus of safety research, prevention and management efforts then were on how to identify antecedents of occupational accidents to help in designing preventive interventions. The main focus was on measures to safeguard and ensure that employees are healthy for work (Nielsen & Mikkelsen, 2007).

The need of developing healthy workplaces is increasingly recognized as a broad concept that impacts everything from quality of life with a significant effect on the health condition of workers (Helliwell & Putnam, 2004). OHS as an interdisciplinary concept is centred on promoting safety, health and well-being of workers (Bhagawati, 2015). OHSP embodies the psychological, emotional and physical well-being of workers with respect to task performance (Amponsah-Tawiah & Dartey-Baah, 2011). OHSP is considered as a key factor that could endanger an organisation from achieving its' goals (Amponsah-Tawaiah & Dartey-Baah, 2011). Available data show shockingly high rates of workplace injuries in both industrialized and evolving countries (Gyekye, 2006). The International Labor Organization (ILO) approximate that 350,000 out of 2.3 million deaths per year are caused by work-related illnesses or accidents can be attributed to occupational accidents. ILO and World Health Organization (WHO) data indicate a high fatality rate for workers in Sub-Saharan Africa. They estimate an annual fatalities rate of over 54000 workers passing due to work related injuries. In addition, the occurrence of work-related accident is around 42 million per year, which requires at least three days of leave from employment (Lajini, 2014).

Additionally, according to the ILO, there are 264 million nonfatal accidents annually that result in work-related diseases, taking away around 3 days off (ILO, 2014). Seo et al. (2004) concludes that workers in developing nations, risk incurring significant financial and human resource costs as a result of occupational illnesses and injuries. According to a recent ILO study, there are 860,000 occupational accidents each year, and the global cost of

occupational sickness and accidents is projected to be $2.8 trillion (ILO, 2014).

No matter where a person works, the ILO, the WHO and the Ghanaian Constitution, and the Labour Act of Ghana all emphasize that protecting employees from injury and illnesses is a fundamental human right. For instance, the introduction of the ILO constitution states that: "*The protection of the worker against sickness, diseases and injury arising out of employment is fundamental element of social justice.*" In support of this the WHO asserts that: "*Occupational safety and health is human right and decent work eventually is safe work*" (WHO, 2010: p. 1). Additionally, the UN highlighted this idea through the previous Secretary General said that "*Safety and health at work is not only a sound economic policy, it is a basic human right"* (Kofi Annan)*;* and the Labour Act of Ghana (2003), (Act 651 Section 118:1) further states that the employer is required to *"ensure that every worker employed in Ghana works under satisfactory, safe and healthy conditions"* in their place of employment, whether it be a farm, office, factory, or shop. According to Ghana's Labour Act (Act 651, 2003), a workplace is "any place where a worker needs to be or to go by reason of his or her work which is under the direct or indirect control of the worker" (p.52).

The "health and safety" of all employees across all economic sectors is essential to ensure healthy workforce and progressive society. The place in which people work and the type of work they do have great influence on physical and psychological health of individuals (Marmot & Wilkinson, 2006). This argues that in order to give the workers a harmless and respectable workplace, the workplace should be as free of hazards as feasible. Industrial or

occupational accidents have a significant impact on both the victims' and other witnesses' mental health. Employee health and safety may cost the specific workers, relatives, companies, and the country at large.

Not only is preventing work-related illness and injury important to individuals and their families, but it is also of immense importance for good business, industry and society. The victim and the employer both face financial repercussions and even productivity of a whole industry. The cost of workplace injuries and ill-health on individual, organisational and national levels is incalculable. Healthy workforce is essential for the survival and good business of any organisation. There are a number of benefits that accrue to any human organisation that ensures that its workforce work under conducive, safe and healthy work environment. The workforce in those organisations is assured of fundamental human right to life, quality of work life and enhanced wellbeing. The organisation also benefits immensely because providing safe work to employees helps to avoid financial loss through payment of compensations and loss of working man-hours. It also helps organisations to maintain their corporate image.

According to Katsuro et al. (2010) productivity of workers is influenced by the give-and-take nature of safety concerns, OHSP initiatives. When workers are physically, emotionally, and with a desire to work, their performance increases (Asamani, 2017). Increased employee performance translates into higher production, which generates higher earnings. Greater advantages could be realized when safety practices become priority of the employer (Riedel, 2001). When safety practices are adhered to, an organisation is likely to experience higher-quality products and services, more

innovative thinking and creativity, improved resilience, and heightened cognitive ability (Riedel, 2001). On the other hand, rising rates of accidents, illnesses, and time off work, absenteeism, and turnover have been brought on by rising occupational injuries and infections. This suggests that increasing pay expenditures contributed to a decline in both individual and company productivity (Riedel, 2001).

Employees who suffer workplace injuries may be forced to miss shifts or function with less efficiency because they are physically unable to keep up their usual pace (Riedel, 2001). Long-term dangerous working circumstances can lead to long-term effects like respiratory disorders from breathing harmful particles without sufficient protection or repetitive stress injuries from overexerting one's body (Armstrong, 2006). These circumstances make it difficult for a person to do a job over the long term, which increases turnover and forces your business to invest important time in training replacements (Omusulah, 2013).

Task performance is characterized as a person's input towards the achievement of an organizational goals. It outlines an employee's primary job responsibilities. It is also known as "in-role prescribed behaviour" (Koopmans et al., 2011) and is evident in the number and quality of certain deliverables and job outputs. Task performance is considered as a dimension of job performance. With job performance, it embodies an individual's contribution to the organization's overall performance. Task performance and contextual performance are the two fundamental components of work performance, according to Borman and Motowidlo (1993) which goes beyond formal job responsibilities (Koopmans et al. 2011). This study was narrowed to task

performance which will enable the researcher to quantify work done by employees based on their assigned duties or what is expected of them but not on “discretionary extra-role behaviour”. At the workplace task performance may be improved via careful task planning, checking, and evaluating how well each employee is contributing to his/her assigned duties.

Guided by the theory of quality management, the relationship between OHSP and task performance could be explained. The Theory of Quality Management (TQM) emphasises on product quality. This notion holds that every employee in a company helps to improve the organization's working culture through enhancing its goods, procedures, and services. This study adopts the TQM to include safety practices at the workplace. Deming first noted the connection between the corporate principles of quality and safety, by saying “safety, like quality, improves when we improve the system. The quality of work life will improve when management views safety as the results of their management system rather than treating accidents as a special occurrence outside their management system” (Rahimi, 1993).

While safety is concerned with improving the conditions under which the product or service is produced (Maxfield, 2010), quality is focused on enhancing the product or service that is delivered to the client (Chiarini, 2011). Due to this, the client speaks for both the customer's and the employee's interests in terms of product quality and safety (Herrero, Saldaa, Manzanedo del Campo, & Ritzel, 2002). Both the quality and safety functions benefit the company; quality boosts the worth of the final product by boosting sales or income via cost savings, and safety boosts the worth of the final product by lowering expenses related to injuries.

Similarly, established OHSP within an organisation may influence job satisfaction among workers (Omusulah, 2013). Job satisfaction was described by Robbins and Judge (2007) as a favourable attitude toward one's work that results from an assessment of its qualities. How workforces perceive and feel towards their job could directly impact on the quality and quantity of work output. The disparity between the type of incentives workers got and the quantity they think they should earn, then, might be the cause of their positive or negative attitude about their work (Armstrong, 2006).

The social exchange theory (Blau, 1964) could be used to explain the connection between employee attitudes like job satisfaction, OHSP, and task performance (Cropanzano & Mitchell, 2005). According to the reciprocity principle of social exchange theory, workers are obligated to treat others nicely when they are the subject of good behaviour. Employees' adherence to organizational safety policies, their job satisfaction (Witt, 1991), and their performance all grow as a result of their exchange ideology (Orpen, 1994). To put it another way, employees who feel obligated to firms for their trustworthy and equitable approach respond by having positive employee attitudes like job satisfaction and OHSP, which influence their task performance.

The competence that employees feel regarding the capacity to successfully perform their duties could influence task performance. People who have confidence in their talents adopt self-disciplined behaviour to enhance performance which may serve as a motivating resource. When workers are confident in their ability to execute their duties, they are motivated to work quickly and effectively. This will lead to an improvement in their in-role and out-of-role behaviours.

Self-efficacy's effect on work performance has been thoroughly studied by Bandura (1977), and he discovered a favourable effect. Jawahar, Meurs, Ferris, and Hochwarter (2008), found that self-efficacy and task performance to have favourable connections. Thus, an individual perception of his or her self-efficacy determines a person's level of competence (Pajares & Schunk, 2001). This impression has the potentials of influencing a person's capacity to complete a job to attain a specific realistic goal (Pajares & Schunk, 2001). Borgogni, Russo, Miraglia, and Vecchione (2013), found that self-efficacy increases job satisfaction and attendance among employees. Employees with self-efficacy are therefore likely to do both extra role behaviours and in role behaviours successfully.

Statement of the Problem

Ghana's 1992 constitution declares that *"every person has the right to work under safe and healthy conditions"* [Article 24 (1)]. Is there a link between task satisfaction and occupational health and safety practices in Ghanaian manufacturing firms? However, there seems to be a notion that work-related safety practices are issue of the industrial sector only. This is supported by the fact that most of the research works (Gyekye & Haybatollahi, 2012; Gyekye, 2001) in literature is focused in areas like construction, mining, oil and gas etc. Literature suggests that there hasn't been much empirical research on employees' health and safety in Ghana's education sector. The few studies that were referenced in the literature were in fields like auto mechanics (Monney, Dwumfour-Asare, Owusu-Mensah & Kuffour, 2014), wood industry (Kwankye, 2012; Effah, Antwi, Adu & Boampong, 2013, Mitchual, Donkoh & Bih, 2015), industrial firms (Gyekye & Haybatollahi, 2012;

Gyekye, 2001, 2003, Gyekye & Salminen, 2004, 2006), mining (Amponsah-Tawiah & Dartey-Baah, 2011; Amponsah-Tawiah & Mensah, 2016; Amponsah-Tawiah, Jain, Leka, Hollis, & Cox, 2013), Market and street vendors (Alfers, 2009); household survey of occupational injuries (Mock et al, 2005); female work-related illness (Hill, Darko, Seffah, Adanu, Anarfi, & Duda, 2007; Avotri & Walters, 1999;); and crop production (McNeill & O'Neill, 1998). Marketplace and street vendors (Alfers, 2009); survey of occupational injuries in the household (Mock et al, 2005); female work-related illness (Hill, Darko, Seffah, Adanu, Anarfi, & Duda, 2007; Avotri & Walters, 1999); and crop production (McNeill & O'Neill, 1998).

Meanwhile, statistics show that the services sector including tertiary institutions employs about 49.4% of the total workforce of Ghana (Ghana Statistical Service [GSS], 2020) making it one of the vibrant aspects of the economy. Data from the GSS (2015) further suggests that out of a total of 9,269,889 people who were employed in 2015, 1,341,890 (14.5%) had experienced a work-related injury in the past, with men being twice as likely to have done so (19.4%) as women (10.3%). Even though the concept of occupational health and safety (OHS) in was understood in Ghana prior to the introduction of the factories, offices, and shops Act 1970 (Annan, Addai & Tulashie, 2015), approximately 6.3% of all employed individuals had an accident in the previous 12 months, resulting in a decrease in productivity and economic loss. Considering the number of employees within the tertiary education space, there is a need for proper initiation, formulation and enforcement of health and safety measures in the educational sector which is

one of the vehicles for economic growth (Botchwey, Kesseh, Baidoo, Boateng, & Boakye, 2022).

The educational sector as a vehicle for economic growth provides employment to most Ghanaians (GSS, 2020). This suggests that research efforts should be directed at the sector that is the pivot of the economy. It however, appears not much studies have been done on how OHSP influence employees' task performance in the tertiary institutions. This study therefore seeks to bridge this gap by investigating how variables such as OHSP, employee task performance, job satisfaction and self-efficacy influences each other at the public university. It is believed that apart from OHSP having a direct positive influence on employee task performance, it could also indirectly achieve this feat by promoting job satisfaction among employees.

At the UCC, the Works and Maintenance Section is mandated to undertake, moderate minor renovation works within the University. These renovation works spans across works in the bungalows, lecture theatres, offices, roads and the day-to-day maintenance works such as changing of door locks, mosquito nets, repairing burst pipes etc. With an estimated staff strength of 535 including Senior Members (Engineers, Quantity Surveyors, Land Economist and Architects) Senior Staff (Technicians and Administrators) and Junior Staffs (Artisans and laborers), workers are exposed to varying degree of occupational hazard which could influence their attitude towards work.

Purpose of the Study

The goal was to determine the link between OHSP, task performance and job satisfaction among workers at the University of Cape Coast Works and

Maintenance section. Specifically, the study sought to achieve these objectives by examining

1. The relationship between OHSP and task performance.
2. The relationship between OHSP and job satisfaction.
3. The relationship between job satisfaction and task performance.
4. The part that job satisfaction plays in the relationship between OHSP and task performance.
5. The role of Self-efficacy in the relationship between OHSP and Task performance of employees.

Research Hypothesis

1. Occupational health and safety practices positively influence task performance of workers.
2. Occupational health and safety practices positively influence job satisfaction.
3. Job satisfaction positively influences task performance of workers.
4. Job satisfaction mediate the relationship between occupational health and safety practices and task performance of workers.
5. Self-efficacy of employees moderates the relationship between OHSP and their Task performance.

Significance of the Study

Findings of the study is expected to assist all stakeholders in every organisation, institutions, companies, industries and individual businesses to formulate and renew their policies to include safety measures of employees. In this regard, the study will be very useful to University of Cape Coast in building up a strong workforce that would promote the working performance

and productivity whiles securing and prolonging the lives of their workers and staff. Findings from the study would be very important to decision makers in the organization in establishing and understanding how ensuring safety practices at the workplace could enhance employee commitment to task performance.

The study's conclusions would make it possible for the government and other employers, who are legally required to ensure that the workplace is safe for employees to work and must also ensure to communicate with workers and keep them updated on health and safety issues. The study's findings would help future researchers and authors on OHSP in different organizations by offering solid, additional points of reference.

Delimitation of the Study

Geographically, the study was delimited to the University of Cape Coast even though there are other cohort in other public universities. With regards to the population, it is delimited to only workers of the Work and Maintenance Section at University of Cape Coast. In addition, the study in terms of scope was delimited to the roles played by workers, and management in ensuring OHSP of workers.

Limitations of the Study

Since the information was gathered by a questionnaire, there was a chance that social desirability bias might affect the results and that excellent health and safety procedures would have been overreported. This study's use of a quantitative approach as its primary methodology has some limitations since it was unable to adequately address the "why and how" of workers' behaviour toward the OHSP. For instance, the study was unable to identify the

motivations behind respondents' usage of PPE or other health and safety procedures. Once more, there was limited chance to elucidate concerns of the respondents. In-depth interviews or focus groups may have been used to do this more effectively. Only those employed by the Work and Maintenance Section at the University of Cape Coast. The outcomes of the survey could not be generalized to reflect the views of all employees at universities in Ghana because of the topic of interest, time, and resource limitations that prevented the inclusion of workers from other regions of the institution or Ghana.

Definition of Terms

Occupational Health and Safety Practices

These represent actions on behalf of management and workers of the Works and Maintenance to promote safety and health at workplace. This include the wearing of personal protective equipment or getting involved in promoting safe working practices in the workplace.

Task performance

Is defined in this study as the effectiveness with which an employee performs activities that contribute to the growth of an organisation.

Job Satisfaction

This is defined in this study as the level of contentment employees feel with their job. This goes beyond task performance to cover competencies such as team work and collaboration.

Self-Efficacy

Represents an employee's belief in their capacity or abilities to act in ways necessary to reach specific goals at the work place.

Organisation of the Study

Five chapters made up the organization of this study. The study's introductory chapter is covered. The study's background, the issue statement, the study's aim and importance, the research questions, the study's restrictions and delimitations, and the definition of terminology are also covered. The literature that is connected to the topic is reviewed in Chapter 2. In Chapter 3, the methodology is covered, including the research design, population sample, sampling method, and data collection techniques. The study's data and comments are analysed in Chapter 4, and the summary, findings, implications for counselling, and suggestions for further research are presented in Chapter 5.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This section presents the theoretical underpinning, together with evaluation of related literature pertinent to the study. To make reading easier, the literature review is divided into several headings. A summary of the review is also present at the end of the chapter.

Protection Motivation Theory (PMT)

The PMT holds that dread may inspire people to change their behaviour via participating in safety and protective behaviours, served as the study's main theoretical framework. It's a theoretical framework designed to explain the reasons and procedures that go into people deciding whether or not to take preventive measures against prospective risks (Bai et al., 2018; Gharaei et al., 2017; Rainear & Christensen, 2017; Westcott, Ronan, Bambrick & Taylor, 2017; Wong, Gaston, DeJesus & Prapavessis, 2016). Ronald Rogers first put out the hypothesis in 1975, and it was later updated and expanded upon in 1983 (Bai et al., 2018). PMT explains the decision to participate in protective behaviour by explaining individual and societal influences as well as cognitive processes (Rainear & Christensen, 2017). It asserts that employment of defensive actions is caused by a sense of threat, which is a claim backed up by Pádua, Santos, and Horta (2013). According to Rogers (1975), attitude modification also involves more nuanced psychological or rational decision-making and is a result of how much protective motive is sparked by an individual's cognitive assessment (Clubb, 2012).

Since 1983, the PMT has provided answers in a variety of fields of inquiry, as anticipated by Rogers (Westcott et al., 2017). It is often employed

in several disciplines, including psychology, public health, sociology, and geography. For instance, it has improved our knowledge on behaviours, such as the usage of alcohol among workers (Gibbons, Houlihan, & Gerrard, 2010), participation in rehabilitation programmes (Grindley, Zizzi & Nasypany, 2008) and sexual danger conduct for HIV transmission (Cheng et al., 2010). Additionally, it is employed to study sedentary behaviour (Wong, Gaston, DeJesus, & Prapavessis, 2016), substance abuse and smoking (Yan et al., 2014), pro-environmental behavioural intentions (Rainear & Christensen, 2017), protective behaviours against schistosomiasis, among other topics (Xiao et al. 2014) and nutritional improvement (Gharaei et al., 2017).

The three main parts of the hypothesis are an appeal to fear, an attitude shift and a cognitive mediating process. Fear appeal includes three sorts of data about prospective dangers thus the potential severity of the threat's consequences; the likelihood that the threat would have an impact on the individual; and the effectiveness of a suggested reaction in defending against a potential threat (Clubb, 2012; Rogers, 1975). A staff member of the Works and Maintenance Section would be persuaded to use safety practices by adopting the principles outline in the fear appeal. The dread of losing one life or sustaining fatal and life threating injuries at the workplace could motivate workers to look for best alternative to avoid such incidents. If the staff member believes that engaging in work safety practices could protect them from such harm, they are likely to cooperate at the workplace.

The cognitive mediating process is the other part. The extent to which an accident and injury might impact a person is intended to be determined after taking into account the information provided by accident fear. This

evaluation establishes a person's desire to follow safety procedures in response to the fear of an accident. This will finally start the last phase of the PMT model: the intention to take the suggested preventive action. An individual would be anticipated to be motivated to participate in a protective reaction to a possible danger if he/she professed life-threating danger, the likely opportunity of getting exposed to such danger, and/or perceived ways of avoiding such threats are provided. However, if the perceived risk of disease or injury, the possibility of getting exposed as well as having slim alternatives to avoid such disaster, a person may be less inclined or unwilling to take the suggested preventive action or response in response to the potential danger.

The present PMT model was developed when Rogers updated his initial theory in 1983 to explain and deepen the procedures involved in the choice to adopt preventative measures. Similar to the fear appeals part of the previous paradigm, stimuli from the working environment and self-assessment on possible risks and possibilities for protective behaviour. The individual then evaluates this information using the threat appraisal and coping appraisal procedures. In the threat evaluation process, the person weighs the benefits of forgoing preventive behaviour against the gravity and susceptibility of a prospective danger -min this example, occupational accidents and illnesses-in order to choose how best to proceed.

Seriousness and vulnerability both serve to augment the other continuously when fear arousal occurs (Clubb, 2012). The coping evaluation requires balancing the protective response's perceived effectiveness with its costs, such as annoyance, expenditure, and difficulty in acting (Al-Ghaith, 2016). Protection motivation comes from these dangers and coping

assessments (Clubb, 2012; Rogers, 1975). PMT is often employed in several studies on OHSP (Moeini et al., 2018; Morowatisharifabad, Faryabi, Sardooei, Fallahzadeh & Sakhvidi, 2017; Sakhvidi et al., 2015), which draws to the conclusion that educational interventions on OHS for workers are crucial.

It is suggested that the extent to which employees will follow or adhere to OHS measures is largely dependent on how vulnerable an employee perceived him/herself to be. An employee is more likely to follow safety protocols only when the threat level is high and feels handicap to control it. The fear of imagining the worst happen to us could motivate an employee to adhere to safety protocols. The PMT could help in understanding how fear could motivate employee to amend their behaviour or attitude towards OHS measures.

Reciprocal Safety Culture Model

OHSP explanation to staff members is important and theoretically acceptable for the reciprocal safety culture paradigm (Cooper, 2000) to the Works and Maintenance Section of UCC. Cooper's model is based on Bandura's (1978) model and assertion that the behaviour of individuals and their environments influence each other. Based on this premise, Cooper asserts that a person's personal values might affect how they act at work and organizational variables. The key variables of the reciprocal safety culture model are: *The person, the job and the situation* as seen in *Figure 1*.

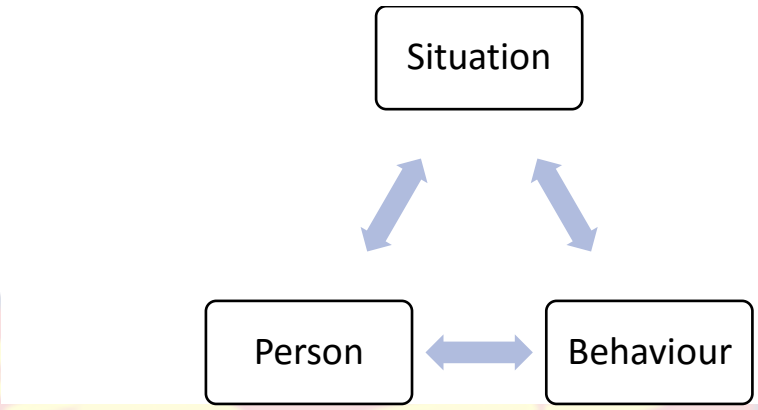

Figure 1: Reciprocal Safety Culture Model (Cooper, 2000)

These factors constantly affect one another at the workplace, and the quality of the interactions among them determines occupational safety. The person aspect of the model comprises beliefs, attitudes, perceptions, and values concerning safety held by both individuals and groups. The job component of the reciprocal safety culture model depicts individual employees' safety-related behaviours that can be seen in the workplace. Lastly, organisational policies, communication styles, operational procedures, and management systems characterised situation within the organisation.

Hazards exposure and the prevailing safety culture of the Works and Maintenance Section constitute the situation aspect of the reciprocal safety culture model as well. These three aspects constantly interact and the quality of the safety culture and behaviour would base on the type of engagement that exits among the three components. The qualities of the Safety behaviours and safety cultures are expected to have implications due to safety performance of workers under the Works and Maintenance Section.

Work place accident investigations indicated that organizational and cultural factors are underlying causal factors of accidents (Seo, 2005). Safety culture was used here to explain some of the organizational factors

(MacDonald, Ingersoll & Berger, 2000) that affect the behaviour and safety outcomes of employees.

The Maslow's Motivation Theory

According to the principle, employees may be motivated to meet a range of demands (Rue & Byars, 2001). In 1954, Maslow established a hierarchy of wants. These include the demands for physiology, safety, social, esteem, and self-actualization needs. The need for food, drink, shelter, and clothes are considered physiological necessities. In essence, the body requires these things in order to maintain life. Protection against danger, threat, and any kind of deprivation are all necessities for safety. Employers must ensure employees' safety, according to workers.

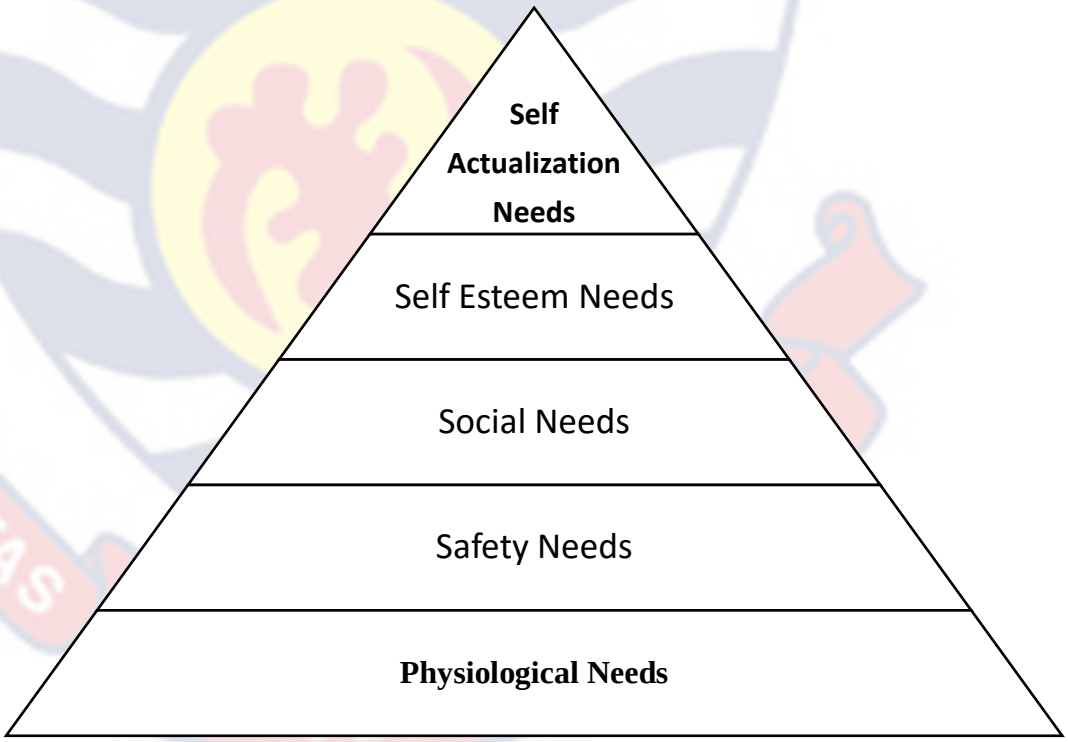

Figure 2: Maslow's hierarchy of needs.

Source: Dessler (1999)

Stability, security, law, order, and weather protection are all necessary to meet the requirement for safety. Employees need to feel safe in their work in order to perform well. Many people find it difficult to go past this second most fundamental necessity given the state of the work market today. Additionally, it makes people want structure in the workplace, including a chain of command and a procedure for their tasks, so they may feel certain they are carrying out their obligations properly. An employee's overall enjoyment at work might be impacted by their desire for safety. An employee's concern for their personal safety and that of their colleagues is normal. For instance, a company's top priority may be to give its employees a safe working environment. Employees need to believe that the risks and hazards they face are minimized and that their safety is assured at work.

Providing appropriate protective gear and securing the working premises to prevent intruders, are some possible means of ensuring safety at the workplace. According to Dessler (1999), another aspect of occupational safety is having a supportive and safe emotional environment. It is often difficult to motivate employees to experience the next level of becoming actualised when workers are concerned about their job security.

Employees will be less concerned about their safety at work when employers prioritize the wellbeing of their employees by implementing and upholding occupational health and safety practices and standards. Additionally, a strong emotional and psychological sense of safety might inspire an individual to work hard, boosting productivity.

Employees look to their jobs to meet their safety requirements once their physiological demands have been met. It may be given by making sure

they feel secure at work. Organizations may do this with the aid of a safe and supportive work environment. The next level in the hierarchy of wants can be met by employees when they feel loved and included by their manager and co-workers. The employee must feel respected and that their activities are making a difference in the success of the business. Employees must believe they have put forth their best effort if they are to achieve self-actualization. It ultimately leads to work satisfaction by empowering and motivating them.

Conceptual Review

Occupational Health and Safety (OHS)

Since there is no uniform definition for occupational health, numerous authors have given their own interpretations of the term. The Joint ILO and WHO in 1950 established a Committee on Occupational Health. The committee suggested that the goal of occupational health should be to advance and ensure that the extent of mental, physical, and social well-being of workers; measures should be put in place to curb the occurrence of accident at the workplace; and ensuring regular maintenance at place of work (Stellman, 1998). Several writers have used this concept as a reference when attempting to define and rate OHS.

Hughes (2007) asserts that OHS aims to preserve the maximum degree of worker health, safety, and well-being in the workplace. It also protects facilities and equipment there. In Tadesse and Admassu's reference to the WHO (2006) "*OHS aims at protection and promotion of the health of workers by eliminating occupational factors and conditions hazardous to health and safety at work; enhancement of physical, mental and social well-being of workers and support for the development and maintenance of their working*

capacity (p. 4)*"*. It covers the creation and promotion of sustainable environments and organizations, as well as professional and social growth in the workplace. In a similar spirit, Johnson (2008) asserts that OHS is focused with reducing and getting rid of possible workplace safety concerns. Therefore, it must be acknowledged as a crucial organizational objective.

Muto, Mizoue, Araki, Miyazaki, and Marui (2002), defines occupational health as a fundamental part of an organisational responsibilities that bring about sustainable development, which consists of a number of important development-related events. Even while workplace health and safety is crucial for employees, employers, clients, communities, and entire countries, not all workers throughout the world have access to occupational health services as they need to (Rantanen & Fedotov, 2011). Only approximately 15% of the global working population, according to Rantanen (2005), experience OHS at their workplace. This change depending on the region of the globe in which one is employed. Aspects of occupational health coverage care varies between 15% and 90% in more industrialized nations, whereas it spans between 3% and 20% in underdeveloped nations. This assumption is supported by the findings of Nicholson (2004), who noted that just 14% of British employees in 2003 benefitted from complete occupational health care. Because of the inadequate OHS specialists globally, these services are not accessible to every worker (Nicholson, 2004).

Despite WHO and ILO's efforts in ensuring that nations ensure a risk-free working environment for workers, particularly workers in the informal sectors (Rantanen & Fedotov, 2011). This could negatively influence the willingness of workers to comply with safety protocols at the workplace. This

is due to the fact that OHS interventions frequently demand significant resources or knowledge that are out of the price range of business owners (MacEachen et al., 2008). Even while the phrase "occupational safety and health" is used in all pertinent ILO documents and initiatives, as well as by other writers like Alli (2008), Friend and Kohn (2007), and Tadesse and Admassu (2006) utilize the idea of OHS, as opposed to occupational safety and health, is used in this work. This does not imply support for, acceptance of, or opposition to either of the usages.

Job Satisfaction (JS)

An important idea in organizational psychology is job satisfaction. Since 1973, there have been many publications regarding JS, making it a frequent researched niche in the field of organizational psychology (Despande, 1996). According to Locke (1976), the emotional state of workers is mostly influenced by the outcome of one's job experiences. There are many different aspects of JS, and several studies have categorized them. Smith, Kendall, and Hulin (1969) proposed one of these classes, which included the satisfaction components with salary, contentment with promotions.

Job satisfaction was defined by Arnold and Feldman (1986) as all favourable impacts (or sentiments) workers experience toward their occupations. In a similar vein Robbin (1996) considers job satisfaction as the discrepancy between the number of incentives that employees actually receive and the number that they feel they should receive. Employment Satisfaction is a positive emotion in relation to person's job that results from an assessment of its qualities (Robbins & Judge, 2007). Armstrong (2006) said that JS indicates favourable emotional feelings towards the job. Further, Bakotic and

Babi (2013) noted that other aspects that influence total job satisfaction should be considered when developing mechanism to improve upon satisfaction at the workplace.

The degree of success at the workplace, as well as internal and external motivational factors such as good supervision, social ties with co-workers, and other facets are considered when assessing job satisfaction among workers (Armstrong, 2009). Employees often undertake certain discretionary behaviour that will facilitate their success at work. When workers are well-motivated, they remain devoted and satisfied with work (Armstrong, 2009).

Mullins (2005) asserts that job satisfaction is a question of perception as much as an emotion, mood, and attitude. It comes about as a result of a worker's experiences at work. Likes, dislikes, intrinsic and extrinsic needs all play a role in job happiness. It may be a significant predictor of workplace behaviours including organizational citizenship, absenteeism, turnover and emotions about their employment. According to Armstrong (2006), having a favorable attitude toward one's employment indicates job satisfaction. On the other side, the satisfaction level of an individual is greatly influenced by their own requirements, expectations, and work environment.

Task Performance

Task performance may be considered as a person's input towards the achievement of an organizational goals. Additionally, task performance may be improved via careful task planning, checking, and evaluating how well each employee is contributing to the corporate objectives. In other words, task performance can be characterised as the behaviour or culture at work that contribute in some way to organizational goals (Arulrajah, Opatha, &

Nawaratne, 2016). Furthermore, Fonkeng (2018) defined task performance as the total financial or non-financial added value contributed by people both directly and indirectly to the accomplishment of the organization's specified goals. Work performance is described by Azmi, Shahid, and Alwi (2016) as an employee's successful completion of the assigned task, subject to the usual constraints of the acceptable usage of resources.

Employee task performance is the record of outcomes obtained from the performance of certain activities or tasks during a given time period (Oluoch, 2015). It is a group of tasks that are important to achieving the goals of the company or organizational unit where a person works (Bernandin & Russell, 2009). According to Armstrong (2010), the process of building a common labour force knowledge of organizational goals is accomplished through performance among employees. Matching organisational goals with performance standards, competencies and skills of employees helps in identifying gaps for employee development programs (Boxal & Purcell, 2008). The global competition among organisation compels corporate entities to come clear on their annual targets and work assiduously to achieve them (Boxal & Purcell, 2008). Hence, having a "performance culture," that considers realistic tactics that motivate workers to contribute their all to see an organisation success has become a common goal for many firms in recent years (Armstrong, 2007). The competencies, knowledge and skills of the human resource department often determines the performance output and safety protocols an organisation could employ (Boxal & Purcell, 2008; Armstrong, 2007; Fletcher & Williams, 1996).

Organisational managers should endeavour to have committed working force and performance culture that makes employees responsible for both the continuing improvement of corporate operations and for their own skills and contributions within a structure provided by effective leadership (Armstrong, 2012). Several global top firms are beginning to embrace that idea that business and employment operations cannot disregard safety and health issues any longer (Boxal & Purcell, 2008). According to Gilley et al. (2003), an organization's broad approach to improve task performance is required, with the importance of workplace health and safety for employee success, it is impossible to address the aim for increased worker productivity in a vacuum (Pritchard, 1990). Maintaining workplace safety must not come at the price of programs to promote occupational safety and health.

Pritchard (1990) asserts that increasing productivity is crucial for each firm, and that doing so requires accurate measurement. Effective supervisors are aware that, to achieved the goal of an organisation, they must actively and favourably influence staff performance. One method to give employees more authority is to manage their performance. Managers and workers must have a complete understanding of workplace safety, including both what they are doing and how they are meant to do it, in order to provide the company and its personnel with the chance to perform at a high level (Zeithmal, 2002).

Effective managers set up conditions that serve two purposes: they encourage workers to perform and enable performance (Zeithmal, 2002). Performance evaluations for employees make certain that they are committed to their positions, strive to accomplish the organization's overall objectives, and fulfill the mission of the business (Aldag, 2004).

Self-Efficacy

The concept of "self-efficacy" as it relates to the workplace was defined by Stajkovic and Luthans (1998) as the degree of confident or believe one's abilities, competencies and skills that fuels or motivate him/her to act in ways that reflects in improvement in work output. The idea of self-efficacy is a fundamental concept of Bandura's (1997) social cognitive theory, a method for comprehending human cognition, action, motivation, and emotion that presupposes that we actively influence our environments rather than merely reacting to them passively.

Self-efficacy was described by Bandura (1982) as how best one executes courses of action necessary to deal with potential scenarios. He defined self-efficacy in 1986 as opinions of how well they can organize and carry out the actions required to produce particular types of performances. In other words, self-efficacy is the beliefs that an individual has that he or she can effectively carry out the activities necessary to attain the aims (Schwoerer et al., 2005). Self-efficacy may be considered as a concept of perceived competence, and people can measure their self-efficacy by estimating the likelihood that they will be able to do a certain activity.

Self-efficacy is a construct that resembles a condition and may be altered by new knowledge, experiences, and learning. According to Bandura (1997), the development of efficacy among people can be aided by mastery experience or performance accomplishment, vicarious experience or modelling, social persuasion, and psychological arousal.

Empirical Review and Hypothesis Development

Occupational Health and Safety Practices and Task Performance

The procedures used by a company to reduce or completely eliminate workplace risks include engineering control, administrative control, and the use of personal protective equipment (Zhang, 2003). Because employees do not need to use excessive force to complete tasks, engineering controls like forklifts and conveyor belts are the most effective hazard control practices, according to Sheik and Sankar (2004). This reduces product delivery time and boosts employee productivity.

Personal Protective Equipment (PPE), according to Abdelhamid and Everett (2008), was the last line of defence in reducing workplace hazards. It shields workers from hazardous weather and sharp objects, lowering the likelihood of accidents and injuries and, ultimately, lowering absenteeism. Additionally, PPE, according to Huang, Xinyu, and Hinze (2008), keeps workers from contaminating raw materials with dangers like viruses or blood fluid, allowing them to make high-quality goods. However, Makori, Nandi, Thuo, and Wanyonyi (2012) maintain that PPE cannot totally remove workplace dangers and must be utilized in conjunction with other approaches, such as engineering and administrative management, in order to be successful.

In a study on the effects of OHSP, including PPE, administrative controls, and engineering controls on employee performance at the South Tongu District Hospital in Ghana, Gbadago, Amedome, and Honyenuga (2017) found that OHSP improved employee performance in terms of staff morale, stress reduction, increased job satisfaction, and decreased medical costs. The study was descriptive in nature; according to Samar (2017),

descriptive research focuses mostly on describing the present occurrence rather than identifying its root cause or elucidating how many factors interact.

The explanatory research approach was employed in the current study to identify and clarify the causal link between the OHSP, OHS legislation, and employee performance. This was accomplished through study using multiple linear regression, moderated multiple regression, and correlation analysis.

According to Murgan (2017), unanticipated circumstances may have interfered 40 with the observation of the task and influenced the study's conclusions since the study employed the observation technique to collect data. As a result, the study's findings cannot be trusted.

According to Robin and Walker's (2000) study, OHSP will lessen accidents in addition to improving job performance and providing employees with safety and security. Therefore, it is anticipated in this study that;

H1: Occupational health and safety practice positively influences task performance.

Occupational Health and Safety Practices on Job Satisfaction

Positive attitudes among workers are linked to occupational health and safety, and these attitudes might affect job satisfaction (Diaz & Cabrera, 1997). According to studies, OHSP not only gives staff members a sense of security but also lowers accident rates and eventually boosts job satisfaction (Robin & Walker, 2000).

Poor safety procedures, particularly in high-risk sectors, may have a detrimental impact on employee morale and make recruiting more challenging, according to Rachenthin (2004). When occupations have purpose, foster a sense of responsibility, and are created to reduce workplace

accidents and injuries, employees are happier and more motivated (Jackson et al. 2009). For instance, a study of Australian workplaces revealed that job discontent was more likely to result from workplace accidents (Tobi et al, 2013).

Omusulah (2013) found that when a business has appropriate safety policies and procedures in place, OHSP increases employee satisfaction favourably. These could cover topics including personal protective equipment use, wellness initiatives, and safety education and training. Evidence from empirical investigations shows that OHSP increases satisfaction at work (Mihiravi & Perera, 2016; Kularathna & Perera, 2016; Yusuf et al., 2012; Neal & Griffin, 2006). Therefore, it is anticipated in this study that;

H2: occupational health and safety practices are positively related to job satisfaction.

Job Satisfaction and Job Performance

The expectancy-value framework is often the foundation of theoretical models that contend that job performance precedes job attitudes in a causal chain (Locke & Latham, 2004). The fundamental tenet of expectancy-value theories is that people who have higher expectations of an event would act differently than people who have lower expectations (Jorgenson, Dunnette, & Pritchard, 1973). People's behaviour will also be influenced by the value they assign to outcomes, which can range from very positive to strongly negative.

High levels of performance, according to Lawler and Porter (1967), would result in awards for the staff, raising their job satisfaction level. This approach supports the definition of work performance, which states that it is

an assessment of behaviour rather than a behaviour itself (Motowidlo et al., 1997).

Perera, et al. (2014) investigated the notable beneficial impact of JS on JP after conducting a study on 322 manufacturing workers in Sri Lanka's important garment industry. Additionally, several academics have discovered that JS has a good impact on JP in a variety of job categories (Perera 2014; Nabirye, et al, 2011; Kahya, 2008). Hira and Waqas (2012) and Edwards, Bell, Arthur Jr, and Decuir (2008) discovered a statistically favourable association between JS and TP in their research of the mid-level banking industry. Additionally, Chen and Liu (2012) discovered that job participation, JS, and internal marketing had a favourable effect on work performance in Taiwan. The third hypothesis for this study was derived using the aforementioned empirical data and is as follows:

H3: Job satisfaction positively influences job performance of workers.

The Mediating role of Job Satisfaction on the relationship between OHSP and Job performance

Organizations require top performing personnel in today's cutthroat business environment in order to accomplish their objectives and get a competitive edge (Witt, 1991). At this stage, it is extremely advised for companies, according to Cascio (2006), that managers define performance to particularly workers in order to enable them to understand the organizational expectations in order to meet the corporate goals. As a result, several organizations have looked for strategies to improve employee performance.

One of the most crucial ideas for understanding workplace behaviour is social exchange theory (Blau, 1964); it has been used to explain the

connection between employee attitudes like job satisfaction, OHSP, and task performance (Cropanzano & Mitchell, 2005). (TP). According to the reciprocity principle of social exchange theory, workers are obligated to treat others nicely when they are the subject of good behaviour. Employees' adherence to organizational safety policies, their JS (Witt, 1991), and their performance all grow as a result of their exchange ideology (Orpen, 1994). To put it another way, employees who feel obligated to firms for their trustworthy and equitable approach respond by having positive employee attitudes like JS and OHSP, which raises their JP.

A statistically beneficial link between JS and TP was discovered by Hira and Waqas (2012) and Edwards, Bell, Arthur Jr., and Decuir (2008). Additionally, Chen and Liu (2012) discovered that job participation, JS, and internal marketing had a favorable effect on work performance in Taiwan. Perera, et al. (2014) found a substantial beneficial effect of JS on JP when examining the link between JS and JP, indicating that JS affect JP.

Additionally, several academics have discovered that JS has a good impact on JP in a variety of job categories (Kahya, 2008; Nabirye, et al, 2011; Perera 2014). Furthermore, research points to a connection between OHSP and JS. According to Robin and Walker's (2000) research, OHSP boosts job satisfaction. Poor safety procedures may have a detrimental impact on workers' job happiness (Rachenthin, 2004).

Numerous researches have also investigated the mediation role of JS between other factors. For instance, a recent study examined the mediating function of JS between organizational citizenship behaviour of staff members at private colleges in developing nations and ethical leadership (Dinc &

Aydemir, 2014). Furthermore, according to Fu et al. (2013), the mediating function of JS and a supportive work environment had a significant indirect impact on task performance.

According to the findings of Ahmad, Sattar, and Nawaz (2017) and Gamal, Taneo, and Halim (2018), JS mediates the connection between OHSP and JP. The OHSP guarantees that employee health will be preserved, enhanced, and safeguarded against the risk of accidents. Employee work satisfaction will increase as a consequence, which will strengthen their ability to do their tasks. Therefore, the fourth hypothesis was constructed as follows on the basis of the foregoing empirical evidence and logical argument:

H4: Job satisfaction mediates the relationship between occupational health and safety practice and task performance.

Self-Efficacy and Task Performance

Self-efficacy was described by Rigotti, Schyns, and Mohr (2008) as "the competence that a person feels regarding the capacity to successfully do the duties associated in his or her employment." People who have confidence in their talents adopt self-disciplined behaviour to enhance performance. This may serve as a motivating resource. When workers are confident in their ability to execute the duties, they are motivated to work quickly and effectively. This will lead to an improvement in their in-role and out-of-role behaviours.

The impact of self-efficacy on work performance has been thoroughly studied by Bandura (1977), and he discovered a favourable effect. In their study projects, some researchers came to the same conclusions. Self-efficacy

and task performance have been found to have favourable connections by Jawahar, Meurs, Ferris, and Hochwarter (2008).

They also discovered that self-efficacy was more closely connected to task performance than to contextual performance. The positive psychologists countered this claim by asserting that self-efficacy is closely tied to contextual performance. People who have strong self-efficacy beliefs establish more ambitious job objectives, work more to accomplish them, and use career strategies to do so. An individual's perception of his or her competence is controlled by self-efficacy (Pajares & Schunk, 2001). This impression affects a person's capacity to finish a job and reach a specific, attainable goal (Pajares & Schunk, 2001).

Lent and Hackett (1987) and Hackett (1995) both found that people who lack confidence in their abilities are less likely to engage in projects requiring their abilities and are more likely to quit up when things become tough. Employees that are self-sufficient take more initiative in their professional growth and come up with suggestions that enhance workflow (Speier & Frese, 1997).

Trentham, Silvern, and Brogdon (1985) found that employees with high levels of self-efficacy are happier and more devoted to their jobs. The same findings were made by Borgogni, Russo, Miraglia, and Vecchione (2013), who also discussed how self-efficacy might increase job satisfaction and attendance. Employees with self-efficacy are therefore likely to do both extra role behaviours and in role behaviours successfully. Therefore, the effects of self-efficacy on the relationship between OHSP and task performance are controlled in this study.

Conceptual Framework

The framework draws from the review of relevant literature. The framework depicts four sets of variables and the arrows indicate the direction of the relationship between the study variables as shown in figure 3. The independent variable is OHSP which is measured to examine its influence in Task performance. Job satisfaction is explored to examine the role it plays in the relationship between OHSP and Task performance. Self-efficacy is explored to examine how it moderate the relationship between OHSP and TP.

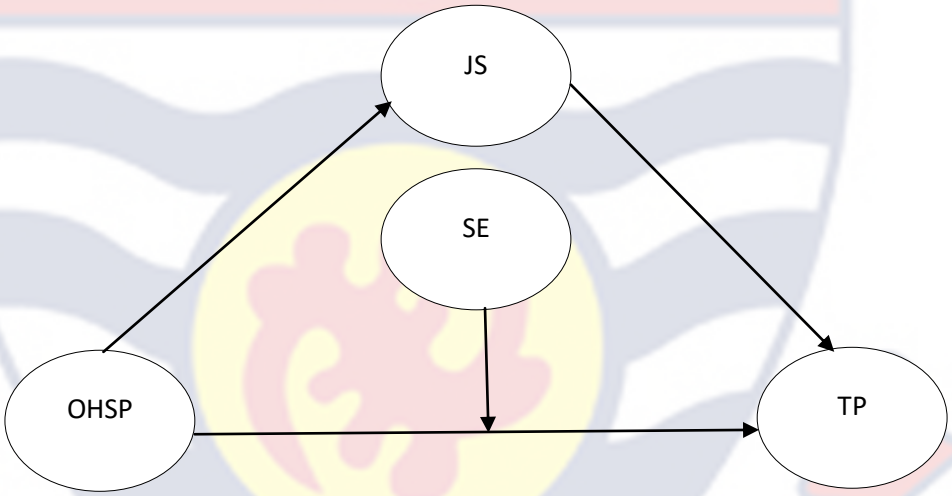

Figure 3: Conceptual framework of the relationship between OHSP, TP, JS and SE

CHAPTER THREE

RESEARCH METHODS

Introduction

The methods utilized to carry out the study is covered in this chapter. The chapter particularly outlines a step-by-step process for collecting accurate and reliable data as well as how the data is analyzed to meet the study's overall goal. Research design, study area, population, sampling technique, data collection instrument, data collection procedures, data processing and analysis, and chapter summary comprise the chapter's organizational structure.

Research Design

The general strategy used in determining the outcome of research questions or hypotheses is considered as the research design (Amedahe & Asamoah-Gyimah, 2015). A framework for carrying out the complete research activity is provided by the research design. The central approach used to yield a reliable and valid results are outlined in the study plan (Creswell, 2017). The type of phenomenon studied often determines the nature of the research questions and/or hypotheses considered, the study group, and other factors all have a role in the decision of which research design to use (Fraenkel, Wallen & Hyun, 2012). Given the overall objective of the study is to examine the relationship between OHSP, task performance and job satisfaction, qualifies the study to be an explanatory study.

In an explanatory study researcher are often interested in describing the relationship that exist among variables in a specific subject or issue at a specific moment (Fraenkel, Wallen, & Hyun, 2012). The Explanatory design was suitable for this study since it aimed at exploring the relationship among research variables. It makes it possible to watch people in an unaltered, natural

setting. Explanatory studies can be useful in identifying factors that can be examined, which means that they may be precursors to future study.

Despite its advantages, I fully recognize that using it presents certain difficulties. Due to the insertion of biases in the measurement devices, they are prone to distortion (Amedahe & Asamoah-Gyimah, 2015). For instance, mistakes made while using questionnaires may skew study results.

Explanatory Studies don't identify cause-and-effect connections. Despite its extensive coverage, the data generated are probably lacking in terms of the depth or specificity of the issue under investigation. Furthermore, the emphasis on broad coverage reduces the extent to which the researcher can verify the veracity and sincerity of replies. After weighing the benefits and drawbacks of using explanatory design, I came to the conclusion that the advantages exceeded the disadvantages. As a result, I conducted the investigation using an explanatory study design.

Study Area

The research's study area was the Works and Maintenance Section in UCC which fall under the Directorate of Physical Development and Estate Management (DPDEM). The directorate has a numerical strength of 535 comprising of senior members, senior staffs and junior staff members. The directorate has twenty-five (25) senior members, ninety-eight (98) senior staffs, and 412 junior staff members. The Maintenance and Works section alone has a numerical strength of 350 made up of five Senior Members (Engineers), senior Staff (Technicians and Administrators) and Jnr. Staffs (Artisans and labourers).

The senior members see to the formulation of policies related to the directorate, while the senior staff members see the day to supervision of the implementation of the policies. The junior staff category sees to the direct implementation of the policies. The mandate of this section is to undertake moderate to minor renovation works within the university including off campus.

These renovation works includes works done on bungalows, halls of residence, lecture theatres, offices, roads etc. This section also attends to the day-to-day maintenance works such as changing of door locks, mosquito nets, repairing burst pipes etc. The activities of the personnel involve minor to major injuries. Some workers have been incapacitated as a result of their injuries at work while others have received some levels of compensation due to their injuries.

Population

The study population comprised staffs of the Works and Maintenance Section of UCC. Records from DPDEM shows a total of 350 staff strength in the Works and Maintenance Section. Out of the total population, five (5) are senior members while 345 are junior members.

Sampling Procedures

Choosing a representative subset from a population is a process referred to as sampling (Amedahe & Asamoah-Gyimah, 2015). The selected subset then becomes the respondents from which data is gathered and extrapolated to the entire population. Sarantakos (as cited in Amedahe & Asamoah-Gyimah, 2015) highlighted a few circumstances in which it is important to conduct a sample survey. These include the following: (1) large

population size making it rationally impossible to cover the entire population; (2) a representative sampling offering a prudent option in terms of time and financial constraint.

A thorough coverage of the population was feasible based on this advice and taking into account the 350 staff members who made up the target demographic. This was done because it would significantly outperform a sample survey. Therefore, the whole workforce of the UCC Works and Maintenance Section was involved using the census approach. Since the entire population was covered, there was no sampling error, making this approach suitable (Creswell, 2017).

Data Collection Instrument

A data collection instrument is defined as a tool that researchers use to gather information for social science study (Bhandarkar & Wilkinson, 2010). A questionnaire as a form of data collection instrument is a self-report measuring device in which each respondent provides written responses to a set of questions or mark items that indicate their responses (Johnson & Christensen, 2004). Normally, the key purpose of a questionnaire is to explain the distributions of variables in a specified group (Ary et al., 2010). A questionnaire is chosen as a research tool depending on its characteristics. Questionnaire takes less time from researchers and respondents since it is simple to administer, easy to complete, and quick to grade (Osuola, 2001).

Despite a questionnaire's quality, it has a low response rate, and response bias is more likely to happen (Creswell, 2012). The questionnaire was preferred to other instruments because responders can finish it in a short amount of time. Additionally, it enables broad geographic sampling and may

be used to a sizable sample (Osuola, 2001). Additionally, the questionnaire contained open-ended inquiries that were created using literature, conceptual frameworks, and earlier encounters. Incorporating those discovered to be pertinent, the design of a questionnaire makes it easier to evaluate past research events.

Measures

Demographic questionnaires concerning participants' age and gender were among the measurements gathered during the research. Four other key metrics were also included: The Work Safety Scale, Generic Job Satisfaction Scale, Employee Job Performance Scale and the General Self-efficacy scale.

Occupational Health and Safety Practice

Attitude toward OHSP was assessed using the Work Safety Scale (WSS) by Hayes et al., (1998), which consist of 50-item evaluated on a 5-point Likert scale. It is often used to evaluate how workers see their level of workplace safety. The WSS comprise five (5) separate constructs: (a) job safety; (b) co-worker safety; (c) supervisor safety; (d) management safety practices; and (e) satisfaction with the safety program.

Job Satisfaction

Measuring JS, I employed the Generic Job Satisfaction Scale developed by Macdonald and Maclntyre in 1997. This self-reporting questionnaire consists of 10 straightforward descriptors evaluated the 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Because of its high psychometric qualities, the Generic Job Satisfaction Scale is frequently utilized.

Task Performance

Task performance was measured using the Employee Job Performance Scale (Na-Nan & Chaiprasit, 2017). This 13-item scale measures task performance on three dimensions thus job time, job quality and job quantity. The scale uses the 4-point Likert scale to evaluate the construct of task performance. Descriptions of evaluation range from Strongly Disagree to Strongly Agree.

Self-Efficacy

The 10-item General Self-efficacy Scale was used to gauge the participants' levels of self-efficacy (Schwarzer & Jerusalem, 1995). This 10-item survey uses the 4-point Likert response scale to gauge responses: (1) Hardly True (2) Moderately True (3) Exactly True (4) Not at all.

Validity and Reliability

The researcher carried out a pilot test to address the instrument's validity and reliability. Pilot tests, according to Osuola (2001), are brief examinations of a single component of a research instrument that are primarily conducted to look for potential mechanical issues. Creswell (2012) emphasizes that when an instrument is adopted or adapted, information regarding validity and reliability may be altered, making it crucial to re-establish validity and reliability. This confirms the significance of validation in research. And so, the instrument was pilot tested by the researcher to confirm the dependability of the instrument once again using staffs at Works and Maintenance Section of the University of Winneba. This will enable the researcher clarified all unclear issues, indicated potential difficulties that may arise throughout the activity,

hence making the adapted questionnaire items culturally friendly to respondents. Content validity was determined by my supervisor who assessed how items in totality measures the defined construct of this study. After the pre-test, the questionnaires were analysed to report the internal reliability coefficient.

Data Collection Procedure

A permission letter signed by the Head of Department was used to request approval from the relevant university authority prior to the data gathering activity. After gaining permission to Care was taken not to interfere with the respondents' activities while the data gathering procedure was being conducted. The instruments were administered directly by the researcher to guarantee a high return rate. The respondents received instructions on how to reply to the questions, and the researcher oversee them while they fill out the survey.

Data Processing and Analysis

Following the completion of the data collecting exercise, the collected data was carefully examined to eliminate incomplete questionnaires from the analysis. To prevent missing values, the error-free data was properly coded and revised (if any). The SPSS program version 25.0 was used to process the data. With the aid of the AMOS program, Structural Equation Modelling (SEM) was carried out to validate the instrument's components. A second generational multivariate approach called structural equation modelling (SEM) is particularly suited for assessing various hypothesized or proposed correlations between variables (Khine, 2013). To get unbiased estimates of the associations between variables, SEM permits the modelling of random errors.

This enables researchers to adjust the correlation/regression estimates to account for measurement mistakes. Conceptually, this is equivalent to correcting for attenuation, which accounts for inaccuracy in latent measurement (Khine, 2013).

A path analysis was modelled using SEM and a bootstrap of 5000 samples with bias-corrected accelerated confidence intervals was used to analysed, hypotheses 1 to 3 separately. Confidence intervals were used to understand the bootstrap results. The bootstrap upper and lower confidence intervals must not include "0" for a result to be significant; as a result, both the upper and lower confidence intervals must have the same sign (either "+ +" or "- -"). This signifies that the confidence interval excludes 0, which rules out a zero-regression coefficient.

With 10000 bootstrap samples and 95% bootstrap confidence intervals, Hayes (2018) evaluated Hypothesis 4 using the double mediation model (serial) of PROCESS. Ordinary least squares (OLS) regression is used to estimate model parameters in the regression-based model PROCESS. Numerous potential pairings are produced using the OLS criterion-based linear regression model. An OLS regression yields a pair of values for the coefficient and regression constant that minimizes the residual sum of squares.

Ethical Consideration

The guiding principles that determine how a person, a group, or a society behaves are known as ethics (Quinlan, 2011). There are several moral concerns that might help safeguard students' rights. These include requesting the Institutional Review Board's ethical approval (IRBA). Additionally, the study, like any other social research, took into account the following ethical

concerns: respondents' anonymity, respondents' informed permission, and authorities' informed agreement to conduct the research on their property. This was crucial since the study wouldn't have been effective without these ethical issues.

CHAPTER FOUR

RESULTS AND DISCUSSION

The study scrutinized the relationship between OHSP, task performance, JS and self-efficacy of workers at the University of Cape Coast Works and Maintenance section. The research was conducted utilizing the explanatory descriptive design. The data collection instrument employed for data collection was the questionnaire. In all, 350 questionnaires were administered, and 320 had no missing data and as such was used for the analysis. A response rate of 91.42 percent was as a result. Data analysis therefore was based on the 320 questionnaires received. The results and discussions in this chapter were presented in a systematic order with the statistics results which include features of the respondents' demographics, results of the hypotheses were presented first, and was subsequently followed by findings from data analysed.

Characteristics of Respondents

Results for the respondents are shown in this section depending on their demographic details. The demographic data comprise gender, and rank of employee.

Gender Distribution of Respondents

Out of 320 respondents in the sample, 313 of them were males (97.82%) whereas 7 were females (2.18%). This shows that male respondents outnumbered their female counterparts in the answers. This result is expected and understandable as the artisan industry is often dominated by males. Essel, Agarkoh, Sumaila and Yankson (2014) attributes this gender imbalance in the

artisan industry to parents and guardian discouraging and preventing their female wards from pursing technical and vocational programmes.

Rank of Employee

The data showed that 43 respondents were at the rank of a senior staff (13.43%) while 277 were junior staffs (86.56%). This suggests that most of the respondents were junior staffs. Table 1 presents respondent's demographic characteristics.

Table 1: Information on respondents' demographics

Gender	Frequency	Percentage
Male	313	97.82
Female	7	2.18
Rank Level		
Senior Staff	43	13.43
Junior Staff	277	86.56

Main Findings

How OHSP Influence Task Performance of Workers

This hypothesis sought to determine whether OHSP influences task performance among workers. The claim was verified by means of a simple linear regression analysis. A sample of 5000 was used for the bootstrap with accelerated confidence intervals to account for bias. Confidence intervals were used to understand the bootstrap samples. The bootstrap upper and lower confidence intervals should not a result must contain "0" to be regarded as meaningful. Confidence intervals need to have the same sign, either "+ +" or "- -." The findings are shown in Table 2.

Table 2: The Influence of OHSP on Task Performance

Independent Variable	B	Adjusted R^2	Beta	Bias	P value	Std Error	95% C. I	
							Lower	Upper
OHSP	.274	.100	.316	.002	.000	.044	.183	.367

The results in Table 2 suggest that OHSP was a highly reliable predictor of task performance, B = .274, *Boot 95%CI* (.183, .367). This implies, Occupational Health and Safety practices among workers influence work output. For example, the results suggest that, a doubling of safety procedures among workers would result in a marginal increase of 0.274 in task performance. That is to say, the more workers are encourage to observe safety practices on worksite the likelihood to observe a marginal increase in task performance among workers. It can therefore be inferred from this finding that anytime there is an increase in safety practices among workers, job performance output may increase.

How OHSP influence job satisfaction

This hypothesis sought to determine whether OHSP influences job satisfaction positively among workers. This assertion was put to test using a simple linear regression analysis. A bootstrap of 5000 samples and an accelerated confidence interval was used to account for bias. Confidence intervals were used to understand the bootstrap samples. The outcome of a bootstrap upper and lower confidence intervals must not include "0" for a result to be significant; as a result, both the upper and lower confidence intervals must have the same sign (either "+ +" or "- -"). The findings are shown in Table 3

Table 3: The Influence of OHSP on Job Satisfaction

Independent Variable	B	Adjusted R^2	Beta	Bias	P value	Std Error	95% C. I Lower	95% C. I Upper
OHSP	.261	.055	.234	-1.319	.000	.067	.129	.390

It is clear from the outcomes in Table 3 that OHSP considerably influences the emotional feeling of workers B = .261, *Boot 95%CI* (.129, .390). The results imply that, workers observing safety practices frequently could give them an emotional comfort of satisfaction on the job. Thus, to sum up, workers that attached importance to safety protocols and hence observe all safety practices are more likely to induce the feeling of satisfaction for their jobs.

How Job satisfaction positively influences task performance of workers

This hypothesis's objective was to ascertain if Job satisfaction would influence task performance among workers. The simple linear regression analysis with 5000 bootstrap samples were used. The determining factor was Job satisfaction and a continuous measurement of this was made. The criterion variable was task performance which was also continuously measured. Table 4 provides specific findings information.

Table 4: How Job Satisfaction influences Job Performance

Independent Variable	B	Adjusted R^2	Beta	Bias	P value	Std Error	95% C. I Lower	95% C. I Upper
Job Satisfaction	.511	.430	.656	.000	.000	.032	.450	.572

The result in Table 4 shows that Job satisfaction, B = .511, *Boot 95%CI* (.45, .57) was a significant variable that influence job performance among

workers at UCC Works and Maintenance section. The outcomes imply that the more satisfied workers are with their jobs the more likely workers will be productive on their jobs. In other words, the feeling of satisfaction among workers could boost their level of input at the work place. This pleasant feeling of satisfaction and belonginess could possibly lead to workers putting in their best on their assigned jobs, hence, an increase in job performance.

How Self-Efficacy influences task performance of workers

In determining whether there was a connection between Task performance and Self-Efficacy (SE) (TP), the null hypothesis was used. Thus, "there is no statistically significant relationship between SE and TP among workers at the University of Cape Coast Works and Maintenance section." The outcomes of the Pearson product moment correlation study is shown in Table 5.

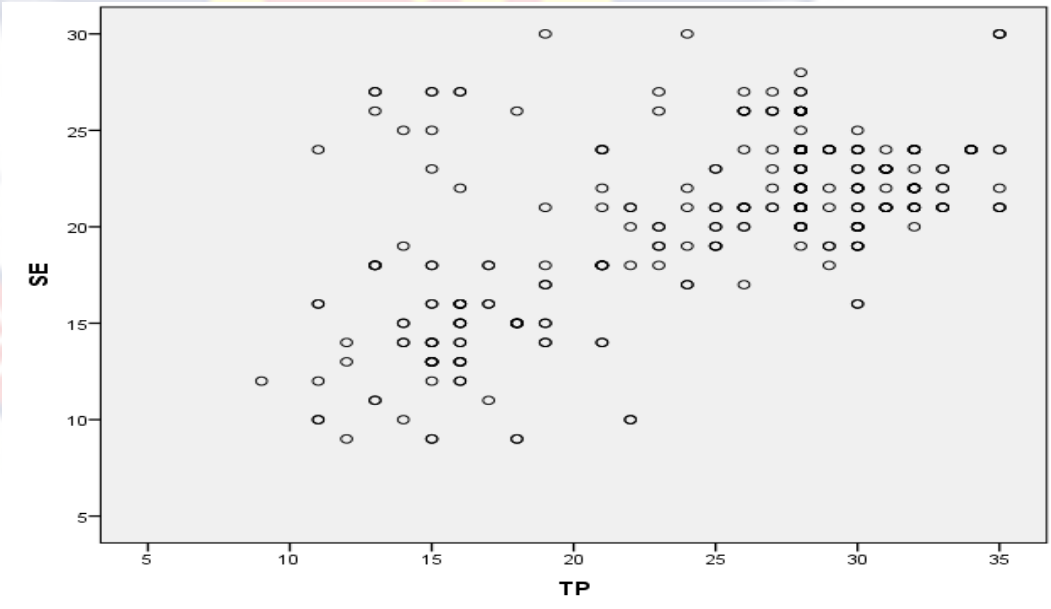

Figure 4: Pearson Correlation between task performance and self-efficacy

Table 5: Pearson correlation between task performance and self-efficacy

		Task Performance	Self-Efficacy
Task Performance	Pearson Correlation	1	0.618
	Sig. (2-tailed)		0.000
	N	350	350

The correlational test in Table 5 revealed that SE (r (350) = 0.618, p=.000) significantly correlated with TP. The obtained Pearson correlation coefficient (0.618) indicates a positive correlation between SE and TP. Thus, the more workers believe in their ability, the more likely to acquire self-control behaviour to enhance their ability to accomplish their duty. Conversely, the less confident workers have in their capabilities, the more likely they will become productive at work.

How Job satisfaction mediate the relationship between OHSP and task performance of workers

In order to understand how occupational health and safety practices (OHSP) and job performance are related, the study evaluated the mediation function of job satisfaction. The outcome showed a significant indirect effect of impact of OHSP on JP was positive and significant (b = 0.054, t = 4.235, p = 0.00) supporting H1. Furthermore, the direct effect of OHSP on JP in present of the mediator (JS) was also found significant (b = 0.133, p = 0.00). Hence, JS mediate the relationship between OHSP and JP. Table 6 provides a summary of the mediation analysis.

Table 6: Summary of Mediation Analysis

Relationship	Direct Effect	Indirect Effect	LLCI	ULCI	P value	Conclusion
OHSP >_ JS >_ JP	0.133	0.054	0.189	0.346	0.00	Partial Mediation

How does Self-efficacy moderate the relationship between OHSP and Task performance?

The study assessed the moderating role of Self Efficacy (SE) on the relationship between Occupational Health and Safety Practices (OHSP) and Task performance. The results revealed a positive but non-significant moderating impact of SE on the relationship between JS and OHSP (b = 0.003, t = 0.262, p = 0.794), rejecting the H1. This finding suggest that SE does not have any influence on the relationship between OHSP and Task performance.

Moderating analysis, summary is presented in Table 7.

Table 7: Moderation Analysis Summary

Relationship	Beta	C. R	P value
SE >_ JP	0.793	1.721	0.085
JP >_ OHSP	0.113	0.448	0.654
JP >_ OHSP*SE	0.003	0.262	0.794

In furtherance, *Figure 5* shows how variables relate with each other and estimated value of the direction and strength of the relationship.

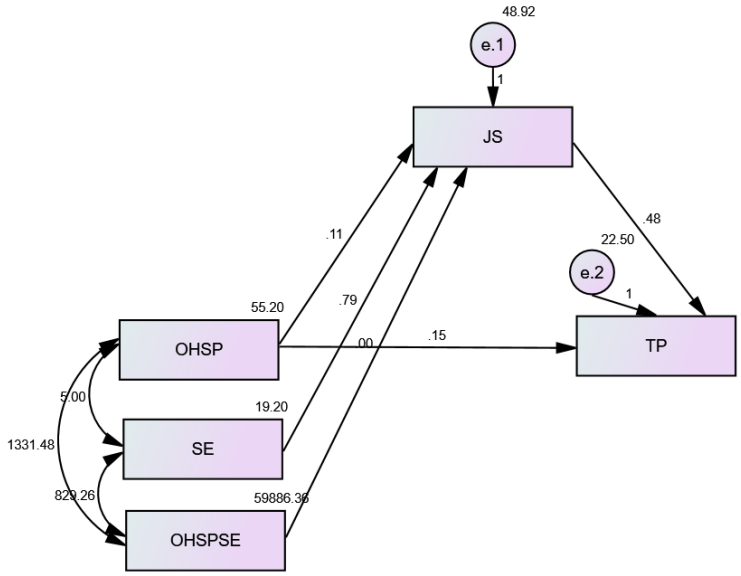

Figure 5: Path Analysis Showing the Relationship between Variables

Discussion of Results

Hypothesis one sought to determine whether OHSP influences task performance among workers. The findings of the study revealed that, OHSP influences task output among workers. For example, the results suggest that, an improvement in safety procedures among workers would result in a little improvement in task performance. The outcomes line up with the findings from Yusuf's et al (2012) study that explained that ensuring workers with comfort and security at the work place leads to improvement in task performance among workers. In furtherance, the finding is consistence with Musyoka's (2014) finding that workplace health and safety policies have a favourable and substantial relationship with job performance. This suggests that OHSP do not only ensure the safety or security of workers, but it also results in reduced accidents, which might increase task performance (Robin & Walker, 2000). a workplace where there are no health risks proof will

probably result in an illness among workforce as stated by Karen Danna et al. (1999), this will negatively impact both employee job performance and organizational performance. Because of the misconception that health and safety limits operational independence and reduces productivity, creating a workplace reality might differ from this view (Pilbeam & Corbridge, 2010). In fact, effective occupational safety and health policies cannot exist if both employers and employees fail to fulfil their respective obligations. (Sikpa, 2011). Accidents are expensive for the business and the affected personnel. Consequently, every effort should be taken to prevent them from occurring at workplaces (Sikpa, 2011). In the same vein, Badakale (2012) concludes that workplace health and safety should get careful consideration on the shop floor keeping in mind that it is a legal requirement and a right for the employees.

Hypothesis two sought to examine whether OHSP influences job satisfaction positively among workers. The result revealed that JS was a significant variable that influence JP among workers at UCC Works and Maintenance section. The outcomes imply that the more satisfied workers are with their jobs the more likely workers will be productive on their jobs. This finding supports Diaz and Cabrera (1997) conclusion that occupational health and safety practices is related to favourable views among employees, which may have an impact on job satisfaction. In a similar vein, the finding is consistent with Omusulah's (2013) assertion that OHSP influences JS positively when an organisation has appropriate safety rules and practices in place. In furtherance, the finding supports the view that OHSP does not only give workers a sense of security, but it also lowers accident rates and, as a result, boosts job satisfaction (Robin & Walker, 2000). Therefore, poor safety

procedures might have a detrimental impact on business morale and make hiring challenging, especially in high-risk sectors (Rachenthin, 2004). When occupations have purpose, foster a sense of responsibility, and are created to reduce workplace accidents and injuries, employees are happier and more motivated (Jackson et al. 2009; Neal & Griffin, 2006; Mihiravi & Perera, 2016; Kularathna & Perera, 2016; Yusuf et al., 2012).

The third hypothesis looked at how JS affects how well workers do their tasks. The study revealed that JS was a significant variable that influence job performance among workers at UCC Works and Maintenance section. This implies that, the more satisfied workers are with their jobs the more likely workers will be productive on their jobs. In other words, the feeling of satisfaction among workers could boost their level of input at the work place. This pleasant feeling of satisfaction and belonginess could possibly lead to workers putting in their best on their assigned jobs, hence, an increase in job performance. The discovery supports the thought of Perera et al., (2014) that job satisfaction positively influences job performance. Similarly, the finding supports Hira and Waqas (2012) and Edwards, Bell, Arthur Jr, and Decuir, (2008) findings that a positive relationship exists between job satisfaction and job performance. In furtherance, the finding supports the view that workers who are satisfied with working conditions of their job tends to give in their all, hence, increasing job performance (Kahya, 2008; Nabirye et al, 2011; Perera, 2014).

Hypothesis four sought to examine how Job satisfaction mediate the connection between workplace health and safety procedures and employees' ability to do their tasks. The result revealed that JS partially mediates the

relationship between OHSP and JP. This finding is in consistent with Chen and Liu (2012), assertion that job satisfaction positively impacts on employee's job performance and occupational and safety practices. Employees who feel obligated to organizations as a result of their trustworthiness and equitable methods result in positive employee sentiments like observing safety practices and increasing job performance. According to the findings of Ahmad, Sattar, and Nawaz (2017) and Gamal, Taneo, and Halim (2018), JS mediates the connection between OHSP and JP. The OHSP guarantees that employee health will be preserved, enhanced, and safeguarded against the risk of accidents. Employees will feel more content with their work as a consequence, which will boost their performance on the job. Furthermore, the results are consistent with Fu et al. (2013), who found that job satisfaction served as a mediator between a caring work environment and task performance.

Hypothesis five sought to ascertain whether there was a connection between Task performance and Self-Efficacy (SE) (TP). The finding from the study revealed that SE positively influence TP. Thus, workers with high level of efficacy and confident are more likely to increase in their task performance. On the other hand, workers with low efficacy are likely to be unproductive at work. This supports the assertion of Bandura (1977) that self-efficacy positively impacts on job performance. In furtherance, the finding corroborates Jawahar, Meurs, Ferris and Hochwarter (2008) conclusion that task performance and self-efficacy are positively correlated. Workers with strong self-efficacy tend to be have professional objectives, work more to accomplish them, and use career strategies to do so (Pajares & Schunk, 2001).

An individual's perception of about competences is influence by self-efficacy. This perspective affects one's ability to complete a given activity and reach an established, attainable goal (Pajares & Schunk, 2001). The results also corroborate those of Hackett (1995) and Lent and Hackett (1987), who found that people who do not believe in their abilities mostly engage in less challenging tasks and they easily give up when faced with challenges. Employees that are self-sufficient take more initiative in their professional growth and come up with suggestions that enhance workflow (Speier & Frese, 1997).

Hypothesis six sought to examine how SE moderate the link between workplace health and safety procedures and employees' task performance. The study's results showed that SE had no statistically significant impact on the connection between OHSP and TP. In other words, a person's level of satisfaction with their employment is unaffected by how competent they feel about their capacity to complete the responsibilities associated with their position (Rigotti et al., 2008). Trentham, Silvern, and Brogdon (1985) found that high levels of self-efficacy among employees make the happier and more devoted to their jobs. The same findings were made by Borgogni, Russo, Miraglia, and Vecchione (2013), who also discussed how self-efficacy might increase job satisfaction and attendance. Workers with self-efficacy are therefore anticipated to do both additional role behaviours and play part in behaviours successfully.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Introduction

An overview of the study's goals, methods, and data analysis procedures opens this chapter. A overview of the important results pertaining to each aim and the conclusions reached from each of them follows the objectives, methods, and analyses. The precise recommendations that should be taken into consideration were then made in light of the results and conclusions. The chapter concludes with several ideas for more investigation.

Summary of Study

The study sought to examine the relationship between OHSP, TP, JS, and SE among workers at the University of Cape Coast Works and Maintenance Section. The study's goals were to ascertain how the aforementioned factors related to one another. As the research tool for the study, the researcher used an explanatory design and a closed-ended questionnaire. The targeted population of this study comprised staff of the Works and Maintenance Section of UCC. In all there were 320 respondents.

Key Findings

1. The study revealed that, OHSP influences TP among workers.
2. The result revealed that Job satisfaction was a significant variable that influence task performance among workers at the University of Cape Coast Works and Maintenance section.
3. The result revealed that JS mediates the connection between workplace health and safety procedures and task performance.

4. The finding from the study revealed that SE positively influence TP. Thus, workers with high level of efficacy and confident are more likely to increase in their task performance.
5. According to the study, there were no statistically significant influence of SE on the relationship between OHSP and TP.

Conclusions

The study found that workplace safety was considered highly important across workers of the Works and Maintenance section of UCC. This degree of significance was discovered to be caused by two factors: first, a high level of knowledge of workplace dangers; second, a perception of their employment as dangerous, which was impacted by the orientation they got on OHS. In order to address their worries about safety, the workers implemented a number of solutions. These included alterations to one's own behaviour (such as the wearing of personal protective equipment), intra-occupational cooperations (such as the scheduling of regular meetings to discuss workplace safety), adherence to standard operational safety guidelines, and, finally, the willingness to use OHS services (such as the provision of reading materials, training on workplace safety, and medical doctor services).

According to the study's findings, poor management attitudes toward health and safety, employee training on safety standards inside the organization, and safety procedures and safety programs all have an impact on how well people accomplish their tasks. In order to measure safety and make continual improvements, all stakeholders should take an active part in integrated safety management systems.

From the study it can be deduced that Job satisfaction influence task performance among workers at UCC Works and Maintenance section. The implication of this finding is that employee task performance can be increased by increasing job satisfaction. Hence, when job satisfaction facets (such as pay, promotional opportunities, co-workers, supervisor and work itself) increase task performance also increases. Therefore, management should take directions that could enhance fairness and equitability among workers. Such decisions could focus on having equitable pay level, fairness in performance promotional policies, good relationship among employees and supervisors.

According to the analysis' findings, JS significantly improves the link between worker job performance and health and safety procedures. Based on the study's findings, it is concluded that regular risk assessments and proper hazard prevention are necessary to lower the rate of occupational accidents and injuries, improve a supportive work environment, and enhance employee welfare and job satisfaction. In other words, effective administration of health and safety policies will foster a sense of security, raise employee morale, and cater to workers' requirements for safety to increase productivity. To guarantee employee safety, job satisfaction, and enhanced task performance, management must implement suitable hazard prevention and control methods in accordance with international best practices inside their businesses.

The discoveries of this study make it clear that employees' self-efficacy typically affects how well they accomplish their tasks. Even if this is the case, management in particular has to grasp the importance of raising employee self-efficacy. Every organization expects its members to display specific behaviours that will aid in the achievement of its objectives.

Therefore, it is important for management to be aware that a person's perception of efficacy affects how well they accomplish their tasks. Self-efficacy improves a person's capacity to plan and carry out the actions necessary to achieve certain results as well as to mobilize the drive, cognitive resources, and action plans required to exert control over occurrences. Such beliefs have an impact on employees' goal selection and objective difficulty as well as their effort, perseverance, and resilience when faced with challenges during job completion. Recommendations

1. Employee commitment to occupational health and safety is motivated by effective occupational health and safety management. Therefore, it is crucial that those working in the UCC's Works and Maintenance Section understand that employees who feel safe and healthy while carrying out their duties develop an emotional bond with the company, feel a sense of responsibility toward it, and are more likely to stick with it. As a result, the organisation should increase employee commitment by managing workplace health and safety properly. This could be achieved through the refresher training on safety to equip employees with necessary skills and knowledge in line with the changing technology and the work environment.
2. The study's findings showed that Job satisfaction was a significant variable that influences job performance, it is therefore recommended that management should use job satisfaction as an effective tool for improving employee task performance and organizational performance at large. Management of the Works and Maintenance section of UCC should develop organization culture of having strong and good

relationship among employees by creating good communication, showing appreciation, giving positive and critical feedback to employees and by making employees feel good about what they do and where they work which in turn helps to increase task performance

3. Management should put in place policies that give workers an opportunity to enhance their self-efficacy either through education or workshop or training experiences.

Suggestion for Further Study

The research was limited to employees at the Works and Maintenance section of UCC. The study examined how four variables thus OHSP, JS, SE and TP influence each other. The OHSP was based on how employees perceived their work to be safe. Future scholars should focus on the challenges that workers face at the workplace which could verify how safe the workplace is.

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APPENDIX A

SURVEY QUESTIONNAIRE

Dear Sir/Madam

My name is Barbara, and I am a graduate student at University of Cape Coast, Cape Coast. I am inviting you to participate in a research study "**Occupational Health and Safety Practices and Employee's Task Performance: The Role of Job Satisfaction**". Your involvement in the study is voluntary, so you are not obligated to participate and there are no consequences for deciding not to participate in the study. Information you include in this survey will remain fully confidential and will only be reviewed by the researcher and the researcher's supervisor. You are encouraged to complete the survey privately and not share responses with your spouse in order to ensure minimal risk.

Instructions: Please answer the following questions by putting a tick (√) or number for each appropriate answer to the best of your ability.

Section A: Demographic Information

1. Level

Senior Staff	Junior Staff

of employee

Section B: Perception of Work place Safety

Think about your current job. Using the scale below, please answer the following questions on the following pages.

Strongly Disagree (1); Disagree (2); Neutral (3); Agree (4); Strongly Agree (5)

Job Safety (Statements)	**1**	**2**	**3**	**4**	**5**
My work is dangerous					
I could get hurt easily on my work					

I feel unsafe at work					
My chance of death is high on this work					
My job is scary					

Co-worker Safety (Statements)	**1**	**2**	**3**	**4**	**5**
I ignore safety rules at workplace					
I do not care about other's safety					
I pay attention to safety rules					
I keep work area clean					
I encourage others to be safe					

Management Safety Practices (Statements)	**1**	**2**	**3**	**4**	**5**
Management provides enough safety training					
Management conduct frequent safety inspection					
Management rewards safe workers					
Management provides safety equipment					
Management provides safe working conditions					

Section C: Job Satisfaction Scale

For each of the statement, please circle the number or indicate your degree of agreement

Strongly Disagree (1); Disagree (2); Don't Know (3); Agree (4); Strongly Agree (5)

	Statement					
1.	I received recognition for a job well done	**1**	**2**	**3**	**4**	**5**
2.	I feel close to the people at work	**1**	**2**	**3**	**4**	**5**
3.	I feel good about working in this section of the university	**1**	**2**	**3**	**4**	**5**
4.	I feel secure about my job	**1**	**2**	**3**	**4**	**5**
5.	I believe management is concerned about me	**1**	**2**	**3**	**4**	**5**
6.	On a whole, I believe work is good for my physical health	**1**	**2**	**3**	**4**	**5**
7	My wages are good	**1**	**2**	**3**	**4**	**5**
8	All my skills and talents are used at work	**1**	**2**	**3**	**4**	**5**
9	I get along with my supervisors	**1**	**2**	**3**	**4**	**5**
10	I feel good about my job	**1**	**2**	**3**	**4**	**5**

Section D: Task Performance

For each of the statement, please circle the number or indicate your degree of agreement

Strongly Disagree (1); Disagree (2); Don't Know (3); Agree (4); Strongly Agree (5)

	Statement					
1.	Tasks are performed attentively and correctly	**1**	**2**	**3**	**4**	**5**
2.	Tasks are completed as per the specifications and standards	**1**	**2**	**3**	**4**	**5**

3.	The quantity assigned is always fulfilled	**1**	**2**	**3**	**4**	**5**
4.	Tasks are completed on schedule	**1**	**2**	**3**	**4**	**5**
5.	Workers achieve time-related organizational goals	**1**	**2**	**3**	**4**	**5**
6	Products or services match the expectation of customers	**1**	**2**	**3**	**4**	**5**
7	The delivery of goods or services is done in a timely fashion	**1**	**2**	**3**	**4**	**5**

Section E: Self-Efficacy of Workers

For each of the statement, please circle the number or indicate your degree of agreement

Not at all true (1) Barely true (2); Moderately true (3); Exactly true (4)

	Statement					
1.	I can always manage to solve difficult problem if I try hard	**1**	**2**	**3**	**4**	**5**
2.	If someone opposes me, I can find means to get what I want	**1**	**2**	**3**	**4**	**5**
3.	It is easy for me to stick to my aims and accomplish my goals	**1**	**2**	**3**	**4**	**5**
4.	I can solve most work problems if I invest the necessary effort	**1**	**2**	**3**	**4**	**5**
5.	I could deal efficiently with unexpected work events	**1**	**2**	**3**	**4**	**5**
6	I know how to handle unforeseen work situations	**1**	**2**	**3**	**4**	**5**

Thank you.