

UNIVERSITY OF CAPE COAST

**SAFETY MEASURES AT ADWUMAPA BUYERS COMPANY LIMITED
IN THE AOWIN-SUAMAN DISTRICT OF THE WESTERN REGION OF
GHANA**

EUGENE OWUSU-ACHEAMPONG

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THE AOWIN SUAMAN DISTRICT OF THE WESTERN REGION OF
GHANA

BY

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MANAGEMENT

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DECLARATION

Candidate's Declaration

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

Candidate's Signature Date.....

Name: Eugene Owusu-Acheampong

Supervisor's Declaration

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

Supervisor's Signature..... Date.....

Name: Dr. Emmanuel.K. Ekumah

ABSTRACT

The general objective underlying this study was to examine the effect of safety measures on the job performance of workers at the Adwumapa Buyers Company Limited in the Aowin-Suaman district of the Western Region.

The study was to provide guidance to the improvement of safety measures at various workplaces with the aim to minimize risk and also improve worker efficiency and effectiveness. It was also geared towards making in-depth analysis of safety measures at the workplace and the degree to which it affects the performance levels of workers.

Information was elicited from 142 selected respondents. In-depth interviews with respondents were used with the aid of a questionnaire.

Most of the workers constituting (79.5%) indicated that there is the need to improve safety measures. On the impact of safety on performance, (68.2%) indicated that safety measures has great impact on their job performance. Absence of training officer (78.8%) and poor state of building (42%) are hindrance to the effectiveness and efficiency of workers. Most workers (80.3%) clearly indicated that they were willing and ready to undergo training activities on safety measures on their job. The analysis indicated that most workers high performance and commitment is influenced by adequate provision of safety measures and materials.

The findings suggest that improving safety measures is a key factor in enhancing the performance levels of workers.

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To my beloved mother, I say a million thank you and may the Almighty richly bless you. To my elder sister, Irene Owusu-Acheampong (Mrs.) I say thank you very much for all the support you offered me.

DEDICATION

To my dear wife, Mrs. Theodora Owusu-Acheampong

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LIST OF ACRONYMS

AIDS	Human Immune Deficiency Syndrome
EPA	Environmental Protection Agency
HIV	Human Immune Virus
HSA	Health and Safety Authority
ILO	International Labour Organization
OSH	Occupational Safety and Health
PIAB	Personal Injuries Assessment Board
PNDC	Provisional National Defence Council
W.H.O	World Health Organization

CHAPTER ONE

INTRODUCTION

Background to the study

Workplace safety refers to the working environment at a company and encompasses all factors that impact the safety and health of employees. This can include environmental hazards, unsafe working conditions or processes, drug and alcohol abuse, and workplace violence. Peterson, D (1998)

The sharp rise in accident costs that resulted from compensation laws and tighter employers' liability in the United States of America in the early 1900s initiated the modern concern with work safety and initiated the long-term decline in work accidents and injuries. Large firms in railroading, mining, manufacturing and elsewhere in the United States suddenly became interested in safety. Companies began to guard machines and power sources while machinery makers developed safer designs. Managers began to look for hidden dangers at work, and to require that workers wear hard hats and safety glasses. They also set up safety departments run by engineers and safety committees that included both workers and managers. In 1913 companies in the United States founded the National Safety Council to pool information. Government agencies such as the Bureau of Mines and National Bureau of Standards provided scientific support while

universities also researched safety problems for firms and industries. Cooper, M.D (2000)

Poor performance resulting in low productivity in many organisations is partly attributed to the lack of attention paid to employee safety needs. Employees may feel reluctant to work hard when their basic needs and the various facilities that they may need to motivate them to work hard are not met.

Many employees in several organisations have on certain number of occasions; either boycotted work or resulted in strike action due to unsatisfactory condition of work at the workplace. This has cause management huge sums of money as they would have to cease operations and journey to court of law for hearings regarding issues reported by employees on their safety, health and welfare.

The reduction of accidents and ill health at the workplace is an important social goal considering the pain and suffering caused to individuals and their families, there is also a very important economic factor. A range of costs accrued to the economy from the number of people injured at work. There are direct costs to the State's health services and to social insurance. There are costs to employers including insurance costs, lost time and lost production and lost orders. Injuries and ill-health at work are conservatively estimated to cost the economy very much. The absence of a key worker through injury from a small and medium size company could have disastrous results for the company and the other workers. Taking additional measures to encourage reductions in accidents and illnesses at work makes good economic and business sense. Dyer, C (2001)

Employer – employee agitations have resulted in many industrial unrest and these have all been as a result of demands by workers for increased wages and salaries. Often the percentage increases demanded by workers have been so high according to employers and failures to meet settlements have led to industrial actions.

It is thus realized that much talked about conditions of service have most of the time centred on salary and wage increases. However safety measures, when properly developed and effectively applied could help bring about harmony in employer – employee relationship leading to job satisfaction and performance enhancement. Employees can be motivated by the effective use of health, safety and welfare facilities in the organisation.

In this study however the application of safety measures is being used to test enhancement in employee performance at Adwumapa Buyers Limited. Under the African Charter on human and people's rights, dealing with Economics, Social and Cultural Rights article 15 states that everyone has the right to work under satisfactory conditions. This therefore means that employers must ensure healthy and safe working conditions. Employers would therefore have to provide and maintain the workplace plant and system of work that are safe and without risk Lee, T (1998). Employers therefore have the duty to:

1. Provide and maintain at the workplace plant and system of work that are safe and without risk to health.
2. Ensure the safety and absence of risks to health in connection with use, handling, storage and transport of articles and substances.

3. Provide the necessary information, instructions, training and supervision having regard to the age, literacy level and other circumstances of the worker to ensure, so far as is reasonably practicable, the health and safety at work of those other workers engaged on the particular work.
4. Take steps to prevent contamination of the workplaces and protect the workers from, toxic gases, noxious substances, vapours, dust, fumes mists and other substances or materials likely to cause risk to safety.
5. Supply and maintain at no cost to the worker adequate safety appliances, suitable fire-fighting equipment, personal protective equipment, and instruct the workers in the use of the appliances or equipment.
6. Provide separate, sufficient and suitable toilet and washing facilities and adequate facilities for the storage, changing, drying and cleansing from contamination of clothing for male and female workers.
7. Provide adequate supply of clean drinking water at the workplace.

Adwumapa Company limited is a private own company in Ghana. They export Cocoa and Shea butter to the United States and Europe. It was established in 1996 and was certified by the Ghana Cocoa Board. It has seven hundred and sixty – two employees.

Adwumapa Buyers Company has six districts in the Aowin - Suaman political district. It should be however, noted that the districts of Adwumapa Buyers Limited are not the political districts but is how the company Adwumapa prefers to call its specific locations of work.

The Aowin-Suaman political district is made of two constituencies namely Aowin constituency and Suaman constituency. Within each of the constituency the Adwumapa Buyers Limited has three of its districts or areas of work. In the Aowin constituency alone, the Adwumapa Buyers has three (3) of its districts: namely district A, C and D. And in the Suaman constituency they have districts A, B, and C. It must be noted that the Adwumapa district lettered B in the Aowin political constituency has been closed down.

In the Aowin-Suaman political district, Adwumapa buyers limited has six(6) of its districts managers, eighty – eight (88) purchasing clerks (PCs), fifteen (15) depot keepers or supervisors, seventy-nine (79) depot boys and twelve (12) security personnel. The total numbers of workers in the Adwumapa buyers limited in the Aowin - Suaman political districts is (200).

In each of the Adwumapa buyer's districts, the district manager supervises the activities of the other staff namely the purchasing clerks, depot keepers, depot boys and security personnel. The depot keepers or supervisors oversee the activities of the depot boys and the purchasing clerks travel to the villages to buy the cocoa beans from the farmers. The security personnel keep watch over the cocoa beans in their respective depots.

Statement of the problem

The increasing industrial unrest resulting in strikes and boycott of employees has given the cause to research in-depth the safety measures at the workplace.

It is generally known that motivation of employees by employers tend to increase productivity and improve employer – worker relationship. Employers have a general duty under section 2 of the Health and Safety at work Act 1974 to ensure, so far as it is reasonably practicable, the safety of their employees at work. To enhance performance in the employees of the Adwumapa Buyer Company Limited, motivation may be a necessary factor. However, there is the need for strategies in the area of safety to be employed to enhance the performance of the different levels of personnel at work within the company. Strategies may vary for each individual group since there are senior staff and junior staff. However such strategies may only be successful if based on research with the employees of the different categories as stated. The study would investigate the application of Safety measures as a means of enhancing performance of employees.

Objectives of the study

The general objective of the study is to examine the effects of safety on the job performance of employees at the Adwumapa Buyers Company Limited in the Aowin-Suaman district of the western region.

The specific objectives of this research therefore are to:

1. identify the most important facilities contributing to the enhancement of employees performance.
2. assess the allocation of resources to safety measures and the performance level of the employees.

3. assess the effects of safety on the employees at Adwumapa Buyers Company Limited
4. determine how improvement in safety measures lead to a corresponding increase in performance.
5. recommend safety measures to improve the performance level of employees of Adwumapa Buyers Company Limited.

Research questions

Below are the research questions that the researcher aims to find answers to:

1. What are the most important facilities that contribute to the enhancement of employees' welfare?
2. Does allocation of resources to safety, measures affect the performance level of employees?
3. How can the effects of safety measures on employees' performance be assessed?
4. How can we determine whether improvement in safety measures lead to corresponding increase in employee performance?
5. What measures could be recommended to improve the performance level of employees?

Justification of the study

The need to resolve the many industrial conflicts between employees and employers in order to ensure coordination of activities and improve productivity have made the researcher study in detail and find out strategies to deal with such problems.

Poor employer – worker relations can thus result in poor productivity. For examples it is known that in times past industrial action by workers had led to the abrupt closure of factory resulting in huge loses of companies.

The study will attempt to throw more light on the various factors which tend to bring about low performance in employees which thus can affect productivity. Strategies by which safety, measures can be put in place to enhance employee performance will also be illustrated in the study.

Limitations of the study

Out of the many Cocoa Buying Companies in the Aowin-Suaman district only one was sampled for the study. This was so due to unavoidable constraints of time and logistics. A cursory informal contact made by the researcher with other companies, indicated that dealing with more than one company for the study could pose major logistical, and time challenge, due to the rather many companies This informed the decision to stick to the Adwumapa Buyers Company Limited.

Organisation of the study

Chapter one is the introductory portion dealing with the general background of the study, the statement of the problem, the objectives of the study, justification or need for the study, research questions, scope of the study, limitations of the study and the organisation of the study.

Chapter two gives an overview of the literature related to the subject, the nature of health, safety and welfare facilities relevant to the enhancement of employee performance, the importance of these facilities, factors contributing to the development of the facilities with reference to Adwumapa buyers limited. It also looks at the trends of the development of health, safety and welfare facilities in other organisations and how that has been used to bring about cohesion and increased productivity.

Chapter three deals with the methodology, it describes the scope of the work, population sampling, administration of questionnaire, the instruments used and data collection methods and the method of data analysis.

Chapter four outline the survey findings, analysis of the data and discusses the results. Chapter five draws out the summary, conclusions and make the necessary recommendations for future study.

CHAPTER TWO

REVIEW OF LITERATURE

Introduction

This chapter reviews the related literature associated with the research being undertaken. It discusses extensively, literature review concerning safety at the workplace and laws governing the conduct of employees at the workplace and how safety measures can be adopted to reduce accidents at the workplace if not to completely eradicate them.

Safety and health in the workplace have become an integral component to the viability of business for employers, labour unions, governments, and environmentalists in general.

Safety as intrinsically human behaviour

Bennet, D (2002) stated that naturally, a need for safety is an intrinsically human concern. Every individual in life whether one is employed or not, both at the workplace and outside the workplace has the intrinsic need to be safe. Workers, as mature individuals, are responsible for every decision they make with regard to securing their own health and safety in every social setting.

This paper advances the view that workers play a central role in the creation of a workplace safety and that through their unions they exert significant influence in their workplaces.

Impact of egoistic behaviour on safety

Parboteeah and Kapp (2007) in their study of ethical climates and workplace safety behaviour found that egoistic behaviour relates positively to injuries and negatively to safety in the workplace. They also discovered that benevolence and principled attributes relate negatively to injuries but positively to safety enhancing behaviour in the workplace. This suggests that the life style of an individual significantly affects safety and health in the workplace.

Gold and Carbon (2002) identified that the literature on workplace safety and health administration reveals that much of the subject has been covered in different parts of the world. The ground thus covered tends to focus predominantly on disease prevention, psychosocial factors at the workplace, safety concerns at the workplace, workplace politics, workplace spirituality, epileptic medication at the workplace, safety climate at the workplace, safety management, Exposures to chemicals and perceptions of risks.

Burton, A (2006) in his study in Africa studies stated that human perception and experience of environmental safety management are sparse. These studies tended to focus on behavioural qualities of the workers at the workplaces and on issues such as occupational hygiene, global equity challenges, policies,

problem solving, welding health hazards, health education, asbestos problems, responsibility assignment, health and safety and equity in the workplace.

Loewenson, R (2004) in South Africa, workplace studies addressed issues of trade unions and democracy, job security and conditions of work, race and labour, workplace concerns, education and labour market as well as statistical quantities of studied variables.

Management styles towards workers safety

Buhlungu, S (2006) argued that when it comes to workers' views on occupational safety and health in the workplace they are often ignored due to various management styles and a shortage of safety regulations, allowing for little reflection for worker contribution. Workers as subordinates often find themselves compelled to simply comply with and submit to rules and policies already in place at the workplace. He believes that workers' perceptions on the subject are seldom considered. He states that in many industries, the plight of workers is left in the hands of health and safety professionals, industrial hygienists, academics and industrial managers.

Bennet, D (2002) argued that the concerns of safety and health management are aspirations arranged in point form to be met by management as envisaged goals. He argues that management systems are always silent as to how safety and health at the workplace looks like, how it is structured, how it functions, how it relates to the management of the enterprise in general and how it is reconciled with the functions and responsibilities of other parties. He argues

that the workers are not objects to be managed like machines or other factors of production. They are living, breathing and thinking human beings who have the most fundamental stake in any system of health and safety that affects their lives in workplaces.

Bennet, D (2002) found the ILO approach towards safety and health in the workplace ideal since it seeks to benefit the workers who are always vulnerable to occupational incidences by advocating that total safety and health specifications should be given priority over performance standards. He argues that pursuing performance standards does not have the safety of workers at heart and pursues a goal other than the total safety of workers is to keep the establishment going. He maintains that performance standards contain no specific objectives and thus are not measurable.

Bennet, D (2002) argued that industrial hygienists simply concern themselves with auditors, disability management and insurance matters rather than with workers' safety and health. He believes that industrial managers simply focus on issues of quality assurance, productivity, cost benefit and continual improvement rather than on quality of life.

The risk of death in unskilled occupation

Graham, H (2004) argued that the risk of death before reaching retirement age was two and a half times higher for men and women in unskilled occupations than for those in professional positions. Her findings from an extensive Finnish study using education as a measure of socioeconomic status are that both men and

women the most highly educated tend to live longer and have more disability-free years than their less educated counterparts. She also found a number of American studies to show that those with less education run greater risks.

Causes of workplace incidents

Amweelo, M (2000) highlighted on statistics gathered from Namibian workplaces on common causes of workplace incidents revealed that the most common incidents at the workplace occur more often due to ordinary negligent human activity than use of dangerous machinery and substances

This also indicates the significance of the role played by individual workers in ensuring safety and health in the workplace. With regard to compliance with regulation it has been noted that regulatory bodies simply function on a state mandate, and base their work on law and policies. In essence this ought to be in support of human welfare, yet in practice it is deficient. In a country like South Africa where industrial development has been built on severe environmental injustice, regulation is practically ineffective. Even in the post-apartheid era little has been done to rectify the environmental inequities that have characterised the industries for so long.

Hallowes and Butler (2003) stated that in South Africa agriculture and industry were virtually unaffected by environmental regulation as the actual basis of colonial and apartheid policies continued unabated.

Parker, C (1999) wrote that the corporate veil frequently wards off the penetration of standards into the corporate world and prevents the imposition of

legal sanctions. She states that “adversarially trained lawyers often facilitate avoidance and evasion of corporate liability through creative compliance with legal requirements”. She also states that a commonly preferred solution to the problem of ensuring that values permeate the internal working of corporations is to require large institutions to regulate themselves, which is often found to be effective by some and problematic by others. Most workers tend to prioritise access to wages over labour conditions. This places them in an ambiguous position resulting in them compromising their lives as victims and risking their lives in the workplaces. If so it could mean that towards or on pay-days, workers’ behaviour might change and affect the state of safety and health so as to have an impact on workplace safety conditions. It could also mean that the first working days or two after pay-days negatively affect attitudes on workplace safety conduct, depending on individual ethical moral mind-set. This raises a concern as to value; what is valuable to the workers might not coincide with what is valuable to the company.

Magendaz, D (2004) stated, the objectives of the company might be totally different to those of the workers. This would have a bearing on compliance with rules and regulations put in place by the establishment.

Winter and May (2001) reflected on three types of decision making forces that have influence on compliance with laws and regulations as follows:

1. Calculated motivation; when regulated entities comply with a given regulation having calculated the cost of non-compliance in their decision making; this type is governed by enforcement and deterrence.

2. Normative motivation; this derives from the regulated entities' combined sense of moral duty and agreement with the importance of a given regulation as an internalised value.
3. Social motivation; which derives from the regulated entities' desire to earn approval and respect from people with whom they interact.

Basically industries do whatever it takes to safeguard the credibility and integrity of their establishment. Industry in the current era cannot afford to neglect safety and health factors at their workplaces and to so bring their establishment and production into disrepute.

The World Health Organisation (WHO) (ILO, 2005) noted with concern that 1.7 million people worldwide die annually of work related injuries and illnesses. 268 million non fatal workplace incidents and 160 million work related illnesses (ILO 2005). The WHO states that an additional problem to the situation of workers in African countries is the high prevalence and incidence of the H.I.V. and Aids pandemic (ILO, 2005). These numbers are so huge that they have serious implications for environmental justice be it from the employers' or employees' side. It is worrying that such a high number of incidences occur in the 21st century era when advanced scientific technological intervention is possible all over the World.

The Safety, Health and Welfare at Work Bill 2004 of the European Union represent a modernisation of occupational health and safety laws. It is a significant piece of social legislation, affirming the Government's interest in ensuring that labour law is kept up to date and relevant. Its publication in 2004 by

Frank Fahey, coinciding with the establishment of the Personal Injuries Assessment Board (PIAB) makes this a significant year in which both compensation and prevention are seriously addressed.

The Bill includes some additional new duties on both employers and employees and strikes a balance between the roles and duties to be placed on both employers and workers. It includes important new protection for employees against penalisation for exercising rights or duties related to safety and health at work. It contains new provisions on safety consultation between employers and employees, including new supports for safety representatives and the recognition of safety committees.

While the primary focus in the Bill is on the prevention of workplace accidents, illnesses and dangerous occurrences, it provides also for significantly increased fines and penalties aimed at deterring the minority who continue to flout safety and health laws. The Bill includes a scheme, for which Regulations will be necessary, under which on-the-spot fines can be introduced for minor safety and health offences. It also provides that Directors and Managers in companies can be held liable for prosecution if they are complicit in deaths and accidents at work.

Desai, K.G (1969) asserted that workers are capable of doing the work at a much higher level of efficiency, but management have failed to create the conditions whereby the best out of employees could be obtained. It is the responsibility of management to create conditions so that the workers would give their best to the organisations.

The subject of safety and health in the workplace covers a wide spectrum of issues. Among them are issues such as:

1. Working with hazardous chemicals and minerals
2. Psychological safety such as stress, fears and attitudes
3. Criminal and sexual harassment in the workplace
4. Working within harmful workplace emissions
5. Manufactured and manufacturing of harmful substances and innovations
6. Harmful infrastructural constructions such as unsafe stairways, unsafely built structures and slippery floors
7. Terroristic intrusions and massacres in the workplace and
8. Safety precautions, safety communication measures and personal protection equipment

Occupational safety, health and welfare have been a significant element of social policy in the European Union over the past 25 years. Directive on safety and health adopted in 1989, there is now a considerable range of directives in place covering particular employment sectors or risk groups. All of these Directives have been implemented in Irish law under the auspices of the 1989 Act.

The 1989 Act, and the new Bill, is framework in nature, focusing on broad general duties and the organisational and structural arrangements necessary to achieve better safety and health. The regulations implementing directives put flesh on the detailed requirements needed to identify and deal with specific hazards in the workplace.

Legislation requires employers to ‘manage’ safety to ensure the safety of employees and the public. Employers must manage and control potential hazards and risks to human health by identifying, assessing and minimizing the risks. Employees must be made aware of health and safety policies and adequate training must be provided to ensure compliance with legislation. Jackson, C.A (2006)

Every employer is required by law to carry out a risk assessment for the workplace to:

1. Identify any hazards present in the workplace,
2. Assess the risks arising from such hazards and
3. Identify the controls necessary to either eliminate the risk or reduce it as far as is reasonably practicable.

An employer must prepare a safety statement which is based on the risk assessment. Safety, health and welfare within the organisation is the responsibility of all employees; however there is a formal structure in place to ensure best practice and this is outlined in the Safety Statement. The statement should contain the details of people who are responsible for safety issues. Employees are given access to this statement and employers must review it on a regular basis.

A Safety Statement is an action programme setting out how health and safety is to be managed and must be prepared in consultation with workers. It must:

Set out the health and safety policy

Identify hazards

Include a risk assessment

Identify precautions

Record findings

Be reviewed and updated regularly

The European Union issues directives to its member states to put in place laws to protect the health and safety of workers at work. The Health and Safety Authority (HSA) monitors compliance with legislation at the workplace and, in certain areas, can take enforcement action. The HSA operates under the Safety, Health and Welfare at Work Act 2005 and associated regulations. The Act sets out the main duties of the employer and employee in relation to safety in the workplace. Other safety legislations include: Safety and Welfare at Work (construction) Regulation, 2006, Hazardous Waste National Action Plan 2008-2012.

Workplace safety

Mullins, P (2001) training employees about how to handle the equipment and the other facilities of the workplace is very important, to maintain employee and workplace safety. It is essential on the part of the management to ensure that the employees feel confident and secure while handling the complex equipment, which they have to work with everyday. It is also important to ensure that the employees are provided an ergonomically sound workplace, which will not become a hindrance to their health later on. It is also important to teach them the correct way of handling certain substances that they have to work with everyday

and the ill-effects of not complying with the rules laid down by the company. The topic of workplace safety is not only restricted to the hazards that may be posed by the various equipment, which people have to work with daily. Sometimes there is an inherent nature in the type of job that you have to do. For example, the job of a watchman or guard inherently faces the danger of criminals. Hence, proper training also has to be provided in such cases so that the employees are aware of the safety tips in case of impending danger.

It is largely the job of the management to make the employees aware of the hazards and the safety measures to avoid these hazards. Hence, while inducting new employees in the workplace, it is essential the Human Resource department of the company, or whoever else is in charge of training, teach the same to the workers.

Safety leadership

Visible and effective safety leadership is important to the success of our safety programs. “Safety the Woolworths Way” is aimed at all levels of the organisation and provides leaders with the tools and processes to improve safety behaviours and to prevent injuries from occurring.

Cuming, M.W (1970) stated that good working conditions keep employees cheerful and thus contribute towards greater efficiency. They also have a psychological impact on employees considerably influencing their attitudes towards their jobs. It has been alleged that as much as 30% of all absence from work is caused by illness stemming from anxiety neurosis which develop as a

reaction to the type and conditions of work. This is the essence of the practice of occupational medicine – how far a patient’s condition can be attributed to his or her work

The Department of Labour New Zealand 2009, commissioned University Researchers to answer the question, if business invests in health and safety, how does this contribute to their performance and productivity? The literature reviewed found compelling evidence of many potential benefits for New Zealand businesses of the links between health, safety and productivity including:

1. Fewer injuries that stop people from working
2. Increased innovation
3. Improved quality
4. Enhanced corporate reputation
5. Lower costs to compensate workers
6. Improved staff recruitment and retention.

To help spread the safety message across our entire Company, we use a range of communication tools to reinforce safety messages, from our internal video broadcast systems to messages from senior executives.

Employees have the right to expect that their place of work will be safe and that their health is not put at risk. 'Health' and 'safety' in this context means the prevention of accidents and ill-health while at work. The implementation of appropriate health and safety procedures and the effective management of health and safety in the workplace can help eliminate or minimise risks to employees.

It is the responsibility of all employers to manage all aspects of health and safety in the workplace. The onus is on employers to provide a safe working environment and safe systems of work for employees. They do this by creating policies and procedures for employees to follow.

1. Employers' general duties under health and safety legislation are to:
2. Ensure so far as is reasonably practical, the safety, health and welfare of all employees while at work;
3. Provide safe working environments and safe systems of work for employees;
4. Provide adequate training, information and instruction to all employees;
5. Provide adequate welfare facilities;
6. Prevent improper conduct or behaviour (e.g. violence, bullying or horseplay);
7. Provide of adequate emergency procedures;

Employees also have a responsibility for their own safety in the workplace. It is each employee's responsibility to cooperate with employers on health and safety matters, attend all training provided by the employer, report defects in equipment or systems and not to misuse equipment or Personal Protective Equipment.

It is the actions and behaviour of employees that will determine their level of protection against accidents or injury in the workplace.

Management driven factors

Organisation plans such as the allocation of responsibilities at all levels of the organisation, definition of job descriptions and the degree of access to the management and administrative support needed to complete their tasks; Working patterns, shift-working, break times, absence or holiday cover; and Health and safety policies, including the provision of training, development of safe working practices and the adequate supply of protective clothing and equipment. Jackson CA. (2006)

The Factories, Offices and Shops Act 1970, Act (328) gives specific conditions under which the work environment should be. These include:

Section 14 Overcrowding.

(1) No room comprised in or constituting a factory, office or shop shall, while work is carried on therein, be so overcrowded as to cause risk of injury to the health of persons working therein; and in determining whether any such room is overcrowded or not, account shall be taken not only of the number of persons who may be expected to be working in the room at any time but also of the space in the room occupied by furniture, furnishings, fittings, machinery, plant, equipment and appliances.

(2) The floor area (in square feet) or capacity (in cubic feet) for each person habitually employed to work in any room to which this section applies shall not be less than 40 square feet or 400 cubic feet respectively.

(3) Every workroom shall be not less than nine feet in height, measured from the floor to the lowest point of the ceiling or, where there is no ceiling to the lowest point of the roofing material.

(4) Where the Chief Inspector is satisfied that the special conditions under which work is carried on in any workroom render the application of subsection (2) or (3) inappropriate or unnecessary, he may by certificate in writing exempt the workroom from those provisions subject to any conditions specified in the certificate.

(5) In calculating for the purposes of this section the cubic space in any room, no space more than fourteen feet from the floor shall be taken into account.

Section 15 Ventilation

Effective and suitable provision shall be made in all factories, offices and shops to secure and maintain by the circulation of fresh air in each workroom the adequate ventilation of the room.

Section 16 Washing Facilities.

(1) Adequate and suitable washing facilities, conveniently accessible for the use of all persons employed, shall be provided and maintained in a clean and orderly condition in every factory, office and shop.

(2) Where the Chief Inspector is satisfied that, by reason of the difficulty of obtaining an adequate supply of water or any other special circumstances,

the application of this section to any premises would be unreasonable, he may by certificate in writing exempt those premises from the requirements of this section.

Section 17 Lighting.

(1) Effective provision shall be made to secure and maintain sufficient and suitable lighting, whether natural or artificial, in every part of any factory, office or shop in which persons are working or passing.

(2) All apparatus installed for producing artificial lighting where lighting is required by this section shall be properly maintained.

(3) All glazed windows and skylights used for the lighting of any part of a factory, office or shop shall, so far as practicable, be kept clean on both the inner and outer surfaces and free from obstruction; but this subsection shall not affect the whitewashing or shading of windows or skylights to mitigate heat.

Section 19 Sanitary Conveniences.

(1) Adequate and suitable sanitary conveniences conveniently accessible to persons employed shall be provided, maintained and kept clean in every factory, office and shop, and effective provision shall be made for their lighting and ventilation

Section 25 Protective Clothing and Appliances.

(1) Where in any factory or shop workers are employed in any process involving excessive exposure to wet or to any injurious or offensive substance, suitable protective clothing and appliances, including, where necessary, suitable gloves, footwear, goggles and head coverings, shall be provided and maintained for their use.

(2) In the case of any of the processes specified in the Fourth Schedule, suitable goggles or effective screens shall be provided to protect the eyes of persons employed in the process.

(3) Where in any factory electric arc welding is carried on, effective provision shall be made, by screening or otherwise, to prevent persons employed (other than persons employed in the welding process) being exposed to the electric arc flash

Motivation and management

Pfeffer, J (1998) indicated that human resource practices, such as those that improve motivation can positively influence an organisation's financial performance. Consequently a highly motivated workforce can serve as a difficult-to-replicate competitive advantage.

A primary task of management is to motivate people to perform at high levels toward, achieving organisational objectives but many managers are unclear as to how this should be accomplished.

In South Africa, the 2003 National Health Act (Act 61 of 2003) set out the rights and duties of health care providers, health care workers, health establishment and users. It also gave provincial departments of health the responsibility for occupational health services. In reality, the quality of occupational health services at provincial level is variable because of a lack of resources and training. The lack of a health information system makes it difficult to evaluate the provincial se Lack of political will is the most damaging for OSH policy implementation. OSH agreements may be drawn up with trade unions, at national or sector level, but never implemented. The weakness of trade unions is another factor that affects the implementation of OSH because it impacts on the willingness of workers to take risks in raising OSH issues. Centralised decision making also makes it more difficult to implement OSH agreements if these is no political will. The prevailing ideologies of economic neoliberalism and the focus on economic growth, also work against the take-up of OSH policies, particularly the focus on economic growth Kamuzora, P (2006).

Occupational health plays an important part in the ILO 'Decent Work' strategy. A 'Global Strategy on Occupational Safety and Health' was adopted in 2003, which aims to build a national preventative occupational health and safety culture and introduce a 'systems approach' to occupational health management, using the 2001 ILO Guidelines on Occupational Safety and Health Management Systems. The development of new instruments to cover ergonomics and biological hazards were identified as a priority (ILO, 2003)

In Russia, a new Federal program 'Health of the working population in Russia 2004-2015' is building on the integration of Ministry of Public Health and Social Development, the Ministry of Labour, the compulsory medical insurance fund, and the social insurance fund. The Russian National Centre of Occupational health operates under the Ministry of Public Health and Social Development and the Russian Academy of Medical Sciences Izmerov, N.F (2005).

The Situation of Occupational and Industrial Safety and Health in Ghana

In Ghana, poor Occupational Health and Safety (OSH) conditions are considered to be one of the factors that contribute to health workers leaving the country in the search of better pay and working conditions. The Ghana Health Service has developed a curriculum of in-service training on OSH for health workers. This is in conjunction with the development of a several policies: OSH, HIV/AIDs and health care waste management. A health surveillance system for staff is also being put in place Clarke and Sutherland (2007).

Annan, J.S (2010) in his work on the Occupational and Industrial Safety and Health in Ghana stated that, there are currently two major edicts that have provided guidance in the provision of occupational and industrial safety and health services, practice and management in Ghana.

These include the Factories, Offices and Shops Act 1970, Act 328 and the Mining Regulations 1970 LI 665, but these have only driven the mining and the labour sectors and are therefore very limited in scope, given the multifaceted distribution of industrial operations that we have in Ghana. There is the

Workmen's Compensation Law 1987 (PNDC 187) which relates to compensation for personal injuries caused by accidents at work and hence, indirectly impacts on monitoring worker/workplace safety. The Radiation Protection Board of the Ghana Atomic Energy Commission is also proactive in monitoring companies with radiation exposure hazards for compliance.

There are other statutes which indirectly impact on Occupational Safety and Health and these include the Environmental Protection Agency (EPA) Act 490 1994, the Ghana Health Service and Teaching Hospital Act 526, 1999 and the National Road Safety Commission Act 567 1999.

The Labour Act 2003, Act 651, Part XV, sections 118 to 120 apparently directs employers and employees in their roles and responsibilities in managing Occupational Health, Safety and Environment in the nation.

Annan, J.S (2010) argued that nation has seen some positive "Safety and Health practice infection" among some of our Ghanaian companies due to the influx of some multinational companies into the country, given their corporate expectations with specific requirements in Occupational Safety and Health practices. This stems from their requirements for the contractors, and subcontractors, some of whom are Ghanaian, to follow their Health and Safety standards.

Annan, J.S (2010) highlighted that currently, the Oil and Gas sector has introduced their side of approach to managing health and safety. This is purely based on risks and it definitely is an improvement on what is existing. In as much

as this is a good effort and helps the Ghanaian to know there is more to Occupational Safety and Health than we have specified in our legal framework.

Annan, J.S (2010) stated that in academia, Occupational Health is not an option for specialization in a typical Ghanaian medical school. Safety engineering has not found its way into any of our Engineering curricula in Ghana yet. A potential intervention is the proposed Safety and Environmental Engineering program which is being expected to commence at the University of Mines and Technology, but this is not approved yet. All other Safety & Health training programs are run either by international agencies or some few Ghanaian organizations but none of these matches up to even a first degree.

CHAPTER THREE

METHODOLOGY

Introduction

The chapter deals with the detailed information on the methods or procedures used for the research. It outlines the historical background of the Adwumapa Buyers Company Limited. It presents the research methods comprising the sample size, sampling procedures, research instruments, questionnaire, contact method, methods of data collection and analyses. It presents the outline and explanation of the protocols for obtaining the primary and secondary data with regard to the effect of safety, health and welfare facilities on the enhancement of employee performance at the Adwumapa Buyers Company Limited.

Research design

Due to many factors, prominent among which is size of the population, cost involved, limited time and material resources at the disposal of the researcher, the descriptive cross-sectional survey approach, questionnaires and in-depth interviews were used to explore in order to find out the views of workers on

safety issues and also gain better understanding of safety measures at Adwumapa Buyers Limited in the Aowin Suaman political district.

Study population

This research is aimed at finding out the effect of safety measures on the job performance of employees at the Adwumapa Buyers Company Limited. The target population is all workers of the Adwumapa Buyers Company Limited, Ghana.

The accessible population however, will be all workers in the Adwumapa buyers company Limited in Aowin – Suaman political district.

Sampling and sampling techniques

There are six (6) districts of the Adwumapa Buyers Company Limited in the Aowin-Suaman political district was covered. However, a simple random sampling technique will be used to sample the respondents. In addition, all the six district heads will be included in the study. This is because as heads of their respective districts they are directly concerned with how safety, welfare and health facilities affect the job performance of employees.

Adwumapa Buyers Limited has six of their districts and six district managers in the Aowin Suaman political district. The total population is 200 workers in the six districts mentioned. 142 workers constituting 71% out of the population of 200 workers would be sampled for the study as the sample size totalling about 95% confidence level and 5% margin of error.

Due to the limited number of workers in the district at all the districts were purposively sampled for the study. However, a simple random sampling technique was used to select the sample size of 142 out of 200 workers.

The simple formula below was used to determine the sample size from the total population of 200 workers.

The simple formula below will be used to determine the sample size from the total population of 200 workers.

$$nf = \frac{n}{1 + \frac{n}{N}}$$

nf: The desire sample size

n: The total population for the study

N: The estimate of the population (when the population is less than 500)

$$= \frac{200}{1 + \frac{200}{500}} = \frac{200}{1 + 0.4} = \frac{200}{1.4} = 142$$

Table 1: Various categories of respondents

Workers	Total population	Sample size
District managers	6	6
Purchasing clerks	86	62
Depot keepers	16	11
Depot boys	77	55
Security	12	8
Total	200	142

Source: Field survey, 2010

Data sources

For the purpose of this study, both primary and secondary data were used. Primary data were made up of personal interviews and discussions which were supplemented by questionnaires. Some members at the strategic level as well as some selected operational staff were interviewed.

Secondary data sources included some relevant documented reports as well as articles, journals and libraries sources/internet services.

Method of data collection

The data collection instrument included questionnaires, interviews and discussions. Questionnaires were designed for the staff at Adwumapa Buyers Company Limited. The questionnaires sought to sample views randomly from a cross section of the employees on the impact of the application of safety measures on the employee performance. The questionnaires were personally handed to selected individuals to reduce the risk of failure to respond or return the administered questionnaires. This method provided opportunities for rapport between the researcher and the respondent, and also to enable the researcher to discuss some of the items of the questionnaire with the respondents.

After presenting a letter of introduction from the Institute of Development Studies, University of Cape Coast to the general manager of the company, permission was sought to administer the questionnaire and the interviews guide personally to the respondents. They were assured of anonymity and confidential treatment of their responses.

Pre-test

A pilot study was conducted on March, 16 2010 at Akuafo Adamfo Buyers Company Limited whereas the actual study was conducted on the 8th August 2010. Akuafo Adamfo was chosen for the pre-test because they provide the same services with Adwumapa Company and moreso, they work in the same environment. Thirty questionnaires were administered on workers. The purpose of the pilot study was to ascertain the clarity and adequacy of the instruments in testing their reliability and validity. This was to ensure that ambiguous items that might jeopardize the collection of appropriate responses were identified and corrected.

Based on the nature of the pilot study, the questionnaire and interview guide were revised to remove ambiguous and overloaded questions, and ensure clarity of expression before the actual study. This made the questionnaire and interview guide specific and effective in eliciting the needed responses. The questionnaire and interview guide were then administered to respondents of the main study.

Analysis of data

This involved disaggregating the mass of qualitative data collected, into meaningful and related categories. This allowed for the systematic rearrangement and rigorous analysis of the data obtained. It essentially meant transforming the nature of the data collected in order to allow:

1. The comprehension and management of the data

2. The merging of related data from different transcript and notes
3. Identification of key patterns from it for further explanation
4. Drawings and verifications of conclusions.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter contains the findings of the study that has been conducted at Adwumapa Buyers Company Limited in Aowin-Suaman district. These have been tabulated. They are presented and categorized according to the research questions and objectives of the study. The findings are the results gathered through a questionnaire that was administered.

Demographic characteristics of respondents

One particular characteristic of surveys are the description of the demographic characteristics of the respondents. Although, surveys are not geared towards demographic characteristics of respondents, however, this information may help understand some of the trends in the result from the survey. The demographic issues discussed include sex, educational background, marital status and job status. These are likely to influence respondents' judgments on some of the issues under consideration.

Sex of respondents

From Table 2 it has been indicated that one hundred and twenty-eight respondents, constituting 97% are males and four respondents constituting 3% of the total number of respondents are females. From the table, there are more males than females in Adwumapa Buyers Company in the Aowin-Suaman district.

Table 2: Sex

Sex	Frequency	Percent
Male	128	97.0
Female	4	3.0
Total	132	100.0

Source: Field survey, 2010

Educational background of respondents

Table 3 indicates the educational levels of the respondents. From the data, it is realized that forty-nine respondents; constituting 37.1% have their educational level up to the secondary level, forty-seven of the respondents representing 35.5% have their educational level up to the basic level, whereas 36 respondents representing 27.3% have educational level up to the tertiary.

It can be said that most of the workers of Adwumapa Buyers Company limited have their educational level at both the basic and the secondary levels and only few have tertiary educational background.

Table 3: Education

Respondents	Frequency	Percent
Basic education	47	35.5
Sec/vocational	49	37.1
Tertiary	36	27.3
Total	132	100.0

Source: Field survey, 2010

Marital status of respondents

Table 3 shows the marital status of respondents. From the table, seventy-four respondents representing 56.1% are married, thirty-five respondents representing 26.5% are single, sixteen representing 12.1% of the respondents are divorced and seven respondents, constituting 5.3% are widows. From the analysis, it can be realized that more of the respondents are married. From the table majority of the workers of Adwumapa Buyers Company limited in the Aowin-Suaman district are married.

Table 4: Marital status

Respondents	Frequency	Percent
Single	35	26.5
Married	74	56.1
Divorced	16	12.1
Widow	7	5.3
Total	132	100.0

Source: Field survey, 2010

Job status of respondents

Table 5 gives an indication of the categories of workers at Adwumapa Buyers Company limited. From the data gathered, purchasing clerks are the greater category of workers at Adwumapa company limited, they are seventy three representing 55.3% labourers at Adwumapa in the Aowin -Suaman district are forty-one representing 31.1% of the total workforce, whereas , nine representing 6.8% are depot keepers, and depot supervisors who are nine, represents 6.8% of the total workforce. Greater part of workers in Adwumapa Buyers Company in Aowin- Suaman district are the purchasing clerks since they have greater percentage from the analysis made.

Table 5: Job status

Status	Frequency	Percent
Labourer	41	31.1
Depot keeper	9	6.8
Purchasing clerk	73	55.3
Depot supervisor	9	6.8
Total	132	100.0

Source: Field survey, 2010

Employees with supplementary work

The data gathered gives an indication of the category of respondents who have or may not have supplementary work attached to the work they do. Respondents were made to tick either 'yes' or 'no'. From the data gathered, one

hundred and one respondents representing 76.5% responded yes indicating that they have supplementary work, twenty-three representing 17.4% ticked 'no' indicating they have no supplementary work attached to their work. and eight respondents did not answer the question at all and they represent 6.1%.

With reference to the responses as indicated in the analysis, it can be said that majority of the workforce in Adwumapa Buyers Company Limited have supplementary work.

Factors that contribute to respondents job performance most

The data gathered vividly explains the various factors that contribute to employees' performance most. About forty-five respondents who represent 34.1% answered that challenges on the job is a major factor that enhances their job performance, forty-four respondents constituting 33.3% also responded that working condition is a factor that contribute to their performance. Eighteen respondents representing 13.6% answered that job satisfaction helps them to improve upon their performance. About sixteen respondents representing 12.1% agreed that the work environment contribute to their work performance and nine respondents representing 6.8% did not respond to the question at all., and finally,

Considering the figures derived from table 6 working conditions and working environment can be said to contribute to employee performance most at the workplace in the Adwumapa Buyers Company in the Aowin-Suaman district.

Table 6: Factors that contribute to job performance

Job performance	Frequency	Percent
No response	9	6.8
Environment	16	12.1
Working condition	44	33.3
Challenges on the job	45	34.1
Job satisfaction	18	13.6
Total	132	100.0

Source: Field survey, 2010

Rating safety measures

The idea of safety plays a major role in the job performance of employees at the workplace and cannot be over emphasized. The data gathered indicate the ranking of safety measures by employees with respect to how it affects their job performance. No employee responded excellent. Forty respondents, representing 30.3% responded fair, twenty-nine respondents representing 22% responded good, thirty-two representing 24.2% said is poor. About twenty-one who constitute 15.9% out of the total of one hundred and thirty-two, responded very good, 10 with a percentage of 7.6% responded satisfactory,

The responses from table 7 indicate clearly that the safety measures within the company are not good enough to motivate workers since greater proportion of respondents indicated that safety measures are not satisfactory and also poor.

Table 7: Levels of safety measures

Safety measures	Frequency	Percent
Very good	21	15.9
Good	29	22.0
Satisfactory	10	7.6
Fair	40	30.3
Poor	32	24.2
Total	132	100.0

Source: Field survey, 2010

The need to improve safety measures

Respondents were made to indicate whether they need improvement in safety measures at the workplace or not. They were asked to answer either by ticking ‘yes’ or ‘no’. One hundred and five respondents representing 79.5% indicated that there is the need to improve safety measures whereas twenty-seven respondents representing 20.5% of the total answered they need no improvement in safety measures.

As a result of the fact that most respondents rated their safety measures as poor, greater proportion of the employees are of the opinion that there is the need to improve upon the safety measures in the company.

Impact of safety on job performance

Respondents were made to answer by either 'yes' or no' regarding safety measures impacting on their job performance. From the data collected, it is identified that ninety respondents representing 68.2% responded 'yes' indicating that majority of the workforce sees safety measures as an important factor to their job.

From the table above most respondents indicated that safety measures really impact positively on their job. It is therefore, imperative for safety measures to be adequately provided to help enhance the performance level of respondents as well as to ensure their safety at the workplace.

Enhancing performance through improvement in safety measures

From the information gathered, ninety-six respondents representing 72.7% assert to the fact that their performance can greatly be enhanced by improvement in safety measures. Beside, thirty-six workers representing 27.3% were not sure as whether improvement in safety measures would either affect their performance or not.

Effects of safety on job performance

Respondents were made to answer by either ticking 'always 'or 'occasionally' or 'not at all' as to whether safety has a bearing on their job performance. Information gathered indicates that sixty-four respondents constituting 48.5% attest to the fact that safety always has a bearing on their job

performance. More so, forty-five respondents who make up 34.1% responded that occasionally, their job requires some certain degree of safety measures whereas twenty-three out of the total whose percentage constitute 17.4% said safety has no bearing on their job performance at all as indicated in Table 8.

Table 8: Safety on performance

Response	Frequency	Percent
Always	64	48.8
Occasionally	45	34.1
Not at all	23	17.4
Total	132	100.0

Source: Field survey, 2010

Rating safety on job performance

Respondents were made to rate the importance of safety on their job performance. In all 61 respondents constituting representing 46.2% scaled safety on their job performance as fair. Thirty-three who make up 25% said is good, whereas thirty-two representing 24.2% scaled it as satisfactory.

Out of the total of one hundred and thirty-two, six (6) respondents, who represent 4.5% scaled safety on their performance as very good.

Table 9: Levels of safety on job performance

Response	Frequency	Percent
Very good	6	4.5
Good	33	25.0
Satisfactory	32	24.2
Fair	61	46.2
Total	132	100.0

Source: Field survey, 2010

The need for adequate protective gear

Data collected shows that one hundred and six respondents representing 80.3% out of the total respondents agree to the fact that the nature of their job needs adequate protective gear and twenty-six who make up 19.7% indicated that their job needs no protective gear.

Buildings equipped with functional fire extinguishers, fire buckets with sand water

Results from the instruments shows that the buildings within which employees work are not equipped with safety facility. One hundred and six who make up 79.5% of the total indicated that the buildings within which they work are not equipped at all with fire protection equipment. In addition, twenty-six constituting 19.7% did not know whether the buildings have fire protection equipments or not. One respondent who represents 1% said the buildings are equipped with fire extinguisher, fire buckets and sand water.

Fire hydrant at the workplace

The result from the instrument shows that One hundred and twelve respondents making 84.4% indicated that there is no fire hydrant at the workplace. Nineteen respondents representing 14.4% did not even know what fire hydrant is all about. Only one person who represents 0.8% responded there is a fire hydrant at the workplace,

The nature of building in which employees work

Respondents were made to tick either 'yes' or 'no' as to whether the building within which they work is dangerous or not. Out of the total of one hundred and thirty two, fifty three representing 40.2% responded 'yes' indicating the building is dangerous, fifty-one respondents, constituting 38.6% responded "no" whereas twenty-eight who make up 21.2% did not know whether the building within which they work pose a threat or not.

Safety officer at the workplace

From the data, one hundred and fourteen employees representing 78.8% answered that there no safety officer at the workplace. Only twenty-eight respondents indicating 21.2% stated that there is a safety officer at the workplace whereas

The need for safety officer the workplace

Majority of the workers are of the opinion that there is the need for safety officer at workplace. The statistics indicate that one hundred and nine respondents representing 82.6% thinks there is the need for safety officer whereas eleven respondents who make up 8.3% see no reason why there should be safety officer. Out of the total, twelve respondents who represent 9.1% were not certain whether safety officer should be at the workplace or not.

The nature of the floor of the building in which in which employees work

From the statistics, seventy-nine respondents constituting 59.8% indicated that the floor of the building within which they work are accident prone whereas fifty-three, representing 40.2% answered that they were not sure whether the floors of the building within which they work is accident prone or not.

Emergency exit at the workplace

From the instrument administered, about fifty-three respondents who make up 40.2% were not sure whether there is emergency exit or not. fifty-one who represent 38.6% responded “no”, indicating that there is no emergency exit whereas twenty-eight respondents who make up 21.2% of the total workforce responded that there is an emergency exit in case of any unforeseen eventuality.

Workers whose work involves the use of chemicals

The instrument administered gives a reflection of the responses of workers whose work involve the use of chemical. From a total of ,one hundred and thirty two, seventy-nine respondents representing 59.8% indicated that their work involve the use of chemicals whereas fifty-three respondents constituting 40.2% responded that their work does not involve the use of chemicals.

The use of fire extinguishers at the workplace

The data gathered indicate that, one hundred and thirty-one respondents who represent 99.2% do not know how to operate the fire extinguisher. Whereas respondents who are conversant with the use of fire extinguishers is only one which represents 0.8% whereas

Assembling place in case of fire outbreak

As part of the analysis, respondents were asked as to whether they know where to assemble in case of fire outbreak. From the total of one hundred and thirty-two respondents, twenty-eight, representing 21.2% indicated “yes” meaning they know where to assemble in case of fire outbreak, twenty-seven respondents constituting 20.5% responded no indicating that should fire outbreak occurs they would not know where to assemble. Seventy-seven out of the total answered they do not know what to do when fire outbreak occurs.

Place to go in case of fire outbreak

Data collected with the instrument shows that should unforeseen eventuality (fire outbreak) occur; workers would not know where to go. The information collected indicates that seventy-eight out of the total representing 59.1% stated, they would not know where to go whereas, twenty-eight respondents representing 21.2% said they would know where to go. Twenty-six respondents however, responded that they do not even anything at all.

Employee's preparedness to undergo fire training

In order to adequately prepare workers to fight fire outbreak in their place of work, questions were asked whether respondents would be prepared to undergo fire training or not. Indications from the data gathered shows that one hundred and six respondents constituting 80.3% are ready and willing to undergo the training and twenty-six who represent 19.7% responded there was no need to undergo fire training since their work do not involve the use of fire.

Actions employees embark on in case of fire outbreak

To ensure the precautionary measures respondents would take should fire outbreak occurs, responses were categorized into either absolutely yes or partially, or not exactly, or not at all. From the analysis made with the instrument, out of the total of one hundred and thirty two respondents, only twenty-five representing 18.9% said that they would know what to do. Twenty-seven constituting a total percentage of 20.5% showed that partially, they would what to do. However,

fifty-three respondents, representing 40.2% answered, they would not know precisely what to do and twenty-seven making up a percentage of 20.5% respondents clearly indicated that they would know at all what they would do in case of fire outbreak.

Table 10: Activities in case of fire outbreak

Response	Frequency	Percent
Absolutely yes	25	18.9
Not at all	27	20.5
Not exactly	36	27.3
Partially	27	20.5
Total	132	100.0

Source: Field survey, 2010

Allocation of safety resources to employees work

From table 11 it was realized that respondents agreed to the fact that allocation of resources to safety is very necessary. From a total of one hundred and thirty-two respondents, eighty-seven who represent 65.9% indicate that allocation of resources to safety is very necessary, twenty-four of the total who make up 18.2% are of the opinion that allocation of resources safety is not necessary whereas twenty-one representing 15.9% were not sure whether allocation of resources to safety is necessary or not necessary.

Table 11: Safety resources at work

Response	Frequency	Percent
Very necessary	87	65.9
Not necessary	24	18.2
Not sure	21	15.9
Total	132	100.0

Source: Field survey, 2010

Rating employee's performance level

Rating of employees' performance was categorized into excellent, very good, good, satisfactory, fair and poor. The data above presents the extent to which respondents assess their performance. No respondent assessed himself or herself as excellent and therefore, is not indicated. The results from the data gathered in table 12 indicates that sixty-six respondents representing 50% assessed their performance as very good, meaning they are doing very well. Fifty-six respondents constituting a percentage of 42.4% rated their performance as good and ten employees indicating 7.6% rated their performance as satisfactory.

Table 12: Levels of employees' performance

Performance level	Frequency	Percent
Very good	66	50.0
good	56	42.4
satisfactory	10	7.6
Total	132	100.0

Source: Field survey, 2010

Safety as a major factor to be considered in job performance

Information collected solicited the opinions of respondents as to safety is a major factor to be considered on their job. Five respondents who make up 3.8% did not answer at all. One hundred and two respondents representing 77.3% answered 'yes' implying, it is important to consider safety as a major factor in the performance of their duty. Twenty-five respondents who constitute a total percentage 18.9% of however, did not recognize safety as anything too important to be given much attention in their job.

Employee's works that involves the use of protective gear

Opinions solicited indicated that one hundred and five respondents answered that the nature of their work involve the use of protective wear whereas twenty-seven of the total respondents were not sure whether their work needs any protective wear.

District heads and their experience with Adwumapa Company Limited.

Years of work as district head

The analysis below gives an indication of the number of years the various district heads of the Adwumapa Company have worked in the Aowin – Suaman district. From the instrument, only one (1) person giving a percentage of 16.7% has worked for two (2) years, three (3) persons representing 50.0% have worked for three (3) years, one (1) person giving a percentage of 16.7% has worked for

four (4) years and another one person representing 16.7% has worked for six (6) years.

District heads who have worked before coming to Adwumapa Buyer Limited

The instrument administered sought to ascertain whether the various district heads of the company have worked before prior to their appointment at Adwumapa. From the data collected five (5) persons representing 83.3% responded yes indicating that they have worked before whereas only one (1) person constituting 16.7% indicated that he has not worked before.

Perception of safety at the workplace by district heads

The feedback from the instrument administered showed safety measures in the company are not satisfactory. All the six (6) district heads responded that safety measures are not satisfactory which give a total percentage of 100%. Therefore, there is the need for management to improve upon safety activities.

Assessment of resource allocation to safety

Assessment of allocation of resources to safety is not satisfactory as depicted in the table. The table gives a clear indication that the entire six (6) district heads responded that safety measures in the company is not satisfactory. This represents 100%. This calls for management to channel more resources to safety measures.

Effects of safety employees

Safety measures impact hugely on the performance of workers. According to all the six (6) district heads, inadequate safety measures reduce the performance level of employees which subsequently, brings about low productivity.

Employee's opinion on recommendation to improve safety

According to the information gathered from the district heads, four (4) of them giving a total of 66.7% indicated that firefighting equipment is recommendable to improve safety and two (2) district heads representing a percentage of 33.3 indicated that protective clothing can also be recommended to improve safety.

Table 13: Recommendations to improve safety

Response	Frequency	Percent
Fire fighting equipment	4	66.7
Protective clothing	2	33.3
Total	6	100.0

Source: Field survey, 2010

Benefits of safety measures to employees

From the information gathered from the data, one (1) district head constituting 16.7% responded that benefit of safety measures motivates employees, one (1) also agreed that it boost employees morale, another also said it

enhances work quality of workers whereas three (3) district heads representing 50% responded that benefit of safety measures increase the work output of employees.

Table 14: Importance of safety measures to employees

Response	Frequency	Percent
Motivation	1	16.7
Boost morale	1	16.7
Enhance work quality	1	16.7
Increase output	3	50.0
Total	6	100.0

Source: Field survey, 2010

Responses by district heads on how safety improves performance

When district heads were questioned as to whether safety improve performance or not four (4) making up 66.7% responded that it neither increase or decrease performance, hence it's normal, two (2) representing 33.3% had the opinion that inadequate safety equipment decrease productivity.

Table 15: How safety improves performance

Response	Frequency	Percent
Normal	4	66.7
Decreased productivity	2	33.3
Total	6	100.0

Source: Field survey, 2010

Description of safety measures

The questionnaire administered sought to find out the description district heads of Adwumapa Company gave to the state of the safety measures at the company. All the six (6) district heads described the state of safety measures in the company as unsatisfactory. Steps therefore, will have to be taken to improve to safety measures within the company.

Impact of safety on the job

The information collected from district heads gave an indication that all the six (6) district heads of Adwumapa Company limited in the Aowin Suaman political district have the opinion that inadequate safety measures impact negatively on the job performance of employees and therefore, productivity has gone down.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The study sought to investigate the use of safety measures on the job performance of employees. It was realized that even though provision of welfare facility played a role in employee job enhancement yet the use of safety facility were found to enhance employee job performance. The summary of the findings and conclusions and recommendations are therefore outlined.

Summary

The study contributes to the existing body of knowledge in the field of occupational health and safety sciences. The outcomes of the study reveal how differently workers construe safety measures at Adwumapa Company Limited. The study has established the workers' varied levels of understanding of the safety measures of the company and pinpoints the gap that needs to be filled by the company for those who need additional training with regard to certain aspects of the safety measures of the company. Aspects that have been raised by the workers help trigger points of concern to the workers that can help Adwumapa Company improve its safety system. It helps pinpoint some safety aspects that the

company could have never thought of pertaining to crucial elements of the safety measures of the company. It puts safety officials in the position to consider the responses and identify strengths and weaknesses of its safety program. It has helped to identify the differences in worker perceptions with regard to various safety regulations that are perceived differently by workers and that may in part obstruct the company's objective. The study has revealed how workers put their trust and value in the safety program of the company. The findings can help the company strengthen some of the weaknesses and capitalise on the strong points of the company to provide missing information. The study also suggests ways in which to impart some of the safety regulations systematically to ensure uniform understanding and action.

Moreover the study has also pinpointed the role that individual differences can and do play with regard to safety in the workplace no matter what the set strategies may be. It may help to put the company in a better position to implement the appropriate safety strategies in the future.

The major findings of the study are as follows:

The effects of safety on the employees and the need for safety officer

The results showed that (46.2%) indicate that absence of safety measures and training officer (78.8%) at the workplace exposes the employees to a wide range of risk which adversely affect their job performance similarly, Mullins, P (2001) training employees about how to handle the equipment and the other

facilities of the workplace is very important, to maintain employee and workplace safety.

Safety measures and working condition improve performance level of employees

From the information collected, there is a clear indication that absence of safety measures would limit the performance level of employees, it is however, important that adequate provision of safety measures should be made to ensure the safety of workers. In addition, (33.3%) indicated that working condition had great impact on their job similar to findings by Cuming, M.W (1970) which stated that good working conditions keep employees cheerful and thus contribute towards greater efficiency at work. Desai, K.G (1969) asserted that workers are capable of doing the work at a much higher level of efficiency, but management have failed to create the conditions whereby the best out of employees could be obtained. It is the responsibility of management to create conditions so that the workers would give their best to the organisations.

Facilities contributing to the enhancement of employees' job performance

The researcher found that majority of the respondents was of the view that, Safety facilities had an effect on their job performance. Hence improvement of these factors would reflect in enhancement of performance.

Allocation of resources to safety measures and the performance level of the employees

Respondents were in agreement that if more resources are allotted to ensuring safety at the work place it will go a long way to enhance their performance and also ensure their security at the workplace from all forms of injuries.

Benefits of safety measures to employees and how it's also increase productivity

The researcher found that majority of the respondents were in agreement that improvement in safety facilities could bring about a corresponding increase in job performance and also keeps them secure. All the district heads (100%) agreed that safety measures benefit employees, this agrees with a study conducted by Bennet, D (2002) which found the ILO approach towards safety and health in the workplace ideal since it seeks to benefit the workers who are always vulnerable to occupational incidences by advocating that total safety and health specifications should be given priority over performance standards

Safety measures and working condition improve performance level of employees

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In addition, (33.3%) indicated that working condition had great impact on their job. Cuming, M.W (1970) also stated that good working conditions keep employees cheerful and thus contribute towards greater efficiency at work. Desai, K.G (1969) asserted that workers are capable of doing the work at a much higher level of efficiency, but management have failed to create the conditions whereby the best out of employees could be obtained. It is the responsibility of management to create conditions so that the workers would give their best to the organisations.

Awareness and perception of safety facilities by district heads

The studies found that most of the staff were not aware of a facility responsible for First Aid as required by Health and Safety and Welfare conditions or regulations. The response by district heads indicated (100%). Unfortunately there were not any First Aid at the workplace. This is a reflection of management system and objective of the company, similarly Buhlungu, S (2006) argued that when it comes to workers' views on occupational safety and health in the workplace they are often ignored due to various management styles and a shortage of safety regulations, allowing for little reflection for worker contribution. Magendaz, D (2004) stated, the objectives of the company might be totally different to those of the workers. This would have a bearing on compliance with rules and regulations put in place by the establishment.

Rating of the safety facilities

It was found out from the studies that the majority of the respondents rated safety facilities as fairly good. However even though it was fairly good most felt there was the need for further improvement. The researcher also found that safety was a major factor to be considered in the execution of their jobs.

Conclusions

Safety and health in workplace has become of prime importance. Well-being and safety are fundamental human rights that cannot be ignored by the business world. The reviewed literature has confirmed this in unequivocal terms. The subject of safety in the workplace is very wide and can be viewed from various perspectives. In this study, this subject focused on communication of safety and health precautions and equipment. The industry is accountable for the greatest loss of human life in the world as confirmed in the literature. This impacts directly to environmental justice and thus has become a subject of global concern.

The study therefore indicated that even though motivation and emolument played a role in employee performance, however the use of safety facilities could lead to enhancement of employee job performance.

A future work could also look at how the performance could be measured or appraised in the set up, to enable safety facilities to be used for the enhancement of employee performance.

The research has indicated that the performance level of the workers of the Adwumapa Company limited was satisfactory and that among factors contributing to performance included working conditions, environmental conditions and challenges of the job.

Most of the employees indicated that there were not any safety facilities at their workplace. Many respondents were of the view that safety facility had an impact on their job performance and on the scale of importance of their job most rated the safety facility as fairly good.

Majority of the staff were of the view that safety facilities could lead to the enhancement of employee performance.

Similarly, it was the view of most of the staff that improvement in safety facilities could bring about a corresponding increase in enhancement of job performance.

Environmental health and safety as a right is an entitlement that forms a basic human right for all. Workplace hazards violate that right. The local community is the pool from which the workplace draws its workforce. In essence this constitutes the link between the workplace and its immediate community. This study reveals that there are social and domestic factors that can pose a safety threat at the workplace which requires vigilance from the company and its workers. The company should uphold safety at the workplace as very important.

The company should hold safety in high esteem at the workplace, and in a short time they will achieve much in its safety and health administration. Workers should always observe the employer's stipulations that need to be performed and

complied with. They ought to carry out all given lawful orders and follow given procedures. A worker should report any unsafe or unhealthy situation that comes to his or her attention as soon as possible and report every incident that may affect his or her health, or cause him or her harm, as soon as possible.

As a safety measure, good housekeeping is to be practiced by workers. Everyone, at the end of every work shift, is expected to tidy up his or her workstation and the area at which he or she is working. The prime rule with housekeeping is 'every tool at its right place and a right place for every tool'. Safe storage is a priority. For the personal health of the workers, measures have to be put in place by the company to cater for various worker health and safety need like injury dressing, medicinal supplies for ailments such as headaches, on site clinics and call centres for traumatic and psychological interventions and first aid-kits and safety induction programme that will inform the workers of the importance of personal safety and hygiene.

Recommendations

Following from the findings, a number of recommendations can be deduced from the study. These have been presented under the various categories of issues discussed.

Awareness creation of safety facility

The researcher found that even though Adwumapa Buyers had a facility responsible for first aid, majority of the staff were ignorant of the frequency of its

use. Since regular Health checks has the potential of diagnosing or identifying health conditions or disease states of the staff, the researcher recommends that education on health checks be intensified in the company.

Safety facility and the impact on job performance

The study revealed that the safety facility had an impact on the job performance of the majority. It is therefore the view of the researcher that if resources are made available for improvement of the Safety facilities, this would impact positively on their job performance. It is therefore recommended that management adequately resourced the Safety facilities to enable it impact more on the job performance.

Safety facility and enhancement of employee performance

The researcher found that the majority of the respondents were emphatic that Safety facilities could lead to enhancement of employee performance. It is therefore the view of the researcher that if these factors are improved it would lead to enhancement of employee performance. It is therefore recommended that Safety facilities be well resourced by way of finance, materials, logistics and policy wise to bring about enhancement in performance.

Improvement of safety facility and performance enhancement

It was found that most of the respondents of Adwumapa Buyers were of the view that if Safety facilities such as fire fighting equipment and protective

clothing were improved this could enhance employee performance. The researcher recommends that management seeks ways and means of improving the Safety facilities to enhance improvement in job performance.

Application of safety facilities

The study has revealed that the improvement of Safety facilities could lead to the enhancement of employee job performance. It is therefore recommended that management considers it as a matter of urgency to device means by which the effective application of Safety facilities could be factored into management employee negotiations. This could improve the employee quality of life instead of the usual salary negotiations which often gets eroded by inflation.

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APPENDICES

APPENDIX A

**QUESTIONNAIRE FOR WORKERS OF ADWUMAPA BUYERS
COMPANY LIMITED**

This is an instrument used to collect data for Masters Degree programme at the University of Cape Coast. Respondents are kindly assured of confidentiality of the information they provide. Please at your own free will provide answers to the following. Please, be objective as much as possible.

Study Area.....

Questionnaire No.....

Date.....

A Background of Respondent

1. Age

2. Sex (1) Male (2) Female

3. Religion

(1) Christian

(2) Traditional

(3) Non believer

(4) Muslim

4. Educational background

(1) Basic level

(2) Sec/vocational

(3) Tertiary

5. Marital Status

- (1) Single
- (2) Married
- (3) Divorced
- (4) Widow

6. Number of wives

- (1) One
- (2) Two
- (3) Three
- (4) Four

7. Number of children

- (1) 1-2
- (2) 3-5
- (3) Above 5

8. Status

- (1) Security
- (2) Labourer
- (3) Depot keeper
- (4) Depot supervisor
- (5) Purchasing clerk
- (6) District manager

8. Do you have any supplementary work? (1) Yes (2) no

Specify if any.....

10. How do you rate your performance level?

- (1) Excellent
- (2) Very good
- (3) Good
- (4) Satisfactory
- (5) Fair
- (6) Poor

11. What factors do you think contribute to your performance most?

- (1) Environment
- (2) Working condition
- (3) Challenges on the job
- (4) Public perception
- (5) Job satisfaction

12. Can your performance level be further improved?

- (1) Yes
- (2) No

13. How do you rate your safety measures on your job?

- (1) Excellent
- (2) Very good
- (3) Good
- (4) Satisfactory
- (5) Fair
- (6) Poor

14. Do you consider that there is the need for improvement of the safety aspect?

(1) Yes

(2) No

(3) Not sure

15. Does the safety aspect impact on your job?

(1) Yes

(2) No

(3) Not sure

16. Can the performance of on your job be enhanced by improvement in safety aspect?

(1) Yes

(2) No

(3) Don't know

17. Has safety any bearing on your job performance at all?

(1) Always

(2) Occasionally

(3) Not at all

18. Is safety a major factor to be considered in the execution of your job?

(1) Yes

(2) No

19. On the scale of importance A, B, C, D, E, F, how would you rate safety in the performance of your job? Where A is excellent, B very good, C good, D satisfactory, E fair and F poor

(1) A

(2) B

(3) C

(4) D

(5) E

(6) F

20. Does your work involve the use of chemicals?

(1) Yes

(2) No

21. Does your work need the use of protective gear?

(1) Yes

(2) No

(3) Not sure

22. If yes, then tick to indicate what you are provided with

(1) Protective shoes

(2) Aprons

(3) Gloves

23. Would you agree that the nature of your work need to be provided with adequate protective gear for safety?

(1) Yes

(2) No

(1) Don't know

24. Do all buildings at your workplace conform to the building code, the ministry of health act and other standard practices with regard to fire resistance?

(I) Fire resistance

(1) Yes

(2) No

(3) Don't know

(ii) Means of fire escape

(1) Yes

(2) No

(3) Don't know

(iii) Access to fire fighting equipment

(1) Yes

(2) No

(3) Don't know

(iv) Are the buildings equipped with smoke detectors?

(1) Yes

(2) No

(3) Don't know

25. Are the buildings equipped with functional fire extinguisher, fire bucket with sand and water?

(1) Yes

(2) No

(3) Don't know

26. Are you conversant with the operations of the fire extinguisher?

(1) Yes

(2) No

(3) Don't know

27. How often do you have fire drills in a month?

(1) Once

(2) Twice

(3) Thrice

(4) More than thrice

(5) Not at all

28. In case of fire outbreak, do you know where to assemble?

(1) Yes

(2) No

(3) Don't know

29. In case of fire outbreak, do you know exactly what to do?

(1) Absolutely yes

(2) Partially

(3) Not exactly

(4) Not at all

30. Will you be prepared to undergo fire training?

(1) Yes

(2) No

(3) Not sure

31. Is there a fire hydrant near where you work?

(1) Yes

(2) No

(3) Don't know

32. If yes, can you locate where exactly the fire hydrant is

(1) Yes

(2) No

(3) Don't know

33. Is the building you work in physically challenged?

(1) Yes

(2) No

(3) Don't know

34. Is the safety aspect of the building conducive to your work?

(1) Yes

(2) No

(3) Not sure

35. Is there a safety officer at your workplace?

(1) Yes

(2) No

(3) Not sure

36. If no, do you think there is the need for safety officer?

(1) Yes

(2) No

(3) Not sure

37. Are the floors of the building accident prone?

(1) Yes

(2) No

(3) Not sure

38. Does the building in which you work has emergency exit

(1) Yes

(2) No

(3) Not sure

39. If yes, can this emergency exit be easily located

(1) Yes

(2) No

(3) Not sure

40. How does the allocation of resource to safety measures benefit your outfit?

(1) Motivates

(2) Boost morale

(3) Sense of satisfaction

(4) Enhance work quality

(5) increase output

41. In your opinion, is allocation of resources to safety measures necessary for your job?

(1) Very necessary

(2) Not necessary

(3) Not sure

42. How would you describe the noise level at your workplace?

(3) Normal

(3) Excessive

(3) Don't know

APPENDIX B

INTERVIEW SCHEDULE FOR DISTRICT HEADS OF ADWUMAPA

BUYERS COMPANY LIMITED

This is an instrument used to collect data for Masters' degree programme at the University of Cape Coast. Respondents are kindly assured of confidentiality of the information they provide. Please at your own free will provide answers to the following. Please, be objective as much as possible.

1. Please, how long have you been the district head of Adwumapa Buyers Company Limited?
2. Before your appointment as a district head, have you ever worked with the company?
3. Do you see safety as a serious problem in your organisation?
.....
4. In the last two years, how has safety impact on the job performance of employees?
5. How would you describe the safety measures at your workplace?
.....
6. How would you assess the allocation of resources to safety in your organisation
.....
.....
.....

7. In your own opinion, how would you assess the effect of safety on employee performance?

.....
.....

8. What would you recommend to improve safety in your organisation

.....
.....
.....

9. How does allocation of resources to safety measures benefit your outfit

- (1) Motivation
- (2) Boost morale
- (3) Sense of satisfaction
- (4) Enhance work quality
- (5) Increase output

10. How would you determine the extent to which safety measures have helped your staff to input their job performance?

.....