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Health Management Practices and Employee Performance in Banks in Uyo, Akwa Ibom State

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Abstract

The main objective of this research was to examine the influence of health management practices on employee performance in banks in Uyo, Akwa Ibom State, Nigeria. The study had four specific objectives; to assess the influence of health and safety audits on employee performance in banks in Uyo; examine the influence of health and safety policies on employee performance in banks in Uyo; investigate the influence of health and safety training on employee performance in banks in Uyo and to examine the joint influence of health and safety audits, health and safety policies; and health safety training on employee performance in banks in Uyo. The study had a population of 107 and was conducted as a census. The primary instrument used in collecting data in the study was questionnaire. The instrument recorded 75.7 % response rate. Research analysis in the study was done with simple and multiple regression methods. Findings of this study showed that health and

safety audits (Beta value =3.285) has a significant influence on employee performance in banks in Uyo; that health and safety policies (Beta value =2.330) has a significant influence on employee performance in banks in Uyo, Akwa Ibom State; health and safety training (Beta value =1.843) has an insignificant influence on employee performance in banks in Uyo, Akwa Ibom State. It was recommended that banks in Uyo, Akwa Ibom State prioritize health and safety audits as a key strategy in boosting employee performance; that banks in Uyo, Akwa Ibom State should give attention to health and safety policies in their quest to improve upon the performance of its employees in view of its significant influence on employee performance and that banks in Uyo, Akwa Ibom State carry out health and safety training programmes that are relevant to its operations in order to boost employee performance.

Keywords: Health Management Practices, Employee Performance, Safety Audits, Safety Policies, Banks

1. Introduction

Employers of labour owe their workers a duty of protection from the hazards that occur on daily basis at the work place. Thus, the human resources unit is expected to play a key role in ensuring that there exists a safe work environment. Thus, there is the provision of safe and health work systems in all organizations. Health management practices play an important role in

ensuring maximum performance of workers in organizations, because employees will not give their optimum best in an unhealthy environment^[1]. Health management practices provide an important base for enhancing employee health and safety. All employees are expected to work in environments where risks to their health and safety are adequately controlled and at minimal level. A safe and healthy workplace not only protects workers from injury and illness, it can also lower injury/illness cost, reduce absenteeism and turnover, increase productivity and quality and raise employee morale in other words, safety is good for business both for internal and external business environment^[2, 3]. Therefore, it is important that relevant health management practices are dispensed in any business or industry.

In view of the importance of health management practices, employers strive to ensure employees health issues particularly, welfare, health and safety. Compared to the experience years ago, organizations did not demonstrate sufficient concern for the health and safety of their employees. An employee was not provided with safety and health equipment and risked getting hurt at work anytime he goes about his duties. An alarming but hard fact of industrial life is that a number of people are injured, disabled or killed in the course of their employment in industries each year^[4]. It is the responsibility of the management to ensure that the workplace is free from unnecessary hazards and those conditions surrounding the workplace are not hazardous to the employees' physical and mental health. Of course, accidents can or do occur on many jobs but the employer has responsibility to protect the employees from all health hazards that may pose threat to their safety and health^[5].

The banking industry is on the forefront of critical financial players in the world. The objective of banks is to accumulate capital gains while simultaneously seeking to minimize losses. Commercial banks play a crucial role in the financial system. They mobilize funds from depositors and use the same to extend, in form of loans, to borrowers. The largest proportion of banks' revenue is the interest emanating from credit facilities extended to borrowers. Commercial banks provide diverse financial services which increases the efficiency of the overall economy. It is therefore imperative that banks provide for health management practices that would keep its employees healthy and safe to carry on operations all year round.

Health management practices over the years received minimal attention with regard to research in the banking sector. The expansion of the banking industry and the service sector, in general, has brought to the fore new risks. There has also been widening of spread of work-related risks and increased their interaction with non-work factors in ill health, such as environmental pollution^[6]. The ever-increasing demands which characterize work have resulted in various problems, which include digestive disorders, sleep difficulties and musculoskeletal problems among the bankers^[6]. The banking sector has experienced intense restructuring process and automation which has resulted in changes that reflect on the workers' health^[7]. The increased demand for banking services in has obliged commercial banks to expand with the view of reaching more customers. The expansion is linked to increment in staffing. The impact of this on occupational safety and health status of the workers, therefore, necessitates investigation.

Banking work involves the use of computers and is

characterized by repetitive movement of some body parts and may, therefore, result in accumulation of fatigue and eventual development of work-related musculoskeletal injuries and illnesses such as carpal tunnel syndrome, lower back pain, and computer vision syndrome. Indeed, limited computer-user employees' involvement in schedule selection, long working hours and low physical activity are all linked to work-related injuries and illnesses^[8]. Studies have shown that these work-related injuries and illnesses may lead to poor work performance.

Rasool *et al.*^[9], have listed the key health management practices to include, health and safety audits, health and safety policy; and health and safety training.

Health and safety audit involves conducting a review of all aspects of safety and health program procedures and practices^[10]. Health and safety policy, is concerned with formulating health and safety policies, for use in the organization. It shows the organization's commitment towards health and safety at work, and for health and safety issues^[11]. Health and safety training help an individual to have a basic theoretical and practical knowledge and practice towards the protection of employees at work environment^[12]. Health and safety training is a basic element of occupational health and safety policy, it gives information for employees how to handle with potential danger and prevent them. Armstrong^[13], is of the view that these practices are capable of influencing the work attitudes and performance of employees.

Employee performance is the outcome achieved from specific activities and specific tasks in a certain period. It's a set of activities that are related to the organization that an employee works. Nowadays, active managers identify employees' performance as the backbone of every organization to achieve organizational goals; hence it's also equally important to for organizations to endure that their employees are in the right frame of mind and that their health and safety are prioritized to encourage effective performance of assigned duties.

2. Materials and Methods

2.1 Research Design

The study is a survey and therefore falls under descriptive research. This design involves studying a sample so as to understand the characteristics of its population.

2.2 Population of Study

The population comprises all permanent employees at First bank, Zenith Bank, Guarantee Trust Bank, Access Bank, United Bank for Africa and Fidelity Bank operating along Banking Avenue in Uyo, Akwa Ibom State. The total number was 107.

2.3 Sample and Sampling Technique

Since the population is small at 107, it was decided that all staff of the banks should be studied. This made it a census study. Thereafter, simple random sampling technique was used in selecting staff for administration of questionnaire. This indicates that all members of members of staff had equal chance of being picked.

2.4 Source of Data Collection

In the conduct of this study, data were sourced from both primary and secondary sources. The questionnaire was used in obtaining data in respect of the primary source of data.

These data enabled analysis in order to achieve the objectives of the study. For the secondary source of data, other researches, written materials, relevant textbooks, Internet and academic journals were consulted. The secondary data were used in strengthening and also comparing previous studies in the area.

2.5 Research Instrument

The researcher’s designed questionnaire was used in obtaining primary data from respondents who took part in this study. This questionnaire had two broad segments, namely, section A and B. In section A, respondents were asked to supply required demographic information. These details centred around their age, gender, qualification and years of service in the company. In section B, variables of the study were considered, namely health and safety and employee commitment. The assessment of respondents’ opinions was done using a five-point Likert Scale. The instrument was scored as follows: Undecided (UN)- 1; Strongly Disagree(SD)-2; Disagree(D)-3; Agree(A)-4and Strongly Agree (A)-5.

2.6 Validity Test of Instrument

We validated the primary instrument, questionnaire. In this respect, the initially designed questionnaire was presented to the experts in the field. This was in an effort to have their input and criticisms towards improving upon the quality of the instrument. Following inputs and suggestions were made, the quality of the final instrument was thus enhanced and was eventually administered.

2.7 Administration of the instrument

A designed questionnaire was used in collecting data from respondents. The administration of the instrument was done personally by the researcher. Actual questionnaire administration was restricted to working hours. Both administration and retrieval of copies of questionnaire lasted for a period of three (3) weeks.

2.8 Method of Analysis

All usable data that were sourced from the field were presented to ascertain respondents’ profile. The presentation was done with the aid of percentage analysis. In order to test the three hypotheses formulated in the study for possible influence of independent variables on the dependent variable, simple regression method of data analysis was employed in testing hypotheses i-iii. Multiple regression was used in testing hypothesis iv. The Regression models for hypotheses i-iv were as shown:

$Y = a + \beta x + e$ 1

$EPM = a + HSA + e$ équation 1.1

$EPM = a + HSP + e$ equation 1.2

$EPM = a + HST + e$ équation 1.3

In the models above,

Y = dependent variable (Employee Performance)

a = the y intercept

b = regression coefficient

x = independent variables

HSA = Health and Safety Audits

HSP = Health and Safety Policies

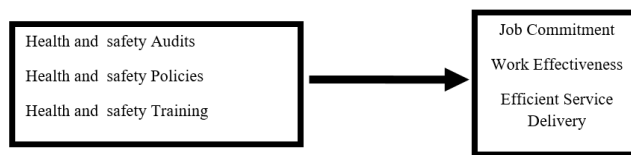
HST = Health and Safety Training

e = error term

Independent variable

Dependent variable

Health Management Practices Employee Performance



The Multiple Regression model was represented thus:

$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$

2.9 Ethical Consideration

In this study, research ethics was observed at all stages. In the area of respondents’ confidentiality in respect of their responses to questions in the questionnaire, no information on their respective identities was required. Thus, in line with assurance promised respondents, their identifies were neither asked for nor disclosed. Furthermore, we were careful to ensure that in collating research data, in the analysis of research data and in reporting findings of the study, standard research practice was followed. This gave credibility to the research process and ensured that the process was not being manipulated. All respondents were also allowed to make their personal decisions on either to partake in the study or not. The researcher also made it its responsibility to ensure that the production of the research report was only limited to environment-friendly materials.

3. Results and Discussion

In this study, a total of one hundred and seven (107) copies of the questionnaire were distributed to permanent staff of six banks located along Banking Avenue, Udo Udoma Road, Uyo. Following this presentation, eighty-one (81) copies completed and returned to us in useable form. This represented 75.7% response rate.

Table 1: Gender Distribution of Respondents

Variables	Frequency	Percentage (%)
Male	55	667.90
Female	26	332.10
Total	81	1100

Source: Field work, 2023

From Table 1, the gender distribution of respondents is presented. In the table, out of the 81 respondents who responded, 55 of them were male. This represented 67.90% while 26 respondents were female. This represented 32.10%.

Table 2: Age Range of Respondents

Variables	Frequency	Percentage (%)
20 – 29	11	13.58
30 – 39	23	28.40
40 years and above	47	58.02
Total	81	1 100

Source: Field work, 2023

Table 2 is presentation of respondents’ ages. In the table, it is shown that 11 respondents were employees in the age bracket of between 20 – 29 years. This number represented

13.58%. Furthermore, 23 of the respondents were in the age bracket of 30 – 39 years. This represented 28.40%. Again, 47 respondents were aged 40 years and above. This represented 58.02%.

Table 3: Educational Background of Respondents

Variables	Frequency	Percentage (%)
B.Sc/HND	39	48.15
M.Sc/MBA	26	32.10
Others	16	19.75
Total	81	100

Source: Field work, 2023

Table 3 is used to present the educational qualifications of respondents. In the table, 39 of the respondents were holders of B.Sc/HND. This represented 48.15%. Also, 26 of the respondents were holders of M.Sc/MBA. This represented 32.10. Furthermore, 16 of the respondents were in possession of other qualifications. This represented 19.75%.

Table 5: Descriptive Analysis of Health and Safety Audits

Dimensions of Health and Safety Audits	SA	A	D	SD	UN
Our organization conducts health and safety audits	26 (30.23%)	34 (39.53%)	11 (12.79%)	9 (10.47%)	6 (6.98%)
Health and safety audits are used in organization management	21 (24.42%)	36 (41.86%)	12 (13.95%)	13 (15.12%)	4 (4.65%)
The ability to evaluate and manage safety improves employee well being	11 (12.79%)	14 (16.28%)	36 (41.86%)	18 (20.93%)	7 (8.14%)
Being able to identify various health and safety issues is important to business	22 (25.58%)	31 (36.05%)	15 (17.44%)	12 (13.95%)	6 (6.98%)

Source: Field Survey, 2023

Table 5, presents the descriptive analysis of health and safety audits. It revealed that 26(30.23%) respondents strongly agreed that their organization conducts health and safety audits;34(39.53%) agreed;11 (12.79) disagreed;9 (10.47%) strongly disagreed while 6(6.98%) were undecided. Furthermore, it was found that 21(24.42%) respondents strongly agreed that health and safety audits are used in organization management; 36(41.86%) agreed; 12 (13.95%) disagreed; 13(15.12%)strongly disagreed while 4(4.65%) were undecided. Again, 11 (12.79%) respondents strongly agreed that the ability to evaluate and manage

Table 4: Work Experience of the Respondents

Variables	Frequency	Percentage (%)
Less than 1year	6	7.41
1-5 years	17	20.99
6-10 years	26	32.10
11-14 years	19	23.45
15 years and above	13	16.05
Total	81	100

Source: Field work, 2023

Table 4 is used to present the work experience of respondents. In the table, it is shown that 6 respondents had less than 1year experience in the company. This represented 7.41%. Also, 17 respondents had between 1 and 5 years. This represented 20.99% Furthermore, 26 respondents had worked between 6 and 10 years, this represented 32.10%. Again, 19 of the respondents had 11-14 years' experience, representing 23.45% while 13 respondents had 15 year experiences and above. This represented 16.05%.

safety improves employee well being; 14(16.28%) agreed; 36(41.86%) disagreed; 18(20.93%) strongly disagreed while 7(8.14%) were undecided. Also, 22(25.58%) respondents strongly agreed that being able to identify various health and safety issues is important to business; 31(36.05%) agreed; 15(17.44%) disagreed; 12(13.95%) strongly disagreed while 6(6.98%) were undecided.From the results on Table 5, majority of the respondents, 51(62.96%) indicated that their organizations engage in of health and safety audits.

Table 6: Descriptive Analysis of Health Safety Policies

Dimensions of Health Safety Policies	SA	A	D	SD	UN
There is need to formulate health and safety policies in banks	21 (24.41%)	36 (41.86%)	13 (15.12%)	10 (11.63%)	6 (6.98%)
Health and safety policies are needed to guide the management of related issues in banks	19 (22.09%)	43 (50%)	12 (13.95%)	9 (10.47%)	3 (3.49%)
Health and safety policies play a significant role in determining health and safety of employees	9 (10.47%)	23 (26.74%)	33 (38.37%)	17 (19.77%)	4 (4.65%)
With health and safety policies employees are better off on related issues	19 (22.09%)	37 (41.86%)	33 (38.37%)	11 (12.79%)	6 (6.98%)

Source: Field Survey, 2023

Table 6, presents the descriptive analysis on health safety policies. The analysis showed that 21 (24.41 %) respondents strongly agreed that there is need to formulate health and safety policies in banks;36 (41.86 %) agreed; 13 (15.12 %) disagreed; 10 (11.63 %) strongly disagreed while 6 (6.98 %) were undecided. On whether health and safety policies are needed to guide the management of related issues in banks, 19 (22.09 %) strongly agreed; 43 (50 %) agreed; 12 (13.95 %) disagreed; 9 (10.47 %)strongly disagreed while 3 (3.49

%)were undecided. Furthermore, on whether health and safety policies play a significant role in determining health and safety of employees, 9 (10.47 %) respondents strongly agreed; 23 (26.74 %) agreed; 33 (38.37 %)disagreed; 16 (19.77 %)strongly disagreed while 4 (4.65 %)were undecided. From the results on Table 6, 56 (69.14 %) respondents said their banks actually formulated health and safety policies.

Table 7: Descriptive Analysis of Health and Safety Training

Dimensions of health and safety training	SA	A	D	SD	UN
Health and safety training empowers employees on related issues	11 (12.79%)	18 (20.93%)	37 (43.02%)	19 (22.09%)	1 (1.16%)
Health and safety training should be encouraged in banking organizations	5 (5.81%)	17 (19.77%)	39 (45.35%)	22 (25.58%)	3 (3.49%)
When employees are empowered through health and safety training it supports their safety and service delivery	8 (9.30%)	21 (24.42%)	39 (45.35%)	13 (15.12%)	5 (5.81%)
Through health and safety training, an employee faces his job confidently	18 (11.63%)	32 (18.60%)	24 (27.91%)	33 (38.37%)	3 (3.49%)

Table 7, presents the descriptive analysis on health and safety training. In the analysis, it revealed that 11(12.79%) respondents strongly agreed that health and safety training empowers employees on related issues; 18(20.93%) agreed; 37(43.02%) disagreed;19(22.09%) strongly disagreed while 1(1.16%) respondent was undecided. Furthermore, it was found that 5(5.81%) respondents strongly agreed that health and safety training should be encouraged in banking organizations;17(19.77%) agreed; 39(45.35%) disagreed; 22(25.58%)strongly disagreed while 3(3.49%)were undecided. Again, 8(9.30%) respondents strongly agreed that when employees are

empowered through health and safety training it supports their safety and service delivery; 21(24.42%)agreed; 39(45.35%)disagreed; 13(15.12%) strongly disagreed while 5(5.81%) were undecided. Again, on whether through health and safety training, an employee faces his job confidently, 10(11.63%) strongly agreed that through health and safety training, an employee faces his job confidently; 16(18.60%) agreed; 24(27.91%) disagreed; 33(38.37%) strongly disagreed while 3(3.49%)were undecided. From the results on Table 7, it has been established that 50(%) respondents were of the view that health and safety training has an influence on employee performance.

Table 8: Descriptive Analysis of Health Management Practices and Employee Performance

Dimensions of Employee Performance	SA	A	D	SD	UN
Health and safety audits are important in influencing employee job delivery	26 (30.23%)	38 (44.19%)	11 (12.80%)	8 (9.30%)	3 (3.49%)
Health and safety policies brings about positive effect on employee performance	25 (29.07%)	34 (39.53%)	13 (15.12%)	9 (10.47%)	5 (5.81%)
Health and safety policies are needed to influence employee commitment to service delivery	29 (33.72%)	31 (36.05%)	16 (18.60%)	8 (9.30%)	2 (2.33%)
Health and safety practices encourages positive employee job attitudes	20 (23.26%)	39 (45.35%)	13 (15.12%)	11 (12.80%)	3 (3.49%)

Table 8 shows the items that made up **health management practices and employee performance** in relevance to this study. In the analysis, it was found that 26 (30.23 %); respondents strongly agreed that health and safety audits are important in influencing employee job delivery; 38 (44.19 %) of the respondents agreed; 11 (12.80 %) disagreed; 8 (9.30 %) strongly disagreed while 3 (3.49 %) were undecided.

Furthermore, on whether health and safety policies brings about positive effect on employee performance, 25 (29.07 %) respondents strongly agreed; 31 (36.05 %) agreed; 13 (15.12 %) disagreed; 9 (10.47 %) strongly disagreed while 5 (5.81 %) were undecided. Also, on whether health and safety policies are needed to influence employee commitment to service delivery, 29 (33.72 %) respondents strongly agreed that health and safety policies are needed to influence employee commitment to service delivery; 31 (36.05 %)agreed; 16 (18.60 %) disagreed; 8 (9.30 %) strongly disagreed while 2 (2.33 %) were undecided. From the results on Table 8, it has been shown that health management practices had an influence on employee performance

The main objective of this study was to investigate the influence of health management practices on employee performance I banks in Uyo, Akwa Ibom State. Findings of the study indicate that all variables of health management practices used in the study, namely, health and safety audits, health and safety policies and health and safety training have a significant influence on employee performance in banks in

Uyo.

This result is in line with Morena *et al.* [14], who conducted an investigation on safety audits and its effect on job satisfaction in South Africa and established that worksite safety issues positively impacted job satisfaction of newly recruited employees in South Africa.

The result of test of hypothesis two indicated that health and safety policies have a significant influence on employee performance in banks in Uyo, Akwa Ibom State. The outcome of test of hypothesis two strengthens Mittal and Upamannu [15] whose investigation on health and safety policies employee job attitudes in educational institutions in India indicated that health and safety policies exerted a significant influence on employees’ job attitudes. Again, Izlem [16] whose study focused on safety policies and job satisfaction among Journalists found that safety policies had a positive impact on satisfaction and job attitudes among journalists. The findings of test of hypothesis two imply that health and safety policies can determine employee performance in banks Uyo, Akwa Ibom State.

The result of test of hypothesis three indicated that safety training has a positive but insignificant influence on employee commitment in Exxon Mobil Nigeria Unlimited. The result supported by Mundia and Iravo [17] who found that safety training and employee performance had a positive relationship in sales organizations. However, this result did not support Ofobruku and Nwakoby [18] whose study on safety training and its impact on employee commitment in construction companies in Nigeria indicated

a significant impact. The result was also in contrast with Onyia *et al*^[19] whose investigation between dimensions of health and safety matters and organizational commitment, established a significant effect of safety training on employee performance.

Furthermore, as noted by Mathewman *et al*^[20], health and safety has a large number of outcomes for the employee and the organization. Gain, Clutterbuck *et al*^[21] are of the opinion that health and safety has the net effect of enhancing the employee commitment in organizations. Also, Janssen *et al*^[22]. Opined that any organization where health and safety is institutionalized can go a long way in boosting the morale and commitment of employees to the business of their employer.

4. Conclusions

In this study, it was found that health and safety audits have a significant influence on employee performance in banks in Uyo. It was also established that health and safety policies have a significant influence on employee performance. Similarly, it was found that health and safety training has a significant influence on employee performance in banks in Uyo, Akwa Ibom State.

Following the result of test of hypothesis one which indicated that health and safety audits have a significant influence on employee performance in banks in Uyo, it was concluded that health and safety audits can influence employee performance in banks in Uyo.

Furthermore, following the result of test of hypothesis two which indicated that health and safety policies have a significant influence on employee performance in banks in Uyo. It was concluded that health and safety policies could be used to predict employee performance in banks in Uyo.

In the same vein, in line with the result of test of hypothesis three which indicated that health and safety training has a significant influence on employee performance in banks in Uyo, it was concluded that health and safety training can determine employee performance in banks in Uyo, Akwa Ibom State.

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