

**OCCUPATIONAL HEALTH AND SAFETY PRACTICE AND EMPLOYEES' JOB COMMITMENT IN DUFIL NIGERIA LIMITED, OTA, OGUN STATE, NIGERIA**

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**ABSTRACT**

This study investigated the relationship between occupational health and safety practice and employees' job commitment in Dufil Nigeria Limited, Ota, Ogun State. The study adopted descriptive survey research design and selected 168 respondents from the population of four hundred and eighty six (486) using purposive sampling method. Three hypotheses were tested using Pearson Product Moment Correlation Coefficient with the aid of SPSS version 20. The first hypothesis indicated a strong and positive statistically significant relationship between organisational environment and affective commitment, also, the second hypothesis revealed a positive and statistically significant relationship between employees' safety communication and continuance commitment, while, the third hypothesis established moderate and significant relationship between safety practice and normative commitment. Arising from the findings, it was recommended, among other things, that there is need for Dufil Nigeria Limited management and other employers of labour to create more awareness through safety education and encourage the execution of occupational health and safety policies and practices amongst its workers so as to enhance their loyalty and commitment. Organisations are to make sure that safety managers and other top management staff, as well as employees, are held accountable for safety breaches and appropriate disciplinary measures taken to guide against future occurrences of any action that can be hazardous to the health and safety of employees' in the course of their duties in the organisation.

**Keywords:** Affective Commitment, Continuance Commitment, Normative Commitment, Occupational Health and Safety Practice.



### **Introduction**

The fundamental human right according to natural justice is the right to life and to live in peace irrespective of injury, accident or chronic sickness. This means that life is very important and it must be managed and protected well in all endeavours. Despite the fact that human life is important, yet every year about 2.2 million men and women are deprived of that right by losing their lives to occupational accidents and work related diseases and injuries (Dwomoh, Owusu & Addo, 2013). Even in developed countries, where workers assume their organisations will take all necessary measures to ensure that they return home safely at the end of the work day, yet work-related injuries and deaths continue to occur at an alarming rate (Zacharatos, Barling and Iverson, 2005). That is why Oderinde and Jayeoba (2018) said all activities and arrangements must be in the right position to protect and safeguard human lives from work-related accidents and illnesses in every organisation.

In another development, the protection of workers generally against health and safety hazards at work has been emphasised in International Labour Organisation (ILO) Conventions and Recommendations. In the words of Koffi Annan (former UN Secretary General) cited by Amponsah-Tawiah and Baah (2011), health and safety is not only a sound socio-economic and political policy, rather it is a basic human right. According to Amponsah-Tawiah (2013) the changing nature of the world, corporate structures, marketing strategies and production processes poses more occupational health and safety issues of late. This explains why the health and safety of employees is a very significant issue to consider with relation to organisational goal and employees' turnover intention (Iheanacho & Ebitu, 2016). Friendly working environment associated with positive attitude among the workers can influence safety behaviours and practices and discourage employees' from leaving their work in searching for another or being poached by competitors (Ali, Rashid, Ahmed, Usman, Aamir, & Haider, (2020).

Health and safety policies and programmes are concerned with protecting employees and other people affected by an organisation's activities, products and services against hazards. That is the reason safety culture has been identified as a critical factor that sets the tone for importance of safety within an organisation (Iheanacho & Ebitu, 2016). According to Idubor and Osiamoje (2013), lack of strict enforcement of occupational health and safety regulations in Nigeria enables non-compliance by various organisations especially the private ones. In order words, non-compliance with occupational health and safety regulations is a major contributor to the poor state of workers health and wellbeing which can easily contribute to high rate of turnover intentions to look for jobs elsewhere without tendering their resignation letter if possible (Okeke, Nwaichi, & Ugbebor, 2021). In view of this, occupational health and safety is relevant to organisation policy to the extent that it concerns organisational effectiveness as well as ethical, moral, legal and financial aspects of responsibility for human resources and getting more commitment by the employees (Karbalaee & Shirvani, 2015).

### **Statement of the Problem**

The majority of employees worldwide spend at least a third of their lives in the workplace and sustain the economic and material basis of society through their incomes and taxes. However,



every year thousands of working hours are lost due to occupational accidents. According to Mojapelo, Mafini and Dhurup (2016), globally, job related accidents and sicknesses account for more than two million lives annually, while about 337 million accidents and 160 million illnesses occur per year. As a result, many lost working hours, which disrupts the productivity level in the workplace has been recorded (Sloane, Latreille & Leary, 2013). Besides, the origin of most industrial accidents among global industries, in both the present and the past can be traced back to the absence or weak implementation of occupational health and safety management policies especially in organised private sector (Liu, Nkrumah, Akoto, Gyabeng, & Nkrumah, 2020).

Regrettably, in spite of high incidences of industrial accidents going on in the factories across the country, the human resources managers, the industrial relations practitioners and the workers union in such sector seem not to give adequate attention to the issue of occupational health and safety, instead emphasis is mostly laid on issues relating to salary increase and minimum wage. Though, previous studies such as Yusuf, Eliyana and Sari (2012) focused on occupational safety and health on performance with job satisfaction as intervening variable far away in Indonesia, Iheanacho and Ebitu (2013) focused on occupational health and safety practices as they relate to employees' job performance specifically in Cross River, while Oderinde and Jayeoba (2018) focused on occupational health and safety as it affect employees in cement producing companies in Ogun State. It is against this background that this study intends to investigate the relationship between occupational health and safety practice and employees' commitment in food and beverage sector (Dufil Nigeria Limited), in Ado-Odo/Ota local government area which is the commercial nerve centre of Ogun State, Nigeria. This study, aside from investigating the relationship between occupational health and safety practice and employees' commitment will supplement what is already known on the important issue of employees' health and safety and job commitment of workers in the studied organisation.

### **Objectives of the Study**

The main objective of this study was to investigate the relationship between occupational health and safety practice and employees' commitment in Dufil Nigeria Limited. The specific objectives are:

1. To investigate the relationship between organisational environment and affective commitment in Dufil Nigeria Limited.
2. To assess the relationship between employees safety communication and employees' continuance commitment in Dufil Nigeria Limited.
3. To establish the relationship between safety practice and employees' normative commitment in Dufil Nigeria Limited.

### **Research Questions**

1. How does organisational environment influence affective commitment of employees?
2. In what way does employee safety communications enhances continuance commitment of employees?
3. Is there any relationship between safety practice and normative commitment of employees?



### **Research Hypotheses**

1. H<sub>0</sub>: There is no significant relationship between organisational environment and affective commitment of employees in Dufil Nigeria Limited.
2. H<sub>0</sub>: There is no significant relationship between employee safety communication and continuance commitment of employees in Dufil Nigeria Limited.
3. H<sub>0</sub>: There is no significant relationship between safety practice and normative commitment in Dufil Nigeria Limited.

### **LITERATURE REVIEW**

This section reviewed existing works by various researchers who have carried out studies related to occupational health and safety practices and employees' job commitment. The theoretical and conceptual frameworks of the study are also introduced.

#### **Occupational Health and Safety practice**

The term occupational health and safety is not a new terminology. It refers to all the factors and conditions that affect health and safety in the workplace, or could affect health and safety in the workplace. International Labour Organisation (ILO) and the World Health Organisation (WHO) defined occupational health and safety as 'the promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations (Karbalaee & Shirvani, 2015). Occupational health and safety practice is a cross-disciplinary area concerned with protecting the safety, health, and welfare of people engaged in work or employment (Liu, Gyabeng, Sewu, Nkrumah, & Dartey, 2019).

Communication and awareness of workplace hazards and controls is an important part of occupational health and safety practice. Communication is the two-way exchange of information between people. It is critical that workers get information to let them know how to be healthy and safe. A lack of communication and information about health and safety matters is one of the key underlying causes of workplace accidents. Having effective arrangements in place to communicate health and safety information is therefore a powerful preventive tool that should not be ignored.

According to Bankole and Lawal (2012), due to the introduction of high technical equipment in the course of performing tasks, workers in the manufacturing sector are daily exposed to diverse occupational health hazards such as dusts, gases, noises, vibration, radiation, extreme temperature and highly reactive chemicals like carbon monoxide, ozone, sulphuric acid, nitrogen oxide and host of others, which led to sudden death of some workers and gross deficit in the health status of others. This therefore makes occupational health and safety practice an important contribution to the success of any organisation.

In the contributions of Liu, Nkrumah, Akoto, Gyabeng and Nkrumah, (2020); Dwomoh, Owusu, and Addo (2013), occupational health and safety refers to a general state of physical, mental, and emotional well-being of a worker. Looking at the work of Lim (2012) on the effect of occupational health and safety policy and practice on employees' performance, he added that when workers understand the health and safety rules as well as procedures of their job and the tools used for working, it will help them to work effectively and efficiently resulting in



better performance of employees. Meanwhile, in order to maintain the balance in working life and for the wellbeing of workers at work, the emphasis should be put on supporting decent work that guarantee employee health and their safety (Tolera & Mengistu, 2021). According to Obong, Amadi, Ekpenyong, Harry, and Edodi, (2021), safety precautions have a special importance for the productivity of workplaces which can lead to a healthy society and improved economy as well. Since its establishment in 1919, the International Labour Organisation (ILO) has attached specific importance to the issue of occupational health and safety (OHS) and regarded it as one of the building stones in achieving social justice. The ILO constitution explicitly refers to health and safety issue and considers “the protection of the worker against sickness, disease and injury arising from his/her employment” necessary in improving working conditions and ensuring social peace (Adim & Mezeh, 2020).

Similarly, working in a safe and healthy environment is among the fundamental human rights of all working people throughout the world. Occupational health and safety (OHS) is a multidisciplinary field concerned with the safety health and welfare of people at work (Felknor, Streit, Chosewood, McDaniel, Schulte, & Delclos, 2020). In this regard, occupational health and safety (OHS) protection and prevention policies/practices are important for the government, employers of labour, employees, stakeholders, societies and for the economic development of a nation in general (Sorensen, Dennerlein, Peters, Sabbath, Kelly, & Wagner, 2021). Therefore, to ensure safe and healthy workplaces, the Ministry of Labour and productivity must work diligently so as to ensure the establishment of a common national safety culture in both public and private sectors.

### **Employees’ Commitment**

Various studies and research point out that organisational commitment leads to attitudes and behaviours that are beneficial for the employer, employees and the entire organisation system. That is why organisational commitment is one of the most researched topics in industrial and organisational psychology due to its effects and prospective impact on Organisation and the workforce (Kaul & Singh, 2017). Employee commitment is important because high levels of commitment lead to several favourable organisational outcomes. It reflects the extent to which employees’ identify with an organisation and are committed to its goals (Suarez-Albanchez, Blazquez-Resino, Gutierrez-Broncano, & Jimenez-Estevez, 2021).

Dixit and Bhati (2012), stated that the commitment of employees is an important issue because it may be used to predict employee’s performance, absenteeism and other behaviours. Rajendran and Raduan (2005) opined that organisational commitment is the subset of employee’s commitment, which comprises work commitment, career commitment and organisational commitment and also added that greater organisational commitment can aid higher productivity.

In addition, organisations value commitment among their employees because it is typically assumed to reduce withdrawal behaviour, such as lateness, absenteeism and turnover. Hence, there is no doubt that these values appear to have potentially serious consequences for overall organisational performance. The study of employee commitment is important because employees with sense of commitment are less likely to engage in withdrawal behaviour and



more willing to accept change to perform beyond their expectation (Peace & Mohammed, 2014). In view of this, workers who become less committed to an organisation will route their commitment in other directions, thus, it is important to know how to develop the right type and level of employee commitment to ensure that the better employees work are decent and the work environment less hazardous, the better the commitment. Also, employees who develop a high level of commitment tend to be highly satisfied and are fulfilled by their jobs.

### **Affective Commitment**

Affective commitment is referred to as the individual's emotional attachment to and involvement and identification with the organisation (Allen & Meyer, 1990). Affective commitment takes into account three main aspects namely: (1) the development of psychological affinity to a firm; (2) association with the organisation; and (3) the wish to remain as a member of the organisation. Individuals, by developing emotional affinity toward a firm, tend to associate themselves with the objectives of the firm and support the firm in achieving these objectives (Allen & Meyer, 1990). When the employees' own values are consistent with the organisation's values, then the employees' are able to identify with the organisation and this will enable the individuals to assimilate the values and goals of the organisation.

Affective commitment has been linked to a wide range of positive outcomes in relation to absenteeism, turnover, organisational behaviour and job performance (Meyer & Herscovitch, 2001). Positive results can be achieved through affective commitment which can be observed through reduced absenteeism, reduced turnover, better organisational behaviour, culture and organisational effectiveness. According to Jaros, Jermier, Koehler and Sincich (1993) as cited by Noraazian, (2016), affective commitment is identified with desirable workplace behaviours, such as lower absenteeism rate, job satisfaction, increased productivity, personnel stability and organisational citizenship behaviour. There are certain variables that precede affective commitment. The variables can be classified into three main categories, namely : work experiences, organisational characteristics and personal characteristics (Meyer & Allen, 1991). Personal characteristics are the demographic factors and affective commitment is neither consistent nor significant (Meyer & Allen, 1991). Affective commitment is higher in employees who display a high level of confidence in what they do. Employees with a high level of competence have the ability to choose good organisations, and this in turn will contribute towards affective commitment.

### **Continuance Commitment**

Continuance commitment, the second construct of organisational commitment propounded by Meyer and Allen (1990), is built upon the Becker's side-bet theory. According to this theory, when an individual works for several years in an organisation, he tends to accumulate investments in the form of time, job efforts and organisation specific skills which are too costly to loose. According to Romzek (1990), employees tend to evaluate their investments by looking at what they have contributed towards the organisation and what they would gain by remaining in the organisation and what they would lose if they leave the firm. When an



employee feels that he or she does not possess the necessary skills to compete for a job in any other field, then the employee tends to develop continuance commitment and becomes more committed to the organisation because of the limited opportunities and alternatives (Meyer & Allen, 1990). It has been reported that employees tend to develop continuance commitment when they perceive that the cost of leaving the organisation is high. Investments mean the loss incurred by the employees in leaving the organisation. Investment can be either work or non-work related. Examples of work related investments are losing a senior position and rewards associated with the position, loss of benefits and incentives.

### **Normative Commitment**

Normative commitment is the third construct of organisational commitment. There is limited literature which has explored normative commitment. Allen and Meyer (1990) and Randall and Cote (1991) attempted to differentiate normative commitment from affective and continuance commitment. Normative commitment demonstrates an obligation by an employee to continue employment with the organisation.

According to Allen and Meyer (1990), individuals with a high level of normative commitment feel that they should continue providing their services to the firm. When there is congruence between company's values and employees' values, the latter tend to display a higher level of organisational commitment. Meyer and Schoorman (1992) found that when employees accept the company's values, they exhibit increased organisational commitment. Normative commitment exists when the employee feels obligated towards the firm which has invested in them. According to Randal and Cote (1991), employees feel that when an organisation has invested a lot of time and money in training and developing them, they have a moral obligation to continue to provide their services to the company. For example, when an organisation has paid for the employees' education while they were continuing their studies to improve their qualifications, they feel obligated to reimburse the organisation by continuing to provide their services.

## **THEORETICAL FRAMEWORK**

In order to have better understanding of this study, social exchange theory by Homans (1958), Blau (1964), organisational support theory by Colakoglu and Culha (2010) and reason action theory by Fishbein and Ajzen (2010) will be discussed. These theories will help us to understand the relationship between occupational health and safety practice and employees' job commitment.

### **Social Exchange Theory**

Social exchange theory (SET) is one of the most prominent conceptual perspectives in management, as well as related fields like sociology and social psychology and workplace behaviour. Some of the proponents of this theory include: Homans (1958), Blau (1964). This model of social exchange theory stipulates that certain workplace antecedents lead to interpersonal connections, referred to as social exchange relationships. To Blau (1964), successful exchange can cause one individual to become committed to another, suggesting that



an exchange may sometimes affect relationships. Social exchange theory argues that people calculate the overall worth of a particular relationship by subtracting its cost from the rewards it provides.

Social exchange involves two persons, each of who provides benefits to the other, and contingent upon benefits from the other (Farganis, 2011). Thus, the social exchange theory when applied to the world of work argues that relationships at work evolve over time into trusting, loyal and mutual commitment as long as all parties involved abide by reciprocity or repayment rules. The postulation of the theory is based on the idea that when individuals receive favour, they may experience a state of discomfort due to a sense of indebtedness and thus, force them to reciprocate the received benefit in order to restore the equilibrium of the interpersonal relationship (Chadwick-Jones, 1976).

For example, when employees receive particular resources such as good salary, social security scheme like National Health Insurance from their organisation, they feel obliged to respond in kind and 'repay' the organisation. One major way by which employees repay their organisation is to jettison or be discouraged from tendering resignation letter and be more commitment to their job. In other words, employees will commit themselves to varying degrees and in response to the resources they receive from their organisation. Alternatively, when organisation or employer of labour fails to provide the anticipated benefits and do not take good care of workers health, individual employees' job commitment tend to decline and such employees' may decide to leave such organisation without saying goodbye because the benefits that could act as tonic to energise and enhance their job commitment and give them hope to stay are not made available. This could result in burnout (Scharfeli, 2013).

However, the relevance of social exchange theory to this study is underpinned by the logic that when organisation take workers health and safety serious and make available necessary tools with training on safety and give appreciative packages to workers, their employees on the other hand, would be compelled to stay with them and sacrifice more beyond what the employers expected. According to this theory, the workers reciprocate the good gesture of the organisation by being conscientiously committed to their jobs without nursing ambition of searching for a greener pasture elsewhere thereby bringing about higher labour productivity and increased profitability for the organisation.

### **Organisational Support Theory**

Organisational support theory assumes that in order to meet social emotional needs and to assess the organisation's readiness to reward increased efforts, employees form general beliefs concerning how much the organisation values their contribution and cares about their wellbeing. This is known as Perceived Organisational Support (POS). According to the findings of a study by Colakoglu and Culha (2010), perceived organisational support has a significant positive effect on employee job commitment. Employees who are cared for and valued by their organisations will attach to their organisation in affective way. Employees who attach to their organisation show better performance and more meaningful contributions (Meyer & Allen, 1997). Organisations or supervisors, therefore, should spend reasonable and intensive time with their employees through supportive activities.





### **Theory of Reasoned Action**

The reasoned action model is the latest theorisation of the reasoned action approach to comprehend and predict behaviour. It is an update to the theory of reasoned action, theory of planned behaviour and the integrative model (Fishbein & Ajzen, 2010). The combination of these theories is referred to as the reasoned action model. Fishbein and Ajzen (2010) highlights three predictors of intention to exhibit behaviour: attitude toward personally engaging in the behaviour, perceived normative pressure, and perceived behavioural control. These three predictors are conceived to follow rationally from beliefs that one holds regarding the behaviour (Dahl, Tagler & Hohman, 2017). This presupposes that the perception of an individual towards a situation reinforces his/her attitude towards work engagement in certain behaviour (Zarzuela & Antón, 2015). The purpose of using reasoned action model as one of the theoretical frameworks to this study is because the model recognises that, the perceptions of an individual on certain condition or state is what triggers their adoption or formation of certain intention.

### **EMPIRICAL REVIEW**

#### **Relationship between organisational environment and affective commitment of employees.**

Amponsah-Tawiah and Mensah (2016) study examined the relationship and impact of occupational health and safety on employees' organisational commitment in Ghana's mining industry. The study explored occupational health and safety and the different dimensions of organisational commitment (affective, continuance and normative). A cross-sectional survey design was used for the study while the respondents were selected based on simple random sampling. Out of 400 questionnaires administered, 370 were returned and used for the analysis. Correlation and multiple regression analyses were used to determine the relationship and impact between the variables. The findings of this study revealed positive and significant relationship between occupational health and safety management, and affective, normative, and continuance commitment. Furthermore, the results revealed the significant impact of occupational health and safety on affective, normative, and continuance commitment. The study concluded that management within the mining sector of Ghana must be aware of the fact that workers, who feel healthy and safe in the performance of their duties, develop emotional attachment and have a sense of obligation to their organisation and are most likely committed to the organisation. Employees do not just become committed to the organisation; rather, they expect management to first think about their health and safety needs by instituting good and sound policy measures. The study recommended that managements should invest in the protection of employees' health and safety in organisations.

Liu, Nkrumah, Akoto, Gyabeng, and Nkrumah, (2020) study examined the mediation effect of safety knowledge and the relationship between Occupational Health and Safety Management Frameworks (OHSMF) and occupational injuries and workplace accidents in the Ghanaian Oil and Gas Industry. The study explored different dimensions of occupational health and safety management systems, workplace accidents, and occupational injuries. The study adopted a cross-sectional survey design. A total of 699 respondents through a convenience and purposive



sampling technique were selected in three government-owned oil and gas organisations for the study. Correlation, multiple regression analysis, and bootstrapping methods were used for data analysis. The findings of both the regression and correlation analysis indicated that there was a moderately strong negative and significant relationship between Occupational Health and Safety Management Frameworks (OHSMF) and workplace accidents and occupational injuries. Safety knowledge significantly mediates the causal relationship between OHSMF and workplace accidents and injuries.

Equally, safety training was found to be a significant predictor of safety knowledge, work-related injuries, and workplace accidents. The negative relationship between OHSMF and workplace accidents and injuries shows that the existing OHSMF are either ineffective or lack the acceptable safety standards to control hazard exposures in the industry. The study recommends that management must invest in frequent safety trainings and orientations to improve safety knowledge among workers. In addition, government and industry owners should pay serious attention towards the promotion and improvement of occupational health and safety management systems in Ghana.

#### **Relationship between employees safety communication and continuance commitment of employees.**

Yueng-Hsiang, Santosh, Wen-Ruey, Theodore, David, Menlaye, and Melissa, (2011) examined management commitment to safety and employee perceived safety training and association with future injury. The population of the study was 419 employees from 34 limited-service restaurants and structure questionnaires were made available in three languages: English, Spanish and Portuguese. The study was carried out for 12 weeks in which participants reported their injury experience and weekly work hours. A multivariate negative binomial generalised estimating equation model with compound symmetry covariance structure was used to assess the association between the rate of self-reported injuries and measures of safety perceptions. The results showed that the correlation between employees' perceived safety training and management commitment to safety was high, and confirmatory factor analysis of measurement models showed that two separate factors fit the model better than a two dimensions of a single factor.

Homogeneity tests showed that there was a shared perception of the factor of management commitment to safety for the restaurant workers but there was no consistent perception among them for the factor of perceived safety training. According to the study, both individual employees' perceived management commitment to safety and perceptions of safety training can predict employees' subsequent injuries above and beyond demographic variables. However, there was no significant relationship between future injury and employees' shared perception of management commitment to safety. In addition, the results suggested that the variable of employees' perceived safety training could be a proximal predictor of future injury outcome which mediated the relationship between employees' perceived management commitment to safety (a distal predictor) and injury outcome. The study recommended that when employees' perceive their management as having a high level of commitment to safety,



they will also perceive that the safety training of the organisation is good, which will further predict future injury experience of the employees.

Relationship between safety practice and normative commitment of employees.

Obong, et. al., (2021) study investigated the influence of health and safety training, safety monitoring, and enforcement of compliance on employee efficiency in manufacturing firms. The study used descriptive survey research design. A sample size of 360 respondents was randomly selected for the study with the use of questionnaire instrument in gathering data for the study. Confirmatory Factor Analysis (CFA) was employed in providing a comprehensive validation of the instrument. The inferential statistics used were normality and multicollinearity. Structural Equation Model (SEM) was used to estimate structural relationships between health and safety training, safety monitoring and enforcement of compliance on employee efficiency. The study established that health and safety training had a significant positive effect on employee efficiency with a p-value of 0.000; safety monitoring had a significant positive effect on employee efficiency with a p-value of 0.000 while enforcement of compliance had a significant positive effect on employee efficiency with a p-value of 0.000. The study recommended that manufacturing companies are to ensure adequate health and safety training and proper safety monitoring and enforcement of compliance to safety and health standard in order to reduce accidents and improve employee efficiency and performance.

Similarly, Adim and Mezeh (2020) examined the relationship between health and safety training and employee performance in oil and gas companies in Rivers State, Nigeria. The study adopted a cross-sectional survey research design with the use of structured questionnaire on a 5-point Likert scale. The population of the study was 250 employees of seven (7) selected oil and gas servicing companies in Rivers State. The sample size of 154 was determined using the Taro Yamane's formula for sample size determination. The hypotheses were tested at 0.05 level of significance using Pearson Product Moment Correlation with the aid of SPSS version 23.0 for analysis. The findings of the study revealed that there was a significant and positive relationship between health and safety training and employee performance in oil and gas companies in Rivers State, Nigeria. The study recommended that management of oil and gas companies must ensure that training programmes be evaluated consistently in other to ensure that necessary and adequate measures are taken to improve it from time to time. There is a similarity between this study and the present work with the use of Pearson Product Moment Correlation with the aid of SPSS version 23.0 for analysis.

Oderinde & Jayeoba (2018) examined the influence of occupational health and safety on employees' job commitment in selected cement producing companies in Ogun State. The study adopted descriptive survey, using accidental sampling procedure to select a sample of 222 respondents from two selected cement companies in Ogun State. Two research instruments used were 14 items by Indakwa (2013) for occupational health and safety, while Meyer and Allen (1996) 24 items scale was employed for employees' commitment. Using regression analysis, the results of tests of hypotheses showed that occupational health and safety significantly influenced employees' job commitment. The study recommended among other



things, that awareness among workers in the companies be created through health and safety education policy.

In another development, Iheanacho & Ebitu (2016) study investigated the effects of industrial safety and health on employees' job performance in selected companies which included UNICEM and Dangote Plc. The study revolved around industrial safety/health strategies and productivity, together with relationships among employees, customers and management and how it affects turnover. The study adopted a survey research design and sample size of 100 staff was randomly selected for this study. The Pearson Moment correlation coefficient was used for the test of hypotheses. The result of the tests discovered that there was significant relationship between health and safety and job performance. The study recommended that employers should ensure adequate industrial safety and health strategies management in order to protect the lives of its workforce at work place thereby reducing employees' turnover and promoting staff performance. However, there is a similarity between this study and the present work with the use of Pearson Product Moment Correlation.

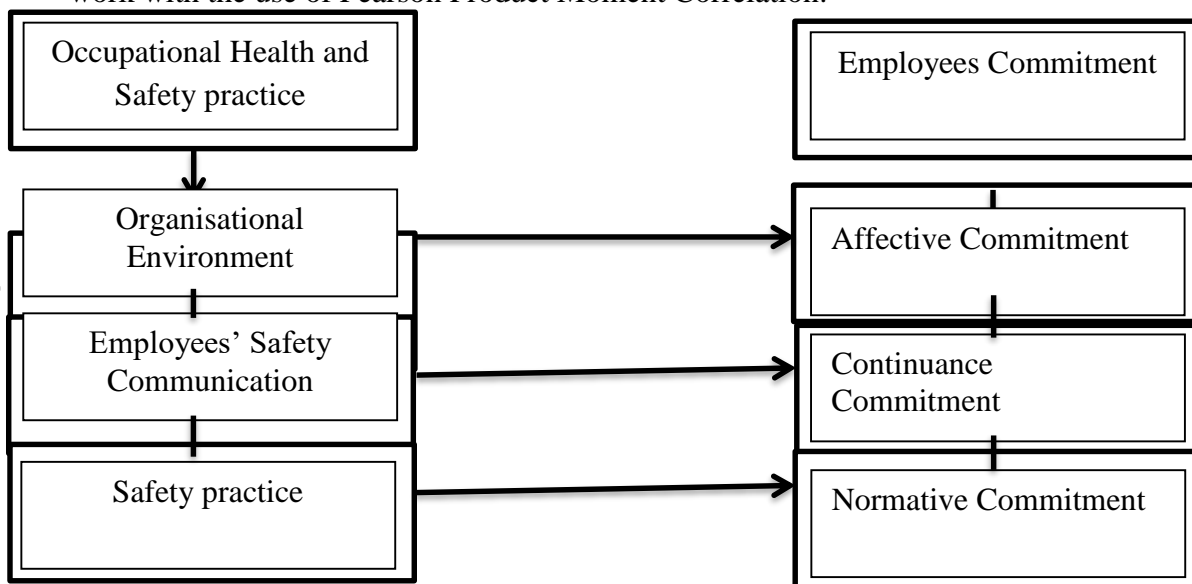


Figure 1: Conceptual Model of the Study

**Source: Researcher's Conceptual Model (September, 2021)**

Figure 1: Considering the fact that each variable is being represented with three indicators, the above diagram displays relationship between occupational health and safety practice indicators as it relates to employees' commitment predictors stated in the objectives of the study.

## METHODOLOGY

**Research Design:** The study adopted descriptive survey research design which allows the selection of sample from the target population. To achieve this, the researcher employed the use of questionnaire with a view to obtaining adequate information that can be used to establish a valid conclusion.



**Population of the Study:** Population can be described as a complete set of items, total number of people which are of interest in a particular situation. Also, population is the entire distribution of particular items or target audience, particularly those who fall within the category of respondents to the questionnaire of the study (Osuagwu, 2006). However, according to Human Resource Department of Dufil Nigeria Limited (producer of indomie Noodles), the target population of the Study was four hundred and eighty-six (486) which includes the conversion unit in production department of the company in Ado-Odo Ota Local Government Area of Ogun State.

**Sample and Sampling Techniques:** Respondents were selected from the conversion unit in production department staff of Dufil Nigeria Limited (Indomie Noodles) Ado-Odo Ota Local Government Area of Ogun State. In this Study, with the aid of Krejcie and Morgan (1970) sample determination table, a sample size of two hundred and seventeen (217) staff were selected for this research study. In order to avoid bias selection of the respondents, purposive sampling technique was adopted. The main objective of purposive sampling technique is to produce a sample that can be logically assumed to be representative of the population (Oyeniya, Obamiro, Abiodun, Moses & Osibanjo, 2016).

**Table 1: Sample determination size of Dufil Nigeria Limited, Ota, Ogun State.**

	Dufil Industry
<b>Population</b>	486
<b>Sample size</b>	217
<b>Sample Retrieved</b>	178
<b>Sample Used</b>	168

**Research Instrument:** The research instrument used is questionnaire. 12-items questionnaire by Nenad, Ivan, Nada and Zivan (2013) on occupational health and safety practice was adapted for independent variable and 24-items standardised scale on Employees commitment by Allen and Meyer (1990) was adapted for the dependent variable of this study. The questionnaire was formatted on four (4) point Likert's type rating scale: ranging from Strongly Agree (4), Agree (3), Disagree (2), and Strongly Disagree (1).

**Validity and reliability of Research Instrument:** The study adapted instruments that have been tested overtime by researchers for the independent and dependent variables. The instruments were subjected to face and content validities and it was also pilot tested using test-re-test method and reliability co-efficient of 0.85 was obtained for occupational health and safety practice and 0.82 for Employees commitment.

**Administration of the Research Instrument:** The copies of the questionnaire were administered by the researcher with the help of two experienced research assistants. Two hundred and seventeen (217) copies of the questionnaire were distributed; one hundred and



seventy-eight (178) copies retrieved but only one hundred and sixty-eight (168) copies were certified valid for analyses.

**Method of Data Analysis:** Data were analysed using correlation analysis with the help of SPSS version 20 to test all the three hypotheses.

**Hypothesis One:** There is no significant relationship between organisational environment and affective commitment in Dufil Nigeria Limited.

**Table 2: Result of correlation between organisational environment and affective commitment**

		ORGANI_ENVIR	AFFECT_COMM
ORGANI_ENVIR	Pearson Correlation	1	.266**
	Sig. (2-tailed)		.001
	N	168	
AFFECT_COMM	Pearson Correlation	.266**	1
	Sig. (2-tailed)	.001	
	N	168	168

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table two above indicates the relationship between organisational environment and affective commitment in Dufil Nigeria Limited. The result indicated that the relationship was positive and statistically significant ( $r=.266, p<.05$ ). Based on this result, the null hypothesis which states that, there is no significant relationship between organisational environment and affective commitment in Dufil Nigeria Limited was rejected while the alternate was accepted.

**Hypothesis Two:** There is no significant relationship between employee safety communication and continuance commitment in Dufil Nigeria Limited.

**Table 3: Result of correlation between employee safety communication and continuance commitment**

		EMPL_SAFTCOM	CONTI_COMM
EMPL_SAFTCOM	Pearson Correlation	1	.220**
	Sig. (2-tailed)		.005
	N	168	168
CONTI_COMM	Pearson Correlation	.220**	1
	Sig. (2-tailed)	.005	
	N	168	168

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table three above indicates the relationship between employee safety communication and continuance commitment in Dufil Nigeria Limited. The result indicated that the relationship



was positive and statistically significant ( $r=.220, p<.05$ ). Based on this result, the null hypothesis which states that, there is no significant relationship between employee safety communication and continuance commitment in Dufil Nigeria Limited was rejected while the alternate was accepted.

**Hypothesis Three:** There is no significant relationship between safety practice and normative commitment in Dufil Nigeria Limited.

**Table 4: Result of correlation between safety practice and normative commitment**

	SAFETY PRACTICE	NORMA_COMM
	1	.430**
Pearson Correlation		
Sig. (2-tailed)		.005
N	168	168
	.430**	1
Pearson Correlation		
Sig. (2-tailed)	.005	
N	168	168

Table four above indicates the relationship between safety practice and normative commitment in Dufil Nigeria Limited. The result indicated moderate relationship between the variables ( $r=.430, p<.05$ ). Based on this result, the null hypothesis which states that, there is no significant relationship between safety practice and normative commitment in Dufil Nigeria Limited was rejected while the alternate was accepted.

## DISCUSSION OF RESULTS

Hypothesis one which states that there is no significant relationship between organisational environment and affective commitment in Dufil Nigeria Limited was rejected because, the finding shows that Dufil Nigeria limited work environment was conducive for employees and this encouraged them to show more commitment to the organisation aims and objectives. Therefore, the alternate hypothesis is accepted. This implied that there is a significant relationship between the tested variables. The result is consistent with Ampomah and Cudjor, (2015) and Agboola (2012), that successful organisations are the ones whose managements have identified and made the work environment more conducive and hazard free so as to ensure that workforce demonstrates more commitment to the organisation. Consequently, the studies aligned with the work of Akparorue, Omotayo, and Ajala (2021) that there was significant effect of health and safety policy on commitment of employees in public sector in Lagos State health service commission.

With respect to hypothesis two, a positive and significant relationship was detected between employee safety communication and continuance commitment at Dufil Nigeria Limited. This implies that as organisation communicate with the workforce on safety matters, it gives more assurance and hope to the employees how much the organisation care about their health, and



employees in returns display more committed agenda to the organisation vision and mission. The result finds support in the work of Idoro (2011) and Indakwa (2013) that as long as management communicate regularly with the workers on the need to put safety first in their activities, no doubt the workers stood by the organisation. In the same vein, the study agrees with Okeke, et al., (2021) that occupational health and safety management system is an essential instrument for the organisation operations because it directs affairs for the achievement of the set goal.

From hypothesis three which states that there is no significant relationship between employee safety practice and normative commitment was rejected because the P-value was less than the 5% level of significance. It concludes that there is correlation between employee safety practice and normative commitment in Dufil Nigeria limited. This by implication suggests that as long as employees are well informed on what safety is all about and what steps to take and not to take so as to have a safe working conditions, workers will be happy to have a strong attachment to their work and the organisation at large. The finding of the study corroborates the work of Amabye (2016) and Dwomoh et al., (2013) that as long as management educate the workforce on safety policies probably through safety training, seminars and workshop, definitely the workers will be happy to identify with the organisation. Hence, the study relates to Liu, et al., (2019) results that established relationship between occupational health, safety and organisational commitment and turnover intentions. According to their work, employees satisfied with the health and safety system of their organisation tend to be committed to their organisation and have low turnover intentions.

In addition to this, the study is in line with social exchange theory that people calculate the overall worth of a particular relationship by subtracting its cost from the rewards it provides. That is, social exchange involves two persons, each of who provides benefits to the other, and contingent upon benefits from the other (Farganis, 2011). In other words, as management of Dufil makes provision for safety practices, the employees will show more commitment in return to the organisation.

## CONCLUSION

The study investigated the relationship between occupational health and safety practice and employees commitment in food and Beverages (Dufil) Company in Ogun State. Analyses of data indicated that all the three indicators of occupational health and safety practice measures have significant relationship with employees' commitment.

However, knowing the fact that health is wealth, occupational health and safety practice is an important strategy not only to ensure the health and safety of workers, but also to contribute positively to productivity, quality of products, work motivation and job commitment. Meanwhile, employees' health at work and healthy work environments are among the most valuable assets of individuals, organisations and any country. It is therefore imperative that organisations in the food and beverages sector, particularly Dufil Nigeria Limited, recognise the fact that workers who feel healthy and safe in the performance of their duties would have a sense of obligation to their organisation and are most likely to stay with the organisation and be committed to their job.





## RECOMMENDATIONS

In view of this,

- i. There is need for organisations and employers of labour to create more awareness through safety education and encourage the execution of occupational health and safety practices amongst its workers for better performance and commitment.
- ii. Organisations are to make sure that safety managers and other top management staff as well as employees are held accountable for safety breaches and appropriate disciplinary measures taken to guide against future occurrences of any action that can be hazardous to the health and safety of employees' in the course of their duties at work.

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