

## RELATIONSHIP BETWEEN WORK PLACE HEALTH AND SAFETY TRAINING AND EMPLOYEES' COMMITMENT AT CADBURY NIGERIA LIMITED

**Janet Omojola OKEBIORUN**

*Department of Adult Education, Faculty of Education,  
University of Lagos, Akoka, Lagos, Nigeria  
+2348023602225  
janeokebiorun@yahoo.com, jokebiorun@unilag.edu.ng*

&

**Olubunmi Ajoke ALOBA**

*Department of Adult Education, Faculty of Education,  
University of Lagos, Akoka, Lagos, Nigeria  
+2348033207121  
bunmioladire@yahoo.com*

### **Abstract**

*This study was conducted to investigate the Relationship Between Workplace Health and Safety (WHS) Training Programmes on Employees' Commitment at Cadbury Nigeria Limited. The study enquired into the link between workplace health and safety training on safety climate and employees well-being. To achieve this purpose, two research questions and two hypotheses were raised and tested at 0.05 level of significance. The population of the study was all the employees of Cadbury Nigeria Plc. 119 respondents were purposively selected for the sample size. A researcher-designed instrument, Health and Safety Training on Employees Commitment (WHSTEQ) Questionnaire was used to collect the data. The instrument was validated and tested for reliability using test – retest method. A reliability coefficient of 0.60 obtained was found to be statistically significant at  $p < 0.05$ . Descriptive statistics (frequencies and percentages) were used for analyzing the research questions while PPMC was used to test the hypotheses. The study discovered that there is a significant relationship between WHS training and safety climate at Cadbury Nigeria Limited. The study also found there is a significant influence of WHS training on workers well-being at Cadbury Nigeria Limited. This study concluded that safe working places are profitable places whether measured in terms of the company's market share, consumer reputation, or its ability to attract and retain workers, managers or investors. This study recommended that government should mandate every food and beverage organization to have an occupational health and safety department mandated to formulate the guidelines of health and safety programmes in their organisations.*

**Keywords:** Health, Safety, Commitment, Productivity, Performance

### **Introduction**

Workplace Health and Safety (WHS) is a multidisciplinary field concerned with the safety, health, welfare and well-being of people at occupational environments. According to the Federal Government

of Nigeria, it is mandatory for all employers to provide a safe workplace for their staff. Occupational safety deals with all aspects of physical, mental, and social health and safety in a workplace. It is the umbrella for company's efforts to prevent injuries and hazards in all work environments. Otool (2002) identified safety culture as a critical factor that sets the tone for importance of safety within an organization. Every industry presents various kinds of safety hazards to its employees. The spectrum of possible occupational safety risks ranges from severe and immediate physical dangers to milder hazards. The more immediate cases can be fires, explosions, chemical hazards and other such dangers that present an immediate threat to an employee's life. Milder hazards include challenges in ergonomics, workloads, mental capacity and general well-being of employees. The latter kinds of risks often take place in office environment. However, there is always the possibility of an accident happening to someone whatever the business. All these pose threat to the organizational prosperity and employees well-being as well.

Though the biggest and non-measurable cost of a safety failure might be of the personal kind. For instance, a lost limb or years of mental rehabilitation can force an individual to adopt a completely new lifestyle and even self-identity that can have negative impact on the organisation. So also, can fatal injuries for example, where people get killed at completing their tasks are also unquestionably beyond what can be economically quantified. All these accidents have direct impact on the company's bottom line. Another big loss to a company comes from decreased work morale and increased employee retention. People want to feel safe. It comes as no surprise if employees' work morale decreases after seeing, for instance, a coworker fall off a lifting track because of inadequate safety measures. Another point is that with decreased morale the best people tend to leave first.

Occupational or workplace health and safety training practices are concerned with protecting employees and other people that are affected by what the organisation produces and does, against the hazards arising from their employment or other links with the organisation. Occupational health and safety training practices deal with preventions of ill-health arising from working conditions (Armstrong, 2006). Occupational health and safety training therefore should be taken to mean the activities, processes, procedural and training strategies to protect and promote the health and safety of workers and welfare in the context of preventing accidents and ill health to employees while at work.

The goal of workplace health and safety training programme is to foster a safe and healthy occupational environment. An organisation can perform at peak levels only when trained employees are committed to the objectives of the organisation. Hence it is important to understand the concepts of training and manpower development and its feasible outcome on organisation productivity. Training and manpower development programmes gives workers an understanding of their responsibilities and the knowledge and skills they need to do that job which will enhance their confidence and also improve overall performance and well-being. Scholars such as Ostrom, Wilhelmsem and Kaplan (2009) explain that the level of perceived danger increased compliance to warnings and instructions; therefore, it is critical that all employees are trained to identify the hazards

associated with their workplace. Okebiorun (2019), defined training as management tool to develop skills, knowledge and increase both employees and organisation's performance in terms of employees' well-being, efficiency, effectiveness, adequacy and productivity. Similarly, Okebiorun (2014), also defined manpower development as any managerial programmes targeted to improve the competence and performance of employees. Safety training programmes are therefore expected to reduce the frequency with which workers engage in behaviours that violate safety norms.

Some of the safety training programmes employees can be exposed to are: training on job-specific hazards, training on how to escape a dangerous situations, training to enable workers to identify and report hazards and issues, orientation programmes for new hires on the specific hazards of their jobs, training when there are changes in technologies, facilities, equipment, processes, materials, or organization, safety awareness programmes, conscientization, health safety and environment training (HSE), digital literacy and fundamental education. These training programmes involve learning about the processes, methods and regulations used to protect the public, the environment and workers from hazard. Training gives everyone a great understanding of their responsibilities and the skills they need to do that job. This will enhance their confidence and also improve their overall performance. Highlight of some of the reasons for WHS training according to Howard (2015) are the following: Increased work pace, . changes in working patterns due to technology, non-standard work arrangements, competency obsolescence, fragmentation of production tasks, reduction in health and safety protections, climate change rising retirement age and changing distribution of exposure and disease.

Well-being in the workplace is an important issue that should occupy a much more prominent niche in mainstream organizational research for some reasons (Danna and Griffin, 1999). An individual's experiences at work, either emotional or social in nature, affect the person while working. Secondly, well-being can potentially affect both workers and organizations in negative ways. Workers with poor well-being may be less productive, make lower quality decisions, be more prone to be absent from work, and make consistently diminishing overall contributions to the organizations (Price, & Hooijberg, 1992). It is on this note that Danna and Griffin, (1999) defined well-being as mental, psychological, or emotional aspects of workers. The literature suggests wellbeing is presumably affected by three general sets of antecedent factors. When employers demonstrate commitment to worker wellbeing through supportive policies and improved working conditions, additional benefits may accrue, such as improved job satisfaction, worker engagement, and reduced employee turnover (Osterman, 2018; Rahmandad and Ton, 2020; Balogun, 2020).

Consequently, the act of commitment to an organization is a psychological state of how the employees feel about the organization they work for. Adeyinka, Ayeni, and Popoola, (2020), conceive employees' commitment as a state of being in which an individual becomes bound by his actions and it is these actions that sustain his activities and involvement. According to Meyer and Allen (1993), the three components of this state of feeling are: affection for the job (affective commitment), fear of loss (continuance commitment) and sense of moral obligation to stay (normative commitment).

From this definition, it can be inferred that three features of behaviour are important in binding individuals to act; visibility of acts, the extent to which the outcomes are irrevocable; and the degree to which the person undertakes the action voluntarily. Organisations such as in the food and beverage industry that have production factories require maximum commitment from their workforce to enable the organisation enjoy the highest level of performance and productivity from machinery, plant and equipment. There are however a number of occupational factors bordering on health and safety that affect staff in the production departments at such food and beverage factories in Nigeria, leading to decrease in commitment and hence productivity. The human cost of this adversity is enormous. It is on this backdrop that this study attempts to investigate the influence of workplace health and safety training on job commitment in Cadbury Nigeria Limited, Lagos State.

### **Statement of the Problem**

Over the years it has been observed that employers in Nigeria often failed to put in place safety measures for the well-being of their employees. With limited resources, companies struggle with how best to focus resources to achieve the optimal safe environment and maintain highest productive level among employees. Those organisations seeking to achieve maximum profit margins at the least cost would therefore fail to put in place proper considerations and measures for their workers safety and wellbeing such as personal protective equipment, providing safety training programmes and education for injured workers. The workers believing that their lives and well-being were not paramount to their employers would in turn fail to exert maximum effort in their job. Furthermore, intrinsic factors in the job account for compromise of fitness, health and safety of workers. The duration that a worker spends in an unpleasant and unsafe environment such as dark, dusty, hot, slippery or noisy environments compromise fitness and health leading to reduced commitment. Other factors such as overwork, long hours, risks and dangers, tasks being done manually which should ideally be done mechanically may cause stress, loss of job satisfaction in workers leading to low productivity and commitment. The effect of the job-related injuries go far beyond the economic loss to the organization; it could lead to lower commitment, inefficiency and lack of job involvement from the workers. All these make it imperative to conduct this research to explore the influence of workplace health and safety training programmes on employees' commitment at Cadbury Nigeria Limited.

### **Purpose of the Study**

Specifically, this study seeks to investigate the influence of Workplace Health and Safety (WHS) training on employees' commitment at Cadbury Nigeria Limited. The study will seek to achieve the following objectives:

- i. To find out the influence of WHS training on employees' safety climate at Cadbury Nigeria Limited.
- ii. To examine the influence of WHS training on well-being of employees at Cadbury Nigeria limited.

### Research Questions

The following research questions were generated to guide the study:

- i. To what extent does WHS training influence the safety climate at Cadbury Nigeria Limited?
- ii. To what extent does WHS training influence workers well-being at Cadbury Nigeria Limited?

### Research Hypotheses

- i. There is no significant relationship between WHS training and the safety climate at Cadbury Nigeria Limited.
- ii. There is no significant relationship between WHS training on workers well-being at Cadbury Nigeria Limited

### Research Design

This study adopted the descriptive research design of correlational type to study the Relationship between Workplace Health and Safety Training and Workers' Commitment at Cadbury Nigeria Limited. This method seemed appropriate because it involves observing the association between variables to determine its direction and strength. The data thus collected were for the purpose of describing and identifying patterns in the existing situation. The population of the study comprises of the staff of Cadbury Nigeria Limited having total population of 300 as given by the administrative department of Cadbury Nigeria Limited. The sample for the study was made up of 119 workers randomly selected. The technique used in selecting the sample size was pick and drop. Roughly 40% of the total employees at Cadbury Nigeria Limited were considered for the study. The study made use of a Researcher-designed questionnaire tagged: Relationship between Workplace Health and Safety Training and Employees' Commitment (WHSTEQ). It was divided into two sections. Section A contains respondents' biodata and demographic items while section B contains items to elicit information from the respondents about the workplace health and safety training and employees' commitment at Cadbury Nigeria Limited. Also, the items were scored on four Likert scale, positive direct scoring of statements from 4 to 1 where -4 = SA (Strongly Agree; 3 = A (Agree; 2 = D (Disagree); 1 = SA (Strongly Disagree. The research instrument (questionnaire) was submitted to the project supervisor for face content validity to determine how well the items were capable of measuring the different variables of the research hypotheses. In order to establish the reliability of this instrument (questionnaire), the researcher administered the questionnaires to ten workers at Fidson Nigeria Limited as pilot test. Equivalent or parallel method of reliability was employed to determine reliability coefficient with the use of Cronbach Alpha reliability test for consistency. The reliability coefficient obtained was 0.60 indicating that the instrument was reliable. After identifying the organisation to use for the study, the researcher approached the authority with relevant means of identification for permission to carry out the research. The researcher administered the questionnaire through the Health, Safety and Environment (HSE) officer of Cadbury Nigeria Limited. The completed questionnaires were retrieved immediately to ensure 100% rate of return. The data were analyzed using both descriptive and inferential analysis. The descriptive analysis was used to analyse

demographics and research questions while inferential analysis of PPMC was used to test the hypotheses at 0.05 level of significance.

## Results

**Research Question One:** To what extent does WHS training influence safety climate at Cadbury Nigeria Limited?

**Table 5: Influence of WHS Training on Safety Climate at Cadbury Nigeria Limited**

S/N	Statements	N	Mean	SD	Decision
1	Management is extremely particular about workplace health and safety.	119	3.11	0.71	Accepted
2	There is an active health and safety committee/department	119	3.74	0.44	Accepted
3	Systems are in place to identify and deal with hazards	119	3.81	0.39	Accepted
4	Every one receives compulsory health and safety training	119	3.81	0.39	Accepted
5	It is proper for me to comply with work procedures and regulations.	119	3.81	0.39	Accepted
6	Personal Protective Equipment (PPE) provided by management are adequate to protect workers	119	3.87	0.33	Accepted
7	Work safety procedures are clear and easy to follow.	119	3.49	0.50	Accepted
8	Any incident report is filed with due diligence	119	3.93	0.25	Accepted
9	Health and safety procedures are clearly communicated.	119	3.56	0.78	Accepted
10	PPE disturbs me while I do my job.	119	2.19	0.73	Accepted
<b>Total Mean</b>			<b>3.53</b>		

The analysis of table 5 shows that the grant mean is above 2.5 which is the benchmark for Likert-scale for acceptance and rejection of an item. This indicates that the respondents were of the view that WHS training influences safety climate at Cadbury Nigeria Limited. This could be attested to as almost all of the items in this section were accepted except for item 10 which was rejected. With the evidence from the total mean, it could be concluded that WHS training influences safety climate at Cadbury Nigeria Limited.

**Research Question Four:** To what extent does WHS training influence workers wellbeing in Cadbury Nigeria Limited?

**Table 8: Influence of WHS Training on Workers Wellbeing at Cadbury Nigeria Limited**

		N	Mean	SD	Decision
<b>WSH Training on Employees' Job Satisfaction</b>					
1	I enjoy my job and have learnt a lot about my health and wellbeing since joining this organisation.	119	2.92	0.55	Accepted
2	Management could do better to develop employees in safety and health management than they are currently doing.	119	3.37	0.48	Accepted
3	I have become more aware of my health since I started working here.	119	3.24	0.43	Accepted
4	The physical surroundings at work are safe and pleasant.	119	3.18	0.52	Accepted
5	I can see the results of my own work as I follow laid down work procedures.	119	3.06	0.74	Accepted
6	I feel trapped in a job I do not like but cannot change and cannot get out of.	119	3.16	0.88	Accepted
7	My job is important to the success of the organization.	119	3.87	0.33	Accepted
<b>Total Mean</b>			<b>3.26</b>		

The analysis of table 8 shows that the grant mean is above 2.5 which is the benchmark for Likert-scale for acceptance and rejection of an item. This indicates that the respondents are of the view that WHS training influence workers wellbeing in Cadbury Nigeria Limited. This could be attested to in all of the items in this section are accepted. With the evidence from the total mean, it could be concluded that WHS training influence workers wellbeing in Cadbury Nigeria Limited.

**Hypothesis One:** There is no significant relationship between WHS training and safety climate at Cadbury Nigeria Limited.

**Table 9: PPMC Showing Relationship between WHS Training and Safety Climate at Cadbury Nigeria Limited**

Variables	N	x	SD	df	r-cal	p-value	Sig
WHS training	119	13.66	1.98				
Safety Climate	119	35.31	2.37	118	0.10	0.24	0.05

Table 9 shows that the p-value 0.24 is greater than 0.05 levels of significance. This therefore implies that the null hypothesis that says that there is no significant relationship between WHS training and safety climate in Cadbury Nigeria Limited is accepted, therefore, there is no significant relationship between WHS training and safety climate in Cadbury Nigeria Limited.

#### 4.2 Test of Hypotheses

**Hypothesis One:** There is no significant relationship between WHS training and safety climate at Cadbury Nigeria Limited.

**Table 9: PPMC Showing Relationship between WHS Training and Safety Climate at Cadbury Nigeria Limited**

Variables	N	x	SD	df	r-cal	p-value	Sig
WHS training	119	13.66	1.98				
Safety Climate	119	35.31	2.37	118	0.10	0.24	0.05

Table 9 shows that the p-value 0.24 is greater than 0.05 levels of significance. This therefore implies that the null hypothesis that says that there is no significant relationship between WHS training and safety climate in Cadbury Nigeria Limited is accepted,

**Hypothesis Two:** There is no significant relationship between WHS training and workers wellbeing at Cadbury Nigeria Limited

**Table 12: PPMC Table Showing Relationship between WHS Training and Workers Wellbeing at Cadbury Nigeria Limited**

Variables	N	x	SD	df	r-cal	p-value	Sig
WHS training	119	13.66	1.98				
Workers Wellbeing	119	22.72	2.74	118	0.98	0.00	0.05

Table 12 shows that the p-value 0.00 is less than 0.05 levels of significance. This therefore implies that the null hypothesis that says that there is no significant relationship between WHS training and workers wellbeing at Cadbury Nigeria Limited is rejected.

#### Discussion of Findings

The main objective of the study was to determine the association between workplace health and safety training and commitment at Cadbury Nigeria Limited. The analysis of the data in hypothesis



one indicates that there is no significant relationship between WHS training and safety climate at Cadbury Nigeria Limited. This finding does not align with the assertion of Saleem and Malik (2022) that safety culture is a moderator for stress and performance relationships. Therefore organisations' adoption of safety management systems to develop the safety culture might need to be reviewed going forward. Safety performance derived from the safety culture is one of the key factors for gaining a competitive advantage in today's rapidly globalising world.

The analysis of the data in hypothesis two indicates that there is a significant relationship between WHS training and workers wellbeing at Cadbury Nigeria Limited. This is in consonance with the view expressed by Ajmal et al. (2022) that safety management practices such as safety training, workers' involvement, safety communication and feedback, , management commitment to safety, safety promotion policies, and safety rules and procedures are the main drivers to prevent workplace injuries, illnesses, and deaths and preserve wellbeing of employees, as well as the suffering and financial hardships of the organisations.

### **Conclusion**

Effective safety training and management practices are extremely important to maintain a low rate of workplace accidents. Safety trainings are profitable measured in terms of the company's ability to attract and retain competent workers, company's reputation and ultimately company's market share. Findings from the study proved that workers commitment can be enhanced by organisations providing safety trainings that cover both physical and psychological aspects. When workplace safety and health improve, the employees satisfaction level will correspondingly improve. However, the current study results indicated that the workplace culture is not so much influenced by training. Future studies should include measures of safety climate to generalise the results. The study results indicated that management should focus on improving safety-management practices to encourage commitment of staff.

### **Recommendations**

The following recommendations are made based on the findings of this study:

- i. As the Safety management and training content from this study appears to have a weak association with safety climate of the organisation, there is a need for the HSE department to review the content of the safety training to bolster all aspects that will elevate the existing practices and traditions as regards safety. Guidelines and safety protocols must be formulated to cover both the physical and mental ramifications.
- ii. Effective monitoring and evaluation of the safety and health of the workers should therefore be regularly conducted with a view to upgrade and improve.

## References

- Adeyinka T., Ayeni, C. O., & Popoola, S. O., (2020). Work motivation, job satisfaction and organizational commitment of library personnel in academic research libraries in Oyo State, Nigeria. *Library of Nebraska – Lincoln Library Philosophical Practice e-journal*.7(3), 67 -78
- Ajmal, M., Isha, A.S.N., Nordin, S.M., Al-Mekhlafi, & A.B.A. (2022). Safety-management practices and the occurrence of occupational accidents: Assessing the mediating role of safety compliance.
- Armstrong, M. (2006). A hand book of Human Resources Practices: 10th Edition. University
- Balogun, A. O., Andel S. A., & Smith T. D., (2020). Digging deeper into the relationship between safety climate and turnover among stone, sand and gravel mine workers: job satisfaction as a mediator. *International Journal of Environmental. Research and Public Health* 17(6), 87 - 98
- Danna, K., & Griffin R. W. (1999). Health and wellbeing in the workplace. A review and synthesis of the literature. *Psychology, Medicine Journal of Management TLDR*. 8(2), 43 -56
- Howard J., (2010). Non-standard work arrangement and worker health and safety. *American Journal of Industrial Medicine* 60(1), 1 - 10
- Howard J., (2015). The changing employment relationship and its impact on workers wellbeing. *American Journal of Industrial Medicine*. 45(3), 87 -68
- Meyer J. P., Allen, N. J. & Smith, C. A., (1993). Commitment to organisations an occupations: Extension and test of a three component conceptualization. *Journal of Applied Psychology*. 34(5), 76 -89
- Okebiorun, J. O., (2014). Influence of training and development programmes on organizational commitment among non-teaching staff of universities in southwest Nigeria. *An unpublished PhD. Thesis of University of Lagos*.
- Okebiorun, J. O., (2019). Information and communication technology in adult education as sinqua-non for promoting employees' skills and competences in Lagos State Nigeria. *International Journal of Educational Research*. 6(2), 89 - 98
- O'Tool, (2002). The relationship between employees' perceptions of organisational culture. *Journal of Safety Research* 54 (3), 654 - 667
- Osterman P., (2018). In search of high road: meaning and evidence. *Sage Journals*.58(2), 69 - 78
- Ostrom L. Wilhelmsen, C. & Kaplan B. (2018). Assessing safety culture. *Nuclear safety Journal United States*. 34(3), 67 - 78
- Price & Hooijberg (1992). Conceptualising wellbeing in the workplace. *International Journal of Business* 9(4), 45 -57
- Rahmandad, H., & Ton, Z., (2020). If higher pay is profitable, why is it so rare? Modelling competing strategies in mass market services. Page 1053 - 1312.
- Saleem, F., & Malik, M. I. (2022). Safety management and safety performance nexus: role of safety consciousness, safety climate, and responsible leadership. *International Journal of Environmental Research and Public Health*, 19(20), 1-21.