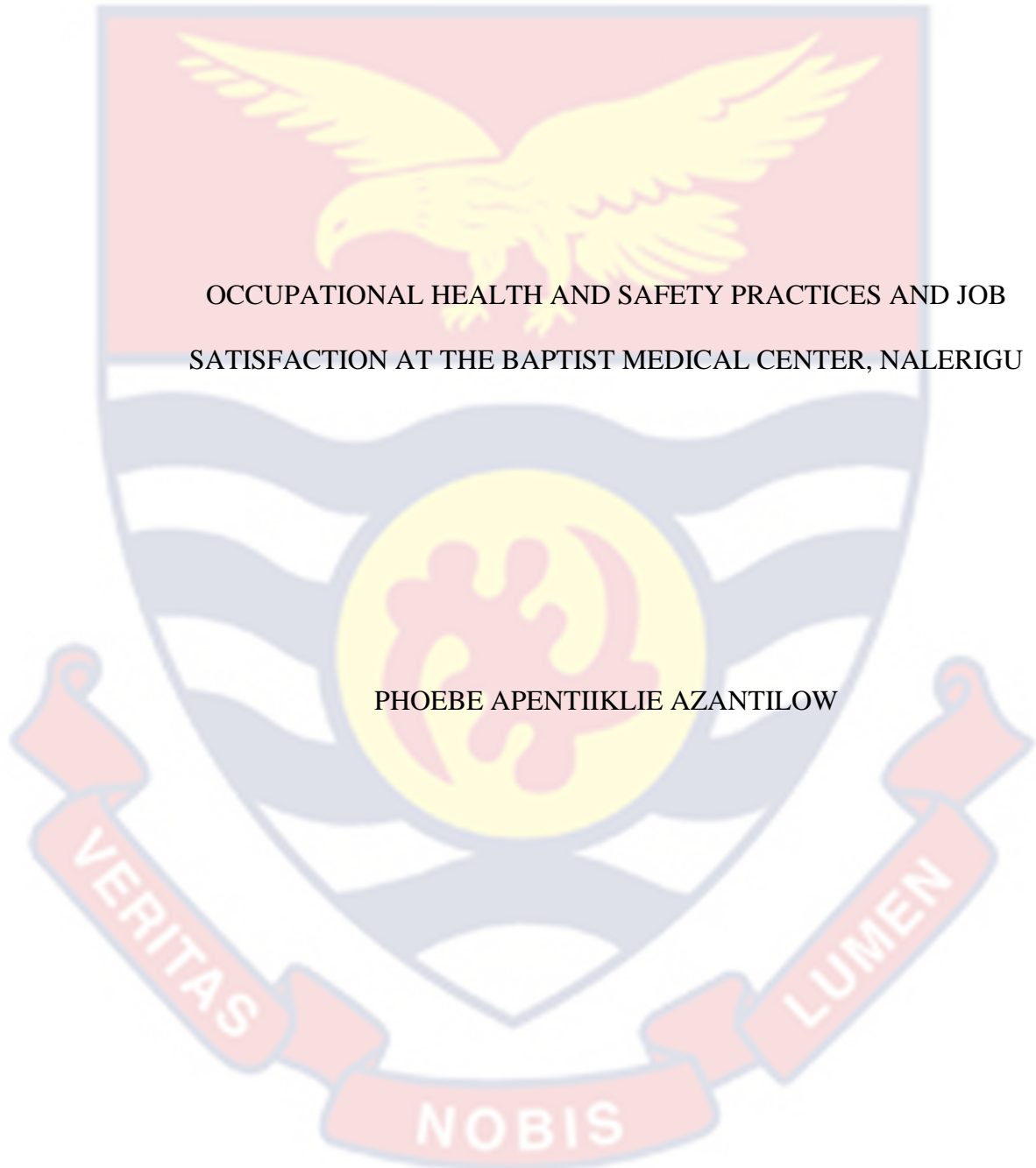


UNIVERSITY OF CAPE COAST



OCCUPATIONAL HEALTH AND SAFETY PRACTICES AND JOB
SATISFACTION AT THE BAPTIST MEDICAL CENTER, NALERIGU

PHOEBE APENTIIKLIE AZANTILOW

2023

UNIVERSITY OF CAPE COAST

The background of the page features a large, faint watermark of the University of Cape Coast crest. The crest is a shield-shaped emblem. At the top is a yellow eagle with wings spread. Below the eagle is a white horizontal band with a blue wavy pattern. In the center is a yellow circle containing a red stylized figure. At the bottom is a red banner with the Latin motto 'VERITAS NOBIS' in white capital letters.

OCCUPATIONAL HEALTH AND SAFETY PRACTICES AND JOB
SATISFACTION AT THE BAPTIST MEDICAL CENTER, NALERIGU

BY

PHOEBE APENTIIKLIE AZANTILOW

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

NOVEMBER 2023

DECLARATION

Candidate's Declaration

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

Candidate's signature: Date.....

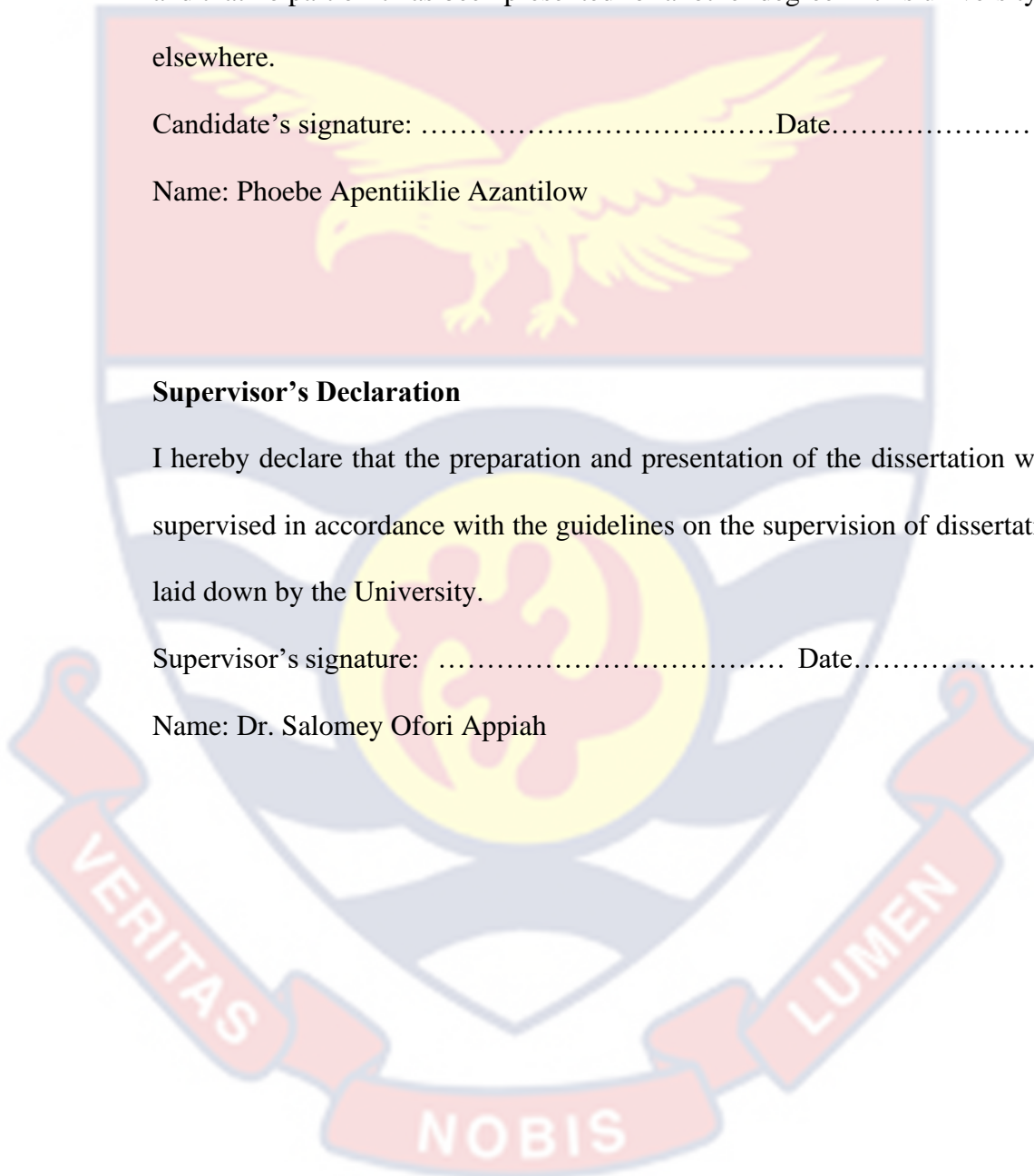
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Supervisor's Declaration

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

Supervisor's signature: Date.....

Name: Dr. Salomey Ofori Appiah



ABSTRACT

The study was conducted to investigate the effect of Occupational Health and Safety practices on Job Satisfaction of the employees of the Baptist Medical Center, Nalerigu, Ghana. The study used the quantitative research approach with the explanatory research design. A total of 127 staff were the population at the hospital and the same was considered for the sample size using the census technique. The analytical tools employed for this study were Statistical Package for Services Solution (SPSS) version 26. The SPSS was employed for descriptive analysis and the research objectives of the study. The study concluded that, the most effective form of occupational health and safety of employees were primarily centered on assistance at the workplace and rarely beyond at the Baptist Medical Center, Nalerigu, Ghana. It was also concluded that, that management should continue to ensure that the essence of employees been satisfied were due to similar beliefs and values, values of consistency, adaptability and effective communication system, and as well as the benefits associated with working at the organisation. The findings led to the conclusion that there was a positive and significant relationship between occupational health and safety and job satisfaction. The study recommends that the management of the Baptist Medical Center, Nalerigu, Ghana, should reduce hazards accidents and effects of disasters in the work place in order to reduce costs associated with the unsafe work environment. In addition, it is recommended that, Management of Baptist Medical Center, Nalerigu, Ghana, should develop effective health and safety policy and to ensure its effective implementation within the hospital.

KEYWORDS

Employee job satisfaction

Health hazards

Health practices

Occupational health and safety

Workplace environment



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DEDICATION

To my family



TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
KEYWORDS	iv
ACKNOWLEDGMENTS	v
DEDICATION	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
CHAPTER ONE: INTRODUCTION	
Background of the Study	1
Statement of the Problem	5
Purpose of the Study	6
Research Objectives	7
Research Questions	8
Significance of the Study	8
Delimitations of the Study	8
Limitations to the Study	9
Organisation of the Study	10
CHAPTER TWO: LITERATURE REVIEW	
Introduction	12
Theoretical Review	12
Deductions from the theoretical review	13
Conceptual Review	15

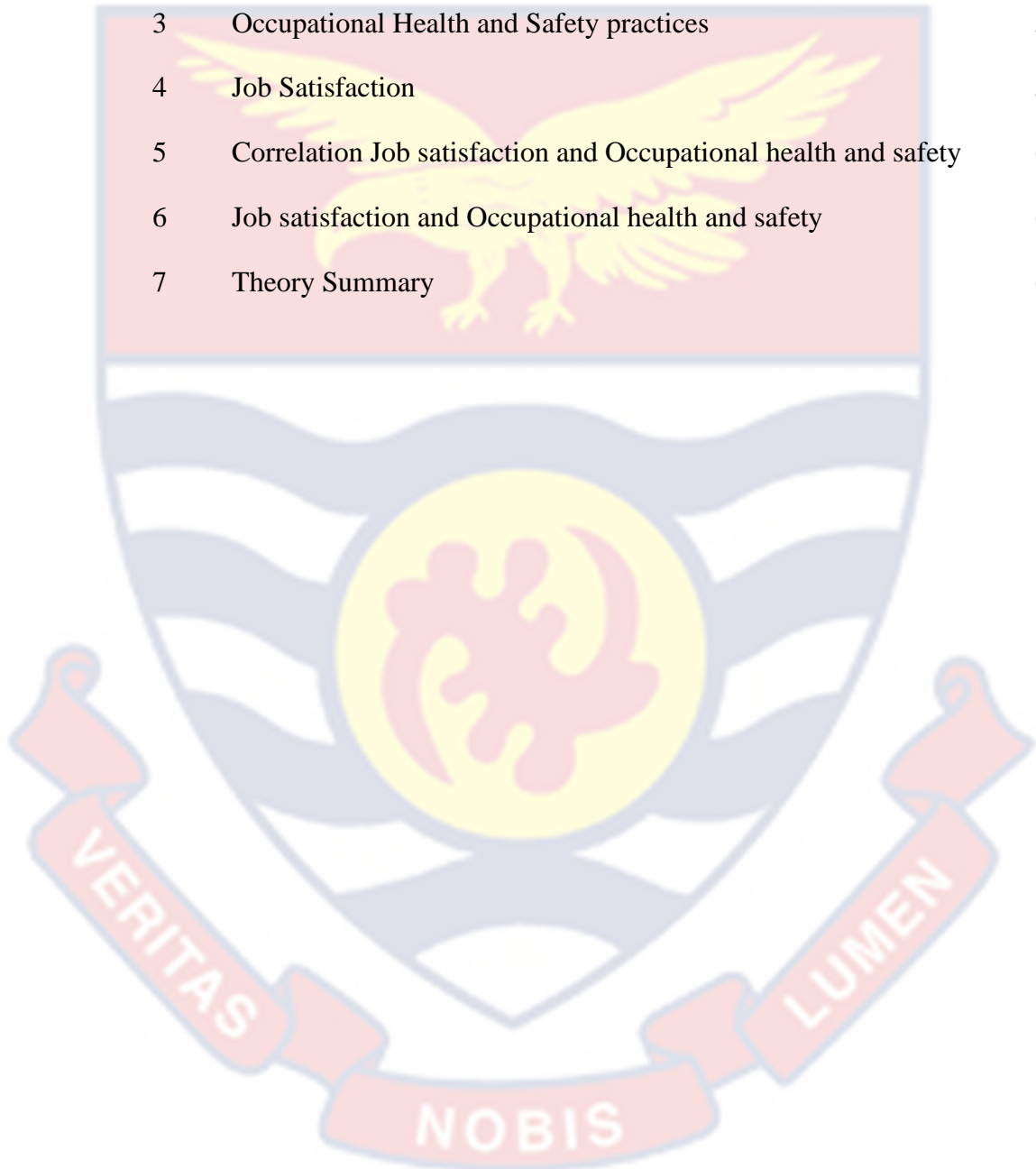
Empirical Review	30
Conceptual Framework	35
Chapter Summary	35
CHAPTER THREE: RESEARCH METHODS	
Introduction	37
Research Design	39
Research Approach	37
Study Area	41
Population	41
Sampling Procedure and Sample Size	42
Data Collection Instrument	44
Pre-test	45
Data Collection Procedure	46
Data Processing and Analysis	47
Ethical Consideration	47
Chapter Summary	48
CHAPTER FOUR: RESULTS AND DISCUSSION	
Introduction	49
Response Rate	49
Socio-Demographic Characteristics of Respondents	50
Chapter Summary	66
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
Introduction	68
Summary of the Study	68

Key Findings	69
Conclusions	70
Recommendation	71
Suggestions for Further Research	73
REFERENCES	74
APPENDIX: QUESTIONNAIRE	81



LIST OF TABLES

Table		Page
1	Response Rate	50
2	Background Information of Respondents	50
3	Occupational Health and Safety practices	54
4	Job Satisfaction	58
5	Correlation Job satisfaction and Occupational health and safety	62
6	Job satisfaction and Occupational health and safety	63
7	Theory Summary	64



LIST OF FIGURES

Figure		Page
1	Conceptual Framework	35



CHAPTER ONE

INTRODUCTION

The purpose of Occupational Safety and Health is to create a safe working environment and employees are protected from workplace accidents or from adverse events. This is attributed to the factors that drive job satisfaction, such as supporting employment condition in which employees care about good working environment for personal comfort and to ease their task because they prefer to work in the physical environment that is not dangerous or troublesome.

Background of the Study

Occupational health and safety (OHS) are mostly outlined as the science of the anticipation, recognition, analysis and management of hazards arising from the geographic point that would impair the health and well-being of staff, taking into consideration the potential impact on the encompassing communities and also the general setting (Morgan et al., 2021; Poursadeqiyan et al., 2019; Sembe & Ayuo, 2017). OHS is a cross disciplinary space involved with protecting the security, health and welfare of individuals engaged, employed or work, in keeping with the International Labor Organization and also the World Health Organization world strategy on activity health for all.

Occupational health and safety (OHS) practices play a significant role in guaranteeing the well-being and contentment of workers in every firm. A safe and healthy work environment not only protects workers from work-related risks but also enhances job satisfaction and productivity. The Baptist Medical Center in Nalerigu, a famous healthcare institution, understands the relevance of OHS

practices in promoting staff well-being and overall organizational success. This research intends to evaluate the association between OHS rules and work satisfaction among the personnel at the Baptist Medical Center, Nalerigu.

Occupational safety and health are geared toward the promotion and maintenance of the very best degree of physical, mental associated social well-being of laborers all told occupations (Mohanty et al., 2019). Also, geared towards the hindrance among staff from effort work because of health issues caused by their operating conditions; protection of staff in their employment from risks ensuing from factors adverse to their health; putting and maintenance of the employee in an activity setting tailored to his or her physiological and psychological capabilities and adaption of work to the person and of every person to their job.

The literature concerning occupational health and safety management indicates that this subject has been extensively explored in various regions across the globe (Michaels & Wagner, 2020; Chen et al., 2020). These studies predominantly concentrate on illness prevention, psychosocial aspects in the workplace, workplace safety issues, workplace politics, workplace spirituality, mental health in workplaces, workplace safety atmosphere, effective management of safety, chemical exposures, and individuals' perceptions of risks (Hanvold et al., 2019).

In Africa, studies on human perception and skill of environmental safety management are scarce (Joubert et al., 2020). These studies tend to specialise in behavioural qualities of the staff at the workplaces and on problems like activity hygiene, world equity challenges, practices, drawback finding, attachment health

hazards, health education, amphibole issues, responsibility assignment, health and safety and equity within the geographic point.

Job satisfaction was defined in a number of different ways and through various theories from Maslows Hierarchy of Needs to Genetic Needs Theory. A clear definition of job satisfaction could be defined as the employee's level of fulfillment, satisfaction and work performance (Landis, et al., 2015). Like OHS, satisfaction with the job is an essential concept which employer must be aware of and address as much as possible, as the employee's attitude to the organization can influence the degree of satisfaction (Walt & De Klerk, 2014). The concept of "direct measure of employer utility derived from his/her current job," as defined in another definition of job satisfaction which supports (Landis et al., 2015; Tumen & Zeydanli, 2016). Tumen and Zeydanli continue to illustrate the relevance of this principle and that employment results and efficiency have shown an impact on job satisfaction.

Job satisfaction is a mixture of positive and negative emotions that employees experience during working hours and to the level to which their safety is prioritized within the organisation (Sembiring et al., 2020). In the meantime, when an employee works in a business, he carries with him the wants, desirable aspirations and experiences he has rejected. Employment satisfaction is the degree to which real awards meet expectations (Koo et al., 2020). As I stated before, satisfaction with job remains one of the most searched management principles in organisation. Its impact on employee efficiency as well as its general benefits make organizations curious about the different aspects and dimension of work

satisfaction. Yalabik et al. (2017) say various employment dimensions build employee satisfaction or dissatisfaction which primarily is their health and safety within the environment of operation.

One of the main aspects of job satisfaction is the nature of job. This includes different characteristics of work, such as imagination, independence, job identity and other work-related factors. Yalabik et al. (2017) argue that past studies show that employee affectivity is affected by the organizational health and safety hazards of a job, which in turn affects their conduct in their work. They also asserted that workers who find their work more important, have perfectly clarified positions, and are satisfied with those degrees of health and safety.

The evaluation of occupational health and safety conditions in Africa is becoming increasingly significant for industrialists, professionals, the government, and consumers alike. Matters pertaining to occupational health and safety fall under the jurisdiction of the Ministry of Labor (De Cieri & Lazarova, 2021; Badri, 2018). The health, safety and welfare of persons utilized in factories and alternative places of labor is provided within the corporations Act. The Act is preponderantly socioeconomic in nature and focuses on the work conditions of factories, safety devices, machine maintenance, safety precautions just in case of fireside, gas explosions, electrical faults, provision of protecting instrumentality among others. activity health and safety effects are necessary for organizations. operating during a safe setting ends up in job satisfaction of workers. Resulting in Job worth, happiness, excitement, attachment to their job, reduced absence, promptness and low turnover rates.

Statement of the Problem

Occupational Safety and Health practices play a major role in any work atmosphere. Effective implementation OHS management practices like emergency, welfare and geographical point atmosphere might cause worker job satisfaction. This can be as a result that the practices foster a way of security, comfort and belongingness within the minds of staff (Michaels & Wagner, 2020). This eventually translates into job satisfaction. Therefore, numerous organizations place significant emphasis on Occupational Health and Safety (OHS) management practices. Considerable investments in terms of finances, training, time, and physical resources are often allocated to ensure the successful implementation of OHS management practices (Boafo, 2018; Amponsah-Tawiah & Dartey-Baah, 2011; Liu et al., 2019).

Gyamfi (2014) conducted research on the link between OHS practices and Job satisfaction of staff in hospitals in Ghana. The findings indicate a major positive relationship between OHS practices and job satisfaction. Others conjointly studied the link between OHS management practices and job performance of staff in hospitals in Ghana. The findings counsel that OHS practices cause job satisfaction. Most of such studies were not supported by developed countries and profit creating organizations.

It must be emphasized that accidents are costly, affecting both employees and the organization. When it happens, employees are unable to work effectively to achieve the objectives of the organizations as it affects the individual health physically, emotionally, psychologically and could cause even death. At the Baptist

Medical Center in Nalerigu, Ghana, employees face a range of hazards. Without proper health and safety measures implemented by management to shield them from these risks, employees could suffer significantly, leading to a substantial decline in productivity. The lack of collaboration between management and employees regarding health and safety exacerbates these challenges.

The Baptist Medical Center is obligated by the Regional Health Directorate to include monthly reports on occupational health and safety in their community reports. This practice aims to track the increasing frequency and types of injuries at the hospital, enabling the implementation of preventive measures. These challenges have sparked a study on how Occupational Health and Safety Practices impact job satisfaction at the Baptist Medical Center.

Ensuring occupational health and safety practices is crucial for the management of the Baptist Medical Center to align with the organization's goals and objectives. The formulation of appropriate practices in this regard is paramount for the development and success of any organization. In Ghana, various studies have been conducted within manufacturing sectors, focusing on employees working in industries and workshops. However, it remains essential to investigate whether similar outcomes can be replicated within the context of healthcare centers, especially in both public and private hospitals. Therefore, this study addresses a fundamental question: What impact do specific Occupational Health and Safety practices have on the job satisfaction levels of staff at the Baptist Medical Center in Nalerigu?

Understanding the relationship between selected Occupational Health and Safety practices and job satisfaction among Baptist Medical Center staff holds significant implications. Beyond mere compliance, it delves into the intricacies of employee contentment and well-being within the healthcare sector. By exploring this connection, the study aims to contribute valuable insights not only to the Baptist Medical Center but also to the broader healthcare community in Ghana. Identifying the factors that enhance job satisfaction through effective health and safety measures can pave the way for improved practices and practices, ultimately fostering a healthier, safer, and more satisfied workforce in healthcare institutions. This research endeavor underscores the importance of tailored occupational health and safety practices, shedding light on their profound impact on employee satisfaction and the overall success of healthcare organizations.

Purpose of the Study

The purpose of the study is to examine the effect of Occupational Health and Safety practices on Job Satisfaction of the employees of the Baptist Medical Center, Nalerigu, Ghana.

Research Objectives

1. To assess the occupational health and safety practices for employees available at the Baptist Medical Center, Nalerigu, Ghana.
2. To assess the level of job satisfaction of employees at the Baptist Medical Center, Nalerigu, Ghana.
3. To examine the effect of occupational health and safety on job satisfaction at the Baptist Medical Center, Nalerigu, Ghana.

Research Questions

1. What are the occupational health and safety practices for employees available at the Baptist Medical Center, Nalerigu, Ghana?
2. What is the level of job satisfaction of employees at the Baptist Medical Center, Nalerigu, Ghana?
3. What is the effect of occupational health and safety on job satisfaction at the Baptist Medical Center, Nalerigu, Ghana?

Significance of the Study

The study has extensively thrown light on Occupational Health and Safety and Job Satisfaction. This study therefore would be an advantage to several streams of individuals and organisations who are affected with these challenges notwithstanding adapting to various occupational health and safety measures especially at the Baptist Medical Center, Nalerigu, Ghana. The importance of the study is indicated in solving the problem of health hazards at the Baptist Medical Center by clarifying the essence of occupational health and safety measures while implementing the strategies to help improve the job satisfaction of their employees and the latest strategies provided by experts.

Ultimately, this study serves as a valuable resource for scholars and researchers in this field. It also stands as a significant reference for individuals seeking to enhance their organizational occupational health and safety protocols efficiently. Specifically, it offers insights into implementing measures that directly influence employee job satisfaction within the organization.

Delimitations of the Study

The study covered the effect of Occupational Health and Safety on Job Satisfaction at the Baptist Medical Center, Nalerigu, Ghana. In terms of content, there is countless number of issues that could have been looked at in terms of occupational health and safety practices and the levels of job satisfaction. However, the scope of this study was the employees at the Baptist Medical Center at Nalerigu in Ghana, by way of investigating into the concept of occupational health and safety practices, concept of job satisfaction, and how to improve their job satisfaction through the right occupational health and safety practices.

Limitations to the Study

Specifically, apathy was the major problem since some of the respondents failed to answer the questionnaire. The findings of this study may be specific to the context of the Baptist Medical Center, Nalerigu, and may not be fully generalizable to other healthcare organizations or different industries. Factors unique to the center, such as its size, location, and organizational culture, may influence the relationship between OHS practices and job satisfaction differently compared to other settings. The study relies on self-reported data obtained through questionnaires. Self-reported data may be subject to response bias, as individuals may provide socially desirable answers or may not accurately recall their experiences or perceptions. This bias could impact the validity and reliability of the findings.

The study focuses specifically on OHS practices and their relationship with job satisfaction. It does not extensively explore other organizational factors, such

as organizational culture, employee engagement initiatives, or compensation and benefits packages, which may also contribute to job satisfaction. It is important to consider these limitations when interpreting the findings of the study and when applying them to other contexts or organizations. Further research with larger sample sizes, diverse populations, and different study designs would provide a more comprehensive understanding of the relationship between OHS practices and job satisfaction.

Organisation of the Study

The study was made up of five chapters. Chapter one looked at the background of the study, statement of the problem, research objectives, research questions and significance of the study, limitations, scope of the study and organisation of the study. Chapter two reviewed the literature available on occupational health and safety and job satisfaction. It investigated occupational health and safety and their influence on job satisfaction using literature from books and other studies relating to the topic. Chapter three described the methodology that would be used in the study: this included the population size, sample size and sampling techniques as well as methods of data collection and data analysis. Chapter four presented the data analysis and the findings based on research objectives. Chapter five provided an interpretation of the results based on the findings and provided recommendations for further studies to be conducted.

Chapter Summary

In the chapter, the focus is placed on the critical relationship between workplace safety practices and employee job satisfaction within the context of the Baptist Medical Center. The chapter delves into the essential role of occupational health and safety measures in achieving the organization's objectives. It discusses existing studies in Ghana, particularly in industrial settings, and poses the pivotal question of whether similar outcomes can be achieved in healthcare centers. The chapter aims to investigate the impact of selected occupational health and safety policies on the job satisfaction of staff members at the Baptist Medical Center, emphasizing the significance of tailored safety protocols for fostering employee contentment and overall organizational success. Furthermore, it highlights the study's relevance as a valuable resource for academics, researchers, and professionals aiming to enhance their understanding and implementation of effective workplace safety measures to improve employee job satisfaction at healthcare institutions.

CHAPTER TWO

LITERATURE REVIEW

Introduction

The literature review for the study is presented in this chapter. It investigates workplace challenges of occupational health and safety, as well as the influence of health and safety measures on employee job satisfaction at Baptist Medical Center. These were also helpful in identifying the research gap for the researcher. It also includes the study's theoretical, empirical data, and conceptual framework.

Theoretical Review

Herzberg's Two-Factor Theory

The two-factor theory of satisfiers and dissatisfiers was developed by Herzberg, Mausness, (1957) following an investigation into the sources of job satisfaction and dissatisfaction of Accountants and Engineers. Herzberg interviewed hundreds of workers and asked them to; describe a situation which would have led to work satisfaction and describe a situation which would have led to work dissatisfaction. After analysing the results, Herzberg drew the conclusion that the factors that in most cases were given as the reason for satisfaction, were different from those that were regarded as the cause for dissatisfaction (Kaufmann, 2005).

The main implications of this research, according to Herzberg, are that the wants of employees are divided into two groups. One group revolves around the need to develop in one's occupation as a source of personal growth. The second group operates as an essential base to the first and is associated with fair treatment in compensation, supervision, working conditions and administrative practices.

Hertzberg drew the following general conclusions from the pattern he observed in relation to the two basic dimensions; satisfaction and dissatisfaction: hygiene factors can create dissatisfaction when they are absent but they do not lead to satisfaction when they are present; motivators create satisfaction if they are present but they do not lead to dissatisfaction if they are absent (Kaufmann, 2005).

Hygiene factors: Among the most important hygiene factors we find physical and social working conditions, pay, status and work security. When these conditions are good the dissatisfaction disappears. Kaufmann (2005) points out that these factors are found in the lower part of Maslow's pyramid (Kaufmann, 2005).

Motivators: These include conditions that are connected to needs higher in Maslow's pyramid such as performance, appreciation, and growth and development possibilities. When these factors are absent it leads to a neutral state but if favourable they have an active and promoting effect on job satisfaction and performance (Kaufmann, 2005).

The factors contributing to job satisfaction can be categorized as either hygiene factors, which are external to the job, or motivators, which are inherent to the job itself, as identified by Hertzberg. Hertzberg observed that the contentment derived from a salary increase is typically short-lived compared to the satisfaction derived from the nature of the work. According to Armstrong (2002), Hertzberg's research indicates that monetary compensation serves as a motivator only temporarily, making it a hygiene factor. Its absence may lead to demotivation. Kressler (2003) distinguishes between not feeling dissatisfied (related to extrinsic factors) and feeling satisfied (linked to intrinsic factors). He suggests that these

factors operate on separate paths, with extrinsic factors preventing dissatisfaction and intrinsic factors promoting satisfaction.

Critics of Herzberg's two-factor theory argue that it lacks a measurement of the relationship between job satisfaction and performance. Nevertheless, Herzberg significantly influenced the job enrichment movement, which aimed to structure jobs to enhance opportunities for intrinsic satisfaction, thereby improving overall work quality. His emphasis on distinguishing between intrinsic and extrinsic motivation remains a crucial aspect of understanding workplace satisfaction (Apeyusi, 2012).

Deductions from the theoretical review

Herzberg's Two-Factor Theory, often known as the Motivation-Hygiene Theory, may give insights into the link between occupational health and safety rules and work satisfaction at the Baptist Medical Center in Nalerigu. This theory claims that there are some variables that lead to work happiness (motivators) and other aspects that, when lacking, might induce job discontent (hygiene factors). In the context of workplace health and safety practices, the hygiene issues would be especially significant. These aspects include the physical working conditions, organizational regulations, supervision, remuneration, job security, and the general work environment. When these variables are insufficient or unacceptable, they might contribute to work unhappiness.

If the Baptist Medical Center has well-implemented occupational health and safety regulations, it may address the hygiene elements and establish a supportive and safe work environment. For example, if the hospital has proper safety measures

in place, provides necessary safety training to employees, and ensures compliance with health and safety regulations, it can contribute to employee satisfaction by minimizing risks and hazards, promoting employee well-being, and fostering a sense of security. Moreover, by highlighting the relevance of occupational health and safety rules, the hospital may show its dedication to employee welfare. This may strengthen workers' impressions of the organization's care for their well-being, leading to higher job satisfaction. When workers believe that their business emphasizes their safety, they are more likely to be pleased with their employment and experience better motivation.

However, it's vital to highlight that Herzberg's thesis largely focuses on the hygienic elements that prevent unhappiness. While enhancing occupational health and safety standards may help to work happiness by reducing possible causes of discontent, it may not directly address the motivators that drive intrinsic motivation and job satisfaction. To acquire a thorough picture of job satisfaction at the Baptist Medical Center, it would be good to investigate additional theories and elements that impact job happiness, such as autonomy, recognition, development possibilities, and the meaningfulness of work duties.

Conceptual Review

Overview of Occupational Health and Safety (OHS)

Health is a positive notion that encompasses both social and personal assets as well as physical attributes (Almahirah, 2021). It is defined as the capacity to set and achieve objectives, fulfil personal requirements, and cope with daily life (Badri, Boudreau-Trudel & Souissi, 2018). The World Health Organization (WHO)

defines health as a condition of complete physical, mental, and social well-being, not merely the absence of sickness (WHO, 1986).

"Occupational health should aim at: the promotion and maintenance of the highest degree of physical, mental, and social well-being of workers in all occupations," according to a joint definition of occupational health endorsed by the International Labour Organization (ILO) and the World Health Organization (WHO) (as revised in 1995); the prevention of health problems among workers caused by their working conditions; the protection of workers in their workplace from health risks; the placement and maintenance of workers in an occupational environment that is tailored to their physiological and psychological capabilities; and, to summarize: the adaptation of work to man and each man to his job" (WHO, 1995, p.3).

Almahirah, (2021) defines safety risks as features of the workplace that have the potential to cause an employee immediate and occasionally violent harm. He cites loss of hearing, vision, or bodily parts, as well as wounds, sprains, bruises, fractured bones, burns, and electric shock as instances. Cancer, poisoning, and respiratory disorders are examples of health dangers in the workplace that slowly and cumulatively (and sometimes irrevocably) deteriorate an employee's health. Physical and biological risks, poisonous and carcinogenic dusts and chemicals, and stressful working circumstances are all common culprits (Almahirah, 2021).

"Occupational health deals with all elements of health and safety in the workplace and has a strong focus on primary prevention of risks," according to the World Health Organization (WHO). "A condition of total physical, mental, and

social well-being, not only the absence of sickness or disability," according to the definition. Occupational health is a multidisciplinary discipline of medicine concerned with helping people to do their jobs in the healthiest way possible.

Safety, according to Michaels and Wagner (2020), is "the control of identified dangers to achieve an acceptable level of risk." Safety is a consideration that extends beyond simply avoiding dangers.

Employee health issues must be valued more than anything else in the business; there is an expression that "health is wealth." All other aspects of an organization's operation are dependent on money, materials, and machinery that must be spent, employed, and managed by humans. It is critical to remember that an employee's health is closely tied to his level of performance; hence, a healthy worker is a productive worker. According to Sembe and Ayuo (2017), an organization's production and profitability are directly tied to its employees' health and safety practices at work.

According to Almahirah (2021), every company is expected to maintain a proper and current written statement of safety policy. This statement represents the employer's commitment to workplace safety and health, as well as the expected norms of behavior in health and safety concerns. Everyone in the company should be aware of the policy statement. This can be accomplished by providing staff with handbooks that outline the policy. A stated policy that is not brought to the knowledge of all employees, on the other hand, may have minimal influence on employee safety and health.

Factors that affect occupational health and safety

Again, healthier workplaces result in higher productivity, job performance, and job satisfaction, and state agencies, trade unions, and employers are working to link greater Occupational Health and Safety to increased firm production and performance. Chemical, physical, biological, or psychological dangers are commonly connected with employees at work (Sikpa, 2011). There are several things that can have an impact on organizational health and safety. The workplace, health risks, and safety hazards are the three most frequent elements that impact occupational health and safety.

Workplace Hazards

According to Hanvold, Kines, Nykänen, Thomée, Holte, Vuori, and Veiersted (2019), workplace hazards can jeopardize employees' health and safety, resulting in a detrimental influence on their health as well as their performance. Similarly, if a solid health and safety workplace policy exists that may favorably effect employees' health and safety, it will inspire people to give it their all. Workplace dangers are fairly widespread these days in both manufacturing and non-manufacturing industries (Bamutire, 2007).

Health Risks

Risks found in machinery and equipment such as chainsaws, forklifts, ladders, electric poles, and transformers are examples of non-manufacturing sector hazards. Slipping, tripping, insufficient machine guarding, and equipment failures or breakdowns are also common. Many businesses fail to install safety equipment

that can assist reduce the severity of accidents. Psychological stress and violence are also present in the workplace as a result of threatening behavior and harassment.

For example, Hanvold et. al., (2019), claims that if a workplace is not free of health hazards, it will spread disease among employees, lowering employee productivity. Researchers and managers have long recognized that employees' and organizations' health and well-being might have detrimental consequences. Workers with low health and well-being in the job, for example, may be less productive. The introduction of new technology into workplaces in industrialized nations has increased productivity, but it has also harmed the health and safety of employees owing to the dangers linked with contemporary technology (Rizwan & Marosszeky, 2008).

Safety Hazards

According to De Cieri and Lazarova (2021), we should all be concerned about an unhealthy work environment. Productivity will suffer if people are unable to perform well at work due to persistent headaches, wet eyes, breathing issues, or fear of exposure to materials that may create long-term health concerns. As a result, promoting a healthy work atmosphere is not only ethical, but also beneficial to the employer. Office settings that include toxic airborne chemicals, asbestos, or indoor pollution (perhaps induced by smoking) have led companies to adopt extraordinary measures, dubbed "sick buildings." For many, this has meant removing asbestos from their structures.

According to De Cieri and Lazarova (2021), enhancing employees' health and safety at work has a direct impact on an organization's productivity and

profitability. According to Badri et. al. (2018), most occupational medicine/health promotion literature holds that workers perform better when they are physically and emotionally competent to work and desire to work, which leads to increased production. More considerable correlations are developing between the adoption of health and safety programs and their positive influence on a company's productivity and profitability, both directly (such as reduced sick pay and compensation claims) and indirectly (such as increased productivity and profits) (for example, reduced absenteeism, improved corporate reputation and reduced staff agitation).

Occupational health and safety practices in the organisation

Health and Safety training and programmes

Cole (2008) defined learning as an activity aimed at acquiring specific information and abilities for the goal of completing a task. The requirement for efficiency and safety in the operation of certain machinery or equipment; the need for an efficient sales force; and the need for competent management in the organization are all examples of training demands. Health and safety training, according to Armstrong (2006), is an important aspect of the preventative program. It begins as part of the induction process and leads to improved employee performance as well as job changes.

According to Yalabik, et. al. (2017), it is critical to empower, educate, and encourage workers to use their authority to defend their OHS. Employees are left to organise their own OHS committees, which management does not take seriously. The majority of OHS legislative instruments indicate that the employer is responsible for providing a safe working environment for employees. These laws

also state that it is the employer's responsibility to reveal accident information and maintain relevant records. An employee should be made aware of the risks that they face at work. These statutes also require that this information be placed in settings where all employees may view it, such as notice boards.

Occupational health and safety programs, according to Armstrong (2010), are concerned with the avoidance of accidents and diseases, as well as the reduction of loss and damage to people and property as a result of working conditions. He claims that they are more concerned with work processes than with the working environment, and that health and safety regulations are needed to show that top management is serious about protecting people from hazards at work and how this protection would be supplied.

Every firm with five or more employees must have a documented health and safety policy, according to Section 2(3) of HASAWA. A safety policy should indicate the company's commitment to putting employees' health and safety first (London Hazards Center Fact sheet, 1997). As a result, the current study examines the impact of Occupational Health and Safety procedures on employee productivity. When working with chemicals, employers must guarantee that employees wear chemical goggles or other adequate eye protection when exposure to these substances is likely to cause damage. It also recommends that while handling liquid paste or powdered flavoring substances that might cause cutaneous harm, chemical resistant gloves and sleeves, or other skin protection, be used.

Safety awareness programmes

Safety awareness initiatives, according to Noe (2008), go beyond OSHC compliance and try to make symbolic and substantive changes in the organization's attention on certain sorts of injuries or impairments. There are three components to a safety and health awareness program: detecting and communicating dangers, reinforcing safe habits, and promoting safety abroad. Dessler (2005) highlights the need of positive rewards in conveying initiatives that improve workplace safety. Managers, according to Luis et al. (2007), should convey and enforce safety regulations. Employees are required by OSHC to follow safety regulations, and excellent supervisors are ready to utilize the disciplinary system to punish risky work behaviors. They use incentives, rewards and positive reinforcement to encourage safe behaviour. They reward employee complaints or suggestions about safety.

In order to manage employee safety and health, organizational planning and control are critical. Organizations must create and implement systems as well as assign responsibilities. Managers must include health and safety considerations into their planning and decision-making processes, as well as develop and choose methods and tactics for training and communicating with employees (Walt & De Klerk, 2014). Reactive systems, on the other hand, monitor accidents, ill health, occurrences, and other indicators of poor health and safety productivity. According to the association, a written record must be kept and distributed to those with specific health and safety responsibilities, as well as made available to employees.

Risk evaluations might be thematic (stress, violence, manual handling), task-based (keyboarding, cleaning, driving), or specific to components of the workplace (hot working conditions). People at risk should be noted, as well as minimum legal criteria, current control measures, and the need for additional action, and workers should be consulted as part of the risk assessment. They will frequently know more about the hazards and risks of their professions than anybody else. Every health and safety management system should be reviewed on a regular basis.

Hazard identification, safety education committees, engineering return-to-work training health, surveys, controls, exams, and audits Environmental stress health, promotion monitoring management, environmental individual and organizational safety are all instances of health practices found in modern companies. Modification screening, behavior strategies, and change monitoring are all important aspects of health promotion, as is people's direct participation in preserving or enhancing their own health. Management is responsible for ensuring that the workplace is free of needless dangers and that the working environment is safe for employees' physical and emotional wellbeing.

Employers have a moral duty, according to Aswathappa (2005), to maintain a workplace that minimizes any negative aspects of circumstances impacting employees' health and safety, but they are not always able to create such an enabling atmosphere. There is mounting evidence that providing a healthy and safe work environment has the ability to boost labor productivity and, as a result, corporate profits. However, there are a number of questions that must be addressed, such as

what are the negative consequences, how to best assess OHS measures in terms of higher productivity, and are there any economic benefits? It is also clear that some vital elements, such as competent management and employee participation, are required to enable the effectiveness of an OHS intervention and the resultant gains in productivity.

Employees' safety and the workplace environment

Workplace preferences may be quantified using three aspects of work environment settings, according to Gyamfi (2014): system maintenance, goal orientation, and relationship dimensions. The degree to which the work environment is ordered and structured, how clear its expectations are, and how much control it retains is referred to as system maintenance. The degree to which an environment supports or stifles growth by allowing for decision-making and autonomy, maintaining a task orientation, and offering employment challenges and expectations for success and completion is measured by goal orientation. The relationship component assesses the level of interpersonal connection in the workplace, such as social communication exchanges and worker cohesiveness, as well as coworker and management friendliness and support.

Individuals' personal functioning at work has been found to be influenced by their work environment preferences (Badri, Boudreau-Trudel & Souissi, 2018). Examining employee preferences for work environments can assist uncover potentially problematic organizational elements and lead actions targeted at lowering employee stress and improving health and safety in a range of work settings. According to Badri et. al. (2018), until recently, corporations tried to avoid

employees' non-work-related concerns. Despite being aware of the issues, most managers did not feel it was appropriate to meddle with their workers' personal life. Previously, businesses tended to fire troublesome staff. In recent years, however, cost considerations, unions and government legislation altered this approach. The accepted viewpoint now is that employees' personal problems are private until they begin affecting the job performance.

Personal troubles become a source of concern for the company if and when this occurs. As a result, many major companies, as well as an increasing number of smaller ones, are striving to assist employees with personal issues. These issues include alcohol and drug misuse, as well as depression, anxiety, domestic trauma, financial difficulties, and other psychiatric/medical issues. This assistance is not entirely selfless; it is mostly motivated by cost reductions. Every employee has a right to work in a safe and healthy workplace. Employers have a primary responsibility to provide a safe, healthy, and pleasant working environment for their employees.

All businesses should be concerned about their employees' health and safety. A worker in an industry or organization is entitled to work in an environment that prioritizes safety and health. Worker's involvement, according to Yalabik, Rayton, and Rayton (2017), may be defined as employees' readiness to assume responsibility for their actions in order to create an accident-free workplace. Worker's engagement refers to the capacity of employees to directly influence or shape the management and work processes of an organization. Every person in the organization, at every level and in every department, is referred to as an employee.

Worker's involvement is a process involving behaviour that is dynamic, action oriented and problem solving that continuously seeks for improvement in a safety conscious environment.

The workplace is the location where many people spend the majority of their time. Indeed, for many individuals, especially in developing countries, the line between home and work is blurred since they frequently engage in agricultural or cottage industry activities at home. Population increases and fast urbanization, in tandem with economic development, and in parallel with greater, more visible industrial development, have frequently fueled the latter's rise (Landis, et al., 2015). In a favorable circumstance, work leads to excellent health and financial success.

On the other hand, many workers are exposed to health dangers at work, which can lead to injuries, cancer, musculoskeletal problems, reproductive disorders, cardiovascular diseases, mental and neurological illnesses, eye damage, and hearing loss, as well as infectious infections (Landis, et al., 2015). Many writers have said that the physical structure of the workplace, as well as effective management methods, have a significant impact in increasing employee productivity and enhancing organizational success (Tumen & Zeydanli, 2016). Managers must implement accident preventive steps to reduce the pain and suffering that the wounded worker and their family are exposed to as a result of the accident, according to Tumen and Zeydanli, (2016). The happiness of the employees depends upon the health and safety of the worker who normally is the bread winner.

There are now widespread acceptance that safer and healthier workplaces lead to higher productivity, higher job satisfaction, and better bottom-line results. According to Brandt-Rauf, Burton, and McCunney (2001), there are four elements that explain the relationship between productivity and employee health and safety:

1. More creative approaches to reducing high rates of occupational injury and sickness are required.
2. Pressure to lower the social and economic costs of injury and disease, especially compensation expenses.
3. The requirement to increase labor productivity without requiring employees to work greater hours.
4. In a tight labor market, employers must offer decent working conditions to attract and retain qualified workers.

Concept of Job Satisfaction

Job satisfaction was defined in a number of different ways and through various theories from Maslows Hierarchy of Needs to Genetic Needs Theory. A clear definition of job satisfaction could be defined as the employee's level of fulfillment, satisfaction and work performance (Landis, et al., 2015). Like work-life balance, satisfaction with the job is an essential concept which employer must be aware of and address as much as possible, as the employee's attitude to the organization can influence the degree of satisfaction (Walt & De Klerk, 2014). The concept of "direct measure of employer utility derived from his/her current job," as defined in another definition of job satisfaction which supports Landis et al. (2015), (Tumen & Zeydanli, 2016). Tumen and Zeydanli continue to illustrate the relevance of this principle and that employment results and efficiency have shown an impact on job satisfaction.

The term job satisfaction refers to positive and negative attitudes and feelings of work which lead to an increase among employees at the level of satisfaction and dissatisfaction (Armstrong 2006). Job satisfaction is a mixture of positive and negative emotions that employees experience during working hours. In the meantime, when an employee works in a business, he carries with him the wants, desirable aspirations and experiences he has rejected. Employment satisfaction is the degree to which real awards meet expectations. As I stated before, satisfaction with job remains one of the most searched management principles in organisation. Its impact on employee efficiency as well as its general benefits make organizations curious about the different aspects and dimension of work satisfaction. Yalabik, Rayton and Rayton (2017) say various employment dimensions build employee satisfaction or dissatisfaction.

One of the main aspects of job satisfaction is the nature of job. This includes different characteristics of work, such as imagination, independence, job identity and other work-related factors. Yalabik, Rayton, and Rayton (2017) argue that past studies show that employee affectivity is affected by the essence of a job, which in turn affects their conduct in their work. They also asserted that workers who find their work more important, have perfectly clarified positions, and are satisfied with those degrees of autonomy.

The most critical facet of job satisfaction has been pay and compensation (Deckop, 1992). The disparity between real and planned pay can be seen in this dimension. This dimension Therefore, if an employee sees that what is expected and what is received is different, then it is likely that the satisfaction level on the

job is affected (Friday & Friday, 2002). Spector (1997) claimed that it is not a solid indicator of work satisfaction while pay and compensation have a strong influence on other attitudes and behaviors, such as organization's engagement and turnover intentions. As much as pay and compensation were defined as significant, however.

This facet also captures the attitudes of an employee to the promotion practices of the company. It is one of the crucial aspects of an employee's movement, often involving significant changes in salaries (Francesconi 2001; Cobb-Clark 2001) and may also have significant effects on other tasks, such as duties and subsequent work attachments. Organizations are permitted to use promotion as a mechanism to reward highly rated workers, and thereby encourages them to do more work. Kosteas (2010) study showed that there is a close link between promotion and satisfaction at work. The study showed, for example, that workers who believe that promotion will be promoted within the next 2 years indicated more satisfaction with their employment.

Relationship that exists between health and safety and employees' job satisfaction

According to Dorman (2000), the nature of labor has altered dramatically over the last several generations. As a result of the technological revolution that has swept the industrialized world in the previous quarter-century, everything has altered. Changes have had an influence on our daily lives as well as our employment. Chabra (2005) underlines the importance of workplace safety, particularly in hazardous sectors. Safety measures help to avoid accidents that are costly to both employees and employers. Where these are available, labor output is

significantly better than in other units where safety is missing, since people execute courageously and confidently. When employees are assured that safety precautions are taken, they perform without tension and this raises the productivity of labour and boosts employee morale. Consistency in production in the short run results into upward trend in productivity into long run.

According to Amponsah-Tawiah and Dartey-Baah (2011), OHS measures have a significant impact on firm profitability through influencing revenue and production costs. These will result in lower production costs (due to fewer accidents, damages, and absenteeism, for example) and more income (due to better productivity, efficiency, quality, effectiveness etc). These will result in a rise in sales and, as a result, profitability. Goetzel (1999) proposed a system known as "Health Productivity Management," which tries to connect today's business climate, people, operational difficulties, and, ultimately, an organization's productivity. The Goetzel (1999) technique will be very useful in implementing occupational health and safety in firms in order to increase employee productivity.

Empirical Review

Relationship between employees' Health and Safety and Job Satisfaction

Amedome and Gbadago, (2017) carried out a study the impact of Occupational Health and Safety (OHS) measures on employee performance at the South Tongu District Hospital in Ghana. The aim was to find out the impact of the OHS measures on employee performance. The study used both stratified and simple random sampling methods to sample 116 employees of the Hospital including 5 management members. Questionnaires were administered and observation was

carried out. However, only 88 questionnaires were retrieved and analysed using the SPSS software and results were displayed on tables. The study found out that the level of employee awareness of OHS Policy was 79.5 percent. The OHS measures of the hospital were also found out to impact the performance of staff.

Sembe and Ayuo (2017) conducted a study on the impact of occupational health and safety on job satisfaction of employees in University campuses in Nakuru Town, Kenya. The research project was carried out to find the effect of selected Occupational health and Safety management practices on job satisfaction of employees in University Campuses in Nakuru Town, Kenya. The target population comprised of 258 samples of nonteaching staff, in all the University Campuses situated in Nakuru. Census was conducted to select data. Data was collected using questionnaires; Data analysis for all the objectives was done using multiple regression analysis, and descriptive statistics such as frequencies, tables, charts, and graphs. Hypothesis testing in all the objectives was done using Pearson's correlation and regression analysis. The findings revealed that the practice of occupational health and safety management practices leads to improved job satisfaction and higher performance among employees.

Smith and Johnson (2021) conducted a study on The Relationship Between Occupational Health and Safety and Job Satisfaction: A Mediation Theory. This study explores the relationship between occupational health and safety and job satisfaction, specifically focusing on the mediating role of safety climate. The researchers investigate how safety climate influences the link between occupational health and safety practices and job satisfaction. The findings reveal that safety

climate partially mediates the positive effect of occupational health and safety on job satisfaction. This highlights the significance of fostering a positive safety climate within organizations to enhance job satisfaction.

Anderson and Collins (2019) carried out a study the impact of Occupational Health and Safety Practices and Employee Well-being: The Mediating Role of Work Engagement. This research study investigates the relationship between occupational health and safety (OHS) practices and employee well-being, with a specific focus on the mediating role of work engagement. The study explores how work engagement mediates the association between safety practices and job satisfaction, highlighting those higher levels of work engagement led to increased job satisfaction. The findings emphasize the importance of promoting work engagement as a pathway to enhance job satisfaction and overall well-being among employees.

Simons et al., (2017) carried out a study the impact of Occupational Safety and Health in Developing Countries: A Review of Occupational Health and Safety Policy and Practice in Kenya. This review article critically examines the occupational health and safety (OHS) practices and practices in Kenya, with a specific focus on their impact on job satisfaction. The study highlights the importance of effective policy implementation and enforcement, as well as the provision of safety training and resources, in improving job satisfaction among employees in developing countries like Kenya. The findings underscore the need for robust OHS practices and practices to enhance job satisfaction and overall well-being in the workplace.

Lee et al. (2015) carried out a study the impact of Occupational Health and Safety Programs and Job Satisfaction: A Comparative Study of Two Organizations. This comparative study examines the relationship between occupational health and safety (OHS) programs and job satisfaction in two distinct organizations. The findings highlight that employees who perceive higher levels of safety program effectiveness report greater job satisfaction. The study underscores the importance of implementing tailored safety programs that address the specific needs of different organizations. It emphasizes the positive impact of effective OHS programs on job satisfaction and suggests that organizations should prioritize the development and implementation of comprehensive safety programs.

Gupta and Sharma (2018) carried out a study the impact of Occupational Health and Safety Practices and Work-Life Balance: A Comparative Study of Female Employees. This study examines the impact of occupational health and safety (OHS) practices on work-life balance and job satisfaction among female employees. The findings indicate that supportive safety practices, such as flexible work arrangements and adequate safety measures, have a positive influence on work-life balance. Consequently, these practices contribute to higher levels of job satisfaction among female workers. The study highlights the importance of implementing OHS practices that promote work-life balance and foster job satisfaction for female employees.

Fonesca and Carvalho (2019) carried out a study on the reporting of SDGs by quality, environmental, and occupational health and safety-certified organizations. The article by Fonseca and Carvalho (2019) examines the reporting

practices of organizations that hold certifications in quality, environmental, and occupational health and safety (OHS). Specifically, the study focuses on how these organizations report their progress and initiatives related to the Sustainable Development Goals (SDGs). The findings suggest that certified organizations demonstrate a higher level of reporting on SDGs compared to non-certified organizations. The study highlights the potential of quality, environmental, and OHS certifications in promoting sustainability and responsible business practices.

Varianou-Mikellidou, et al. (2019) carried out a study on the reporting of SDGs by quality, environmental, and occupational health and safety-certified organizations. The article by Varianou-Mikellidou et al. (2019) explores the topic of occupational health and safety (OHS) management in the context of an ageing workforce. The study examines the challenges and implications of an ageing workforce for OHS management and identifies strategies to effectively address these issues. The findings highlight the need for organizations to adapt their OHS practices and practices to accommodate the changing demographics of the workforce.

The article by da Silva and Amaral (2019) presents a systematic review of the literature on the critical factors of success and barriers to the implementation of occupational health and safety management systems (OHSMS). The study identifies key factors that contribute to the successful implementation of OHSMS, as well as barriers that hinder the implementation process. The findings provide valuable insights into the factors that organizations need to consider when implementing OHSMS and highlight the challenges they may face.

Conceptual Framework

A conceptual framework is a set of rules that apply to a set of abstract ideas or theories. Philosophers and intellectuals commonly utilize it to build new concepts or reinterpret current ones. Empirical research, on the other hand, depends solely on experience or observation, frequently without concern for system or theory. It is data-driven research that results in findings that can be validated by observation or experiment. We address both physical and psychological safety and security while dealing with the hierarchy's safety needs.

Occupational health and safety is based on the physiological necessities for survival at all levels of the hierarchy. Biological requirements such as food, drink, fresh air, and clothes are among them. To guarantee that employees are not vulnerable and feel both physically and mentally safe, safety needs are focused on safeguards, predictability, and stability. The desire for connection, love, affection, and meaningful relationships with others is known as social needs.



Figure 1: Conceptual Framework

Source: Author's construct (2023)

Chapter Summary

This chapter reviewed literature on Abraham Maslow theory of need examining the occupational health and safety measures and determining the relationship between occupational health and safety and employee job satisfaction

in the Baptist Medical Center. The chapter also examined the effect of occupational health and safety and employee job satisfaction, provided the empirical review, conceptual framework, and chapter summary. The literature found that occupational health and safety is positively associated with employee job satisfaction, occupational health and safety was found to significantly affect employee job satisfaction.



CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter describes the methods and procedures used in conducting the research. Research methodology represents the systemic investigation aimed at solving research problems. Research methodology is actually the science behind how a particular research activity is carried out. It spells out the systematic steps taken in studying a particular research problem. This section presents a description of the research approach and research design, the study area, the population, and the sample size and sampling technique which are used for the research. It also provides a description of data sources, data collection instrument, data collection procedure, as well as procedures for data processing and analysis.

Research Approach

Research approaches can be defined as the collection of procedures and plans that decide the overall process of research (Creswell & Creswell, 2016). Research approach decides the methods for data collection, analysis, and interpretation. The concept of research approach is followed in the entire research process. According to Creswell and Creswell (2016), there are three approaches to research; (a) qualitative, (b) quantitative, and (c) mixed methods. Quantitative research approach deals with explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics) (Creswell, 2014).

Quantitative research approach is a research strategy that adopts quantification in the collection and analysis of data (Bryman, 2012; Lincoln &

Guba, 1985). Quantitative research approach (normally using deductive logic) seeks regularities in human lives, by separating the social world into empirical components called variables which can be represented numerically as frequencies or rate, whose associations with each other can be explored by statistical techniques, and accessed through researcher-introduced stimuli and systematic measurement (Rahman, 2017).

Qualitative research approach involves collecting and analysing non-numerical data (e.g., text, video, or audio) to understand concepts, opinions or experiences (Creswell, 2014). It can be used to gather in-depth insights into a problem or generate new ideas for research. Also, in qualitative research approach, subjectivity is often introduced during data collection procedures and analysis. Qualitative research approach is used to understand how people experience the world. While there are many approaches to qualitative research, they tend to be flexible and focus on retaining rich meaning when interpreting data.

Mixed research approach requires a purposeful mixing of methods in data collection, data analysis and interpretation of the evidence (Creswell, 2014). Mixed research approach is a research approach whereby the researcher collects and analyse both quantitative and qualitative data within the same study. Mixed research approach draws on potential strengths of both qualitative and quantitative methods, allowing researchers to explore diverse perspectives and uncover relationships that exists between the intricate layers of our multifaceted research questions.

This current study adopted the quantitative research approach. This is because the measurements of the items in the scale were numerically rated by the respondents based on predetermined rating scales (7-point Likert scale). Besides, per the nature of the primary data required, design of the data collection instrument, research objectives, statistically application for data processing, statistical tools for data analysis as well as the theoretical foundation of the study, the adoption of quantitative research design becomes most preferred an obvious option in the face of both qualitative and mixed research approaches.

Research Design

A research design is a detailed strategy which the researcher followed while gathering the study data and conducting the research analysis (Turner, 2014). According to Potwarka, Snelgrove, Drewery, Bakhsh and wood (2019), a research design is considered as a set of arrangements made to collect and analyze data in a way that seeks to integrate compliance with the purpose of the research process and economics. According to Young and Javalgi (2007) a master plan that describes the process and methods for obtaining and analyzing the required information is considered a research design.

The three main research designs that have usually characterized social science research are descriptive, explanatory and exploratory (Creswell & Clarke, 2017; Rovail et al., 2013). The exploratory research is conducted to have a better understanding of a prevailing problem and generally does not lead to a definite outcome. It is flexible and provides the basis for future study. According to Creswell and Clarke (2017), the exploratory design focuses on obtaining facts and

understanding social reality. Thus, the objective of the exploratory design is to detect significant challenges and variables in a real-world situation.

The explanatory research is undertaken to give details as to why a phenomenon happened and to predict future events. It generally concentrates on “why questions” in a bid to appreciate the relationships that exist between variables (Babbie, 2010). Though the explanatory research does not offer conclusive results due to lack of statistical strength, it enables the researcher to decide on how and why things occurred.

The descriptive design offers descriptions of observations about a particular phenomenon (Creswell & Clarke, 2017). It concentrates on answering the how, what and where questions rather than why questions. A distinctive characteristic of the descriptive design is that it often assists a researcher to present comparisons, similarities, and contrast between phenomena, and in so doing, enhances the understanding of social reality (Babbie, 2010).

The current study adopted the explanatory research design. Thus, driven by the concept of causal relationships between constructs – occupational health and safety (Independent variable) and job satisfaction (variable dependency). Explanatory studies are presented by research ideas that describe the nature and direction of the relationship between study variables. In line with Zikmund Carr, Babin, and Griffin (2013) explanatory research design is performed for you to discover the volume and nature of cause-and-impact relationships. Potwarka, Snelgrove, Drewery, Bakhsh and wood (2019) further restated that the premises of

positivism research paradigm are to institute cause-impact relationships. Positivists pursue for consistencies to make predictions and installed scientific rules.

Study Unit

The Baptist Medical Centre in Nalerigu is a respected mission hospital located in the North East Region of Ghana. It was founded through the joint efforts and vision of the Ghana Baptist Convention (then Gold Coast Baptist Conference) and the International Mission Board SBC (then Foreign Mission Board) in 1958. In 2014, the IMB handed the hospital over to the Ghana Baptist Convention who now manage and maintain it. Currently the BMC is a 180+ bed hospital whose reputation brings people from as far south as Accra, as far east as Togo and Nigeria, and as far north as Burkina Faso and Mali. Most recent yearly statistics are as follows: 60,000 outpatient visits, 10,000 inpatients, 1,200 major operations, and 2,500-3,000 minor procedures. Over those nearly 60 years, it is estimated that well over 3 million patients have visited the hospital and around 70 Baptist churches have been planted in northern Ghana. We believe that our service earns hearing for the transforming gospel of Jesus Christ, and we are looking forward to the future as we continue to serve Christ by serving the people of West Africa.

Population

Population according to Amrhein, Trafimow and Greenland (2019) consists of the entire group of persons who are of interest to a researcher and who meet the criteria that the researcher is interested in studying, or a set of individuals having some common characteristics. According to Saunders, Thornhill and Lewis (2007) population is the full set of cases from which a sample is drawn. Population can be

seen as the target group about which the researcher is interested in gaining information and drawing conclusion (Leedy & Ormrod, 2010; Robson, 2002). The population included all the total number of permanent staff of the Baptist Medical Center. An estimated 127 permanent staff of the Baptist Medical Center constituted the target population (Human Resource Section, BMC, 2022).

Staff were chosen for this study because the actual purpose of the Baptist Medical Center is centered on the provision of health-related assistance to the community of residence, Nalerigu and its neighboring communities. As a result, this creates the environment of ensuring the safety of its staff due to the prone nature of their work. Hence, the need to assess they possess the required characteristics needed for this kind of study.

Sampling Procedure and Sample Size

Sampling is a statistical approach of acquiring a representative population to take information or data concerning a whole population by analyzing only a portion of it (Babbie, 2007). Sampling is a process used in statistical in analysis in which a predetermined number of observations are taken from a larger population. Sampling has also been referred to the act, process, or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population (Strouse, Donovan & Fatima, 2019; Malhotra & Birks, 2007; Basse, 1995). According to Bryman (2009) sampling is very essential because, in almost all cases, it is not possible to study all the members of a population.

Three basic types of sampling techniques exist. These are non-probability sampling, probability sampling and mixed approach sampling techniques. According to Buchanan and Bryman (2009) in non-probability sampling, not all the members of the population have the opportunity to be selected for the sample. The definition of a non-probability sampling technique defines the population that will give a reliable inference about a population. Non-probability sampling techniques include convenience sampling, quota sampling, network sampling and purposive sampling.

Probability sampling on the other hand, has its elements having equal chance or opportunity of being selected for the sample. This sampling technique tends to increase the likelihood of achieving the aim of choosing members that precisely represent the entire population from which the members were chosen. Probability sampling technique includes simple random, stratified, cluster or multi stage sampling (Cavana, Delahaye, & Sekaran, 2001). Estimating the extent of probable success is the main aim of the probability sampling technique (Malhotra & Birks, 2007). As a result, probability theory serves as the basis for a member of a population to be included in a sample. Mixed sampling technique, according to Wurtz (2015) is a sampling strategy whereby the combination of non-probability and probability sampling techniques are employed at different stages in research.

In this current study, the researcher adopted the census sampling for the selection of the respondents from the sampling frame. From the point of Israel (1992), there are several approaches that can be used in determining the sample size. These include using census for small populations, imitating a sample size of

similar studies, using published tables, and applying formulas to calculate the sample size. In the context of this study, a census was used because of the relatively small number of population size. In view of this, a sample size of one hundred and twenty-seven (127) was used which is made up of all employees at Baptist Medical Center.

Data Collection Instrument

The main instrument used in the data collection process was the survey questionnaire. A survey questionnaire is a formalized set of questions for obtaining information from respondents (Singer & Couper & Peterson, 2017; Malhotra & Birks, 2007). Young and Javalgi, (2007) provided that surveys using questionnaires are the most widely-used data-gathering technique in research and can be used to measure issues that are crucial to the management and development of businesses (Malhotra & Birks, 2007). In this study, the closed ended questions were used. The closed ended questions require respondents to choose from among a given set of responses and require the respondents to examine each possible response independent of the other.

The close-ended items employed comprised a section for the characteristics of the respondents that the researcher is investigating, and as well as the Likert scale, which indicates the level of agreement to research questions and multiple-choice questions (Leedy & Ormrod, 2010). McColl (2005) posits that there are distinct advantages in using questionnaires rather than interview. According to him, data analysis is made easier and straight forward when structured questions are used for primary data gathering. The researcher's decision to use questionnaire

stemmed from the fact that it is the best method by which reliable information can be obtained from a large population. This is supported by Taylor, Sinha and Ghoshal (2011) who asserted that the use of questionnaire is a sensible way for data collection if factual information is needed from a substantial number of people.

A 7-point Likert scale was used. A Likert scale is an ordered scale from which respondents choose one option that best aligns with their view (Leedy & Ormrod, 2010). The 7-point likert scale was used because it measures respondents' concern by indicating the extent of their levels of agreement to particular questions or statements. The scale in which responders specify their level of agreement to a statement was typically in seven points: (1) Least level of Agreement; through to; (7) Highest level of Agreement.

The questionnaire was made up of four subdivisions. These subdivisions were in line with the specific objectives of this study. Section A looked at the background information of the respondents including the age group, gender, department and length of service of the employees. Section B deals with the health and safety measures put in place at the Baptist Medical Center, Nalerigu. Section C assessed the level of job satisfaction at the Baptist Medical Center, Nalerigu. Lastly, Section D establishes a relationship between health and safety and job satisfaction.

Pre-test

To ensure the validity of the constructs, extant empirical review was carried out and this informed the choice of the items that were included in the scale. Again, initial scale that was developed was administered to 5% of similar sample size from

the Baptist Medical Center, Nalerigu. Detailed discussion was done with these respondents which then informed the alteration of the scale. This procedure was based on the recommendation presented by Keesler and Fukui, (2020). Again, to ensure the reliability of the scale, Principal Component Factor Analysis was piloted where the results of Kaiser-Meyer-Olkin [KOM] measure of sample adequacy and Barlett's Test of sphericity proved helpful. The factors created were then evaluated in terms of their reliability through the internal consistency approach as measured by the Cronbach's Alpha.

Data Collection Procedure

Permission for the data collection exercise at the Baptist Medical Center, Nalerigu, was sought from the authority of the hospital when a letter was issued by the School of Business of the University of Cape Coast was sent to the hospital's authority. Permission for the primary data collection was then granted. The purpose of the study was explained to all participants. Consent of the respondents was sought. Date for questionnaire distribution to the participants were set on some agreed terms. The terms were that respondents will answer the questionnaire during their break time and they will not be forced to answer any question they don't understand or do not agree to.

The drop-and-pick survey approach was adopted. The questionnaire was self-administered to the respondents. Trained research colleagues also supported the primary data collection exercise. The above procedures helped the researcher to collect the required data needed for the analysis of the research objectives.

Data Processing and Analysis

According to Vonrhein et al. (2011) data analysis entails simplifying data and explaining it in a manner that seeks to answer the research questions posed. Data analysis was also defined by Yan, Wang, Zuo and Zang, (2016) as the process of bringing order, structure and meaning to the mass of information collected as stated in Mertens (2005). Analysis of data is a process of editing, cleaning, transforming, and theorying data with the goal of highlighting useful information, suggestion, conclusions, and supporting decision making (Lyashenko, Deineko, Zeleniy, & Tabakova, 2021). The use of analytics requires reducing complex data into meaningful and actionable information (Imanbayev, Sinchev, Sibanbayeva, Mukhanova, Nurgulzhanova, Zaurbekov, & Baibolova, 2021). Brink, Van der Walt and Rensburg (2012) indicated that the main aim of data analysis is to organize, give structure to and derive meaning from data.

In terms of quantitative research, deciding on how to analyze the data collected for the purpose of providing answers to the research questions posed is the main emphasis of data analysis (Kumar, 2011). The statistical tools employed for this study were Statistical Package for Services Solution (SPSS) version 26. The SPSS was employed for descriptive analysis and the research objectives of the study.

Ethical Consideration

As indicated by Saunders, Lewis and Thornhill (2007), any social researcher should seek permission from the respondents stating clearly their intentions and being guided by research ethics. The respondents were therefore

informed of anonymity and confidentiality. The researcher assured the respondents that their names would not be disclosed. As such, all information received from them (respondents) would be treated with the highest degree of confidentiality. In addition to this, the researcher also informed the respondents that they were free to cease to give any response if they so wish. Finally, the researcher did not withhold any information about the study's possible risks, discomfort or benefits or deliberately deceive study subjects on these matters. All these done in line with the suggestions as indicated by the institutional review board of the University of Cape Coast.

Chapter Summary

This chapter explained in details the methodology followed in carrying out the research. The theoretical foundation of the study, research approach, research design, sampling technique, procedures for data collection, data collection instrument and data analysis were thoroughly discussed. The quantitative research approach was employed for the study because the data collected using questionnaire was quantitatively analyzed by using both descriptive and inferential statistics. Descriptive research design was adopted to ensure objectivity in the research process. Simple random sampling technique was used to select samples for the study. The data collection instrument used was a 7-Likert scale questionnaire.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The main research objective of the study was to assess the effect of Occupational Health and Safety practices on Job Satisfaction of the employees of the Baptist Medical Center, Nalerigu, Ghana. Based on this main research objective, specific objectives were used to achieve the study goal. In line with these research objectives and the method used, this chapter provides the findings and discussions which reflect on the specific objectives as outlined in chapter one. The first section provides the demographic profile of the respondents. The second section of the chapter presents the results of the descriptive and inferential (correlation and regression) statistics in accordance with the specific objectives of this study. Finally, a detailed discussion is provided for each finding.

Response Rate

In this study, the population size was one hundred and twenty-seven employees and due to the small number of the population, all were adopted as the sample size for the study. This means that a total of 127 questionnaires were issued from which all 127 were filled and returned to the researcher. However, per critical examination of the returned questionnaires, 121 were deemed usable for the study, which represents a response rate of 95.3%. This means the usable questionnaires for the analysis of the study were one hundred and twenty-one (121) as shown in Table 1.

Table 1: Response Rate

Questionnaire	Count	Percentage (%)
Returned and Usable	121	95.3
Returned but Unusable	6	4.7
Total	127	100

Source: Field survey (2022)

Socio-Demographic Characteristics of Respondents

In order to understand the demographic characteristics of the respondents, the study deemed it fit to find out the demographic data of the respondents. The demographic characteristics of respondents were in relation to gender, age, level of education, marital status, employees' years of work in the organization and the staff category. Table 2 presents demographic statistics on the frequencies and percentages of responses to gender received from the respondents. The results obtained in relation to socio-demographic characteristics of the respondents are shown in Table 2.

Table 2: Background Information of Respondents

Variable	Frequency	Percentage (%)
Gender		
Male	74	61.2
Female	47	38.8
	121	100.0
Age		
Below 30years	43	35.5
31-40years	59	48.8

41-50years	12	9.9
51years and above	7	5.8
	121	100.0

Level of Education

Diploma	78	64.5
1 st Degree	30	24.8
2 nd Degree	13	10.74
Professional	0	0.00
	121	100.0

Marital Status

Married	47	38.8
Single	63	52.1
Divorced	11	9.1
Other	0	0.0
	121	100.0

Years of Experience

1-5 years	13	10.7
6-10 years	53	43.8
11-15 years	19	15.7
16 years and above	36	29.8
	121	100.0

Staff category

Clinical staff	37	30.6
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Public health staff	39	32.2
Support staff	45	37.2
TOTAL	121	100.0

Source: Field survey (2022)

Table 2 clearly illustrates that there were more male participants than their female counterparts in this survey. More than half of the respondents (61.2%) were males while the remaining respondents, (that is 38.8%) were females. This implies that a lot of males appeared to have been employed as staff at the Baptist Medical Center, Nalerigu, Ghana. However, with respect to gender inequality in terms of employment in the country, it is surprising. For example, from the Annual Report of Ghana Statistical Service, (2018) it is generally known that labour force participation rate of females remains lower than that of males. In Ghana, the labour force participation rate of females has often trended below that of men even though females constitute over half of the entire population. In addition, the unemployment rate is estimated to be higher among women than men, whilst at the same time, the share of females in wage employment is also lower than that of males.

On the age distribution of the respondents, it was found out that most of the respondents are between the ages of 31 and 40 representing 48.8%. This higher percentage of staff gives the impression that there are more youthful staff within the various departments at the Baptist Medical Center, Nalerigu, Ghana. Again, the result shows that respondents representing (35.5%) were below 30 years which implies that in the service, most of the respondents are in their prime age and that the organisation can be considered to have had a lot of potentials in terms of

development in the future. In addition, 9.9% of the respondents were between the ages of 41 and 50 years. The least age group was those above 51 years representing (5.8%) in the health center. The overall implication is that relatively a small percentage number of employees are very young and is deemed to be less experienced. It can also be seen from the table that majority of respondents, that is, 63 representing (52.1%) of the sampled population were single, whilst 47 respondents representing (38.8%) of the population were married. This implies that majority of staff at the Baptist Medical Center, Nalerigu, Ghana, are married and are further seen by society as responsible individuals.

From the Table 2, with the educational levels of the staff, it was also realized that 78 respondents representing (64.5%) had diploma education. Also, with regards to first-degree, 30 of them representing (24.8%) were found to be in this category representing the highest percentage of the employees in the Baptist Medical Center, Nalerigu, Ghana. More so, a substantial percentage number of the staff had second degree. With this category of staff, a total of 13 representing 10.7% were the second-degree holders. Finally, no employee (0.0%) had professional education. From the table it is realized that most workers in the Baptist Medical Center, Nalerigu, Ghana, consider education as important to the growth of the country. The study results from the table highlight the significance that the organisation attaches to education as most workers in the company are qualitatively gifted with educational prowess and this could also be attributed to the nature of care giving rendered.

In terms of how long each employee has worked in the Baptist Medical Center, Nalerigu, Ghana, it was found that most of them fell within 6 and 10 years of experience in working as senior staff at the Baptist Medical Center, Nalerigu, Ghana. Within these years, (43.8%) had worked within them, while (29.8%) had worked in the Baptist Medical Center, Nalerigu, Ghana for more than 16 years. This is followed by those who had worked between 11 and 15 years with a total number of 19 (15.7%) while those who have worked between 1 and 5 years make up (10.7%).

Research Objective one: To identify the occupational health and safety practices for employees available at the Baptist Medical Center, Nalerigu, Ghana

The first objective of the study sought to identify the occupational health and safety practices for employees available at the Baptist Medical Center, Nalerigu, Ghana. To achieve this, the data for each of the study variables were analysed into mean scores on a scale of 1 to 7 with 1 to 3.9 indicating low level of agreement and 4 to 7 indicating high level of agreement (as adopted Atkinson, 2004; Hammen, 2005; Ackon, 2018). The occupational health and safety practices for employees is made up of elements which were asked in line with the available practices at the workplace.

Table 3: Occupational Health and Safety practices at Baptist Medical Center

Statement	N	Mean
This medical center cares about my study	121	3.32

The social environment at the workplace promotes work effectiveness	121	5.38
The work environment is safe and accident free	121	4.49
Baptist medical center provides a stress-free environment	121	3.75
There is enough office space to prevent accidents	121	4.97
Baptist medical center designs and arranges workplace and system to fit employees	121	5.78
My health insurance is always paid for by my employers	121	5.88
Baptist medical center provides regular health and safety tips to employees	121	3.90
There are regular training programmes on health and safety for employees	121	3.44
Baptist medical center has a health and safety policy in existence	121	4.90
Mean of means		4.58

Scale (Mean): Low = 1.00 – 3.90; High = 4.00 – 7.00

Source: Field survey (2022)

From the Table 3, the mean of “My health insurance is always paid for by my employers”, as an indicator, from a sample of 121 is 5.88, suggesting high level of agreement from respondents. Similarly, the mean of “Baptist medical center designs and arranges workplace and system to fit employees”, as an indicator, from

a sample of 121 is 5.78, indicating high level of agreement from respondents. Also, the mean of “The social environment at the workplace promotes work effectiveness”, as an indicator, from a sample of 121 is 5.38, demonstrating high level of agreement from respondents.

Likewise, the mean of “There is enough office space to prevent accidents”, as an indicator, from a sample of 121 is 4.97, suggesting high level of agreement from respondents. By the same token, the mean of “Baptist medical center has a health and safety policy in existence”, as an indicator, from a sample of 121 is 4.90, indicating high level of agreement from respondents.

Moreover, the mean of “The work environment is safe and accident free”, as an indicator, from a sample of 121 is 4.49, indicating high level of agreement from respondents. However, the mean of “Baptist medical center provides regular health and safety tips to employees”, as an indicator, from a sample of 121 is 3.90, suggesting high level of agreement from respondents. On the contrary, the mean of “Baptist medical center provides a stress-free environment” as an indicator, from a sample of 121 is 3.75, suggesting low level of agreement from respondents. In the same way, the mean of “There are regular training programmes on health and safety for employees” from a sample of 121 is 3.44, demonstrating low level of agreement from respondents.

The results indicate the existence of good and established occupational health and safety practices available to both employees and employers at the workplace, which has the tendency of enhancing and improving the satisfaction levels and hence, increase in productivity or performance at the Baptist Medical

Center, Nalerigu, Ghana. This is evident as the mean of means of the ten (10) statements in relation to occupational health and safety practices was 4.58. This discovery is in line with the statement made by Dwomoh, Owusu, and Addo (2013), Iavicoli, Natali, Deitinger, Rondinone, Ertel, Jain, and Leka (2011), and Adei and Kunfaa (2007) that, ensuring that the safety and health of employees and employers at the workplace or organization is key in all organisations. As such, employees are seen as the backbone or bloodline of the organization, and hence, their safety and health should be taken into much consideration. In a similar study, Adamopoulos, and Syrou (2022) and Amponsah-Tawiah and Dartey-Baah (2011), in a study submitted that the health sectors in developing countries should continually ensure that, health care givers are provided the best sense of safety at the workplace and even to the extent of beyond their organization. They tend to often be neglected since health workers are mostly the ones rendering such services.

Research Objective two: To assess the level of job satisfaction of employees at the Baptist Medical Center, Nalerigu, Ghana.

The second objective of this study sought to assess the level of job satisfaction of employees at the Baptist Medical Center, Nalerigu, Ghana. In achieving this objective, ten (10) indicators were measured on a seven-point Likert scale as shown in Table 4. Score ‘7’ showed the highest level of agreement while score ‘1’ showed the least level of agreement. These scores are generalised based on respondents’ level of agreement with each of the statements provided under “Job Satisfaction” on the questionnaire.

Table 4: Job Satisfaction

Statement	N	Mean
The environment in which I work is safe and comfortable	121	5.71
I have sufficient space to work	121	4.41
All materials and equipment I need to work with are available	121	5.04
My job is well secured	121	4.48
I cannot lose my job so far as I work hard and obey rules	121	4.27
My salary is enough to meet my basic needs	121	4.34
Apart from my salary, I enjoy other benefits for the work I do	121	5.28
There are opportunities to advance to more senior positions	121	5.11
I have good relationship with my immediate boss	121	4.09
I receive regular feedback on how I am doing at work	121	5.03
Mean of means		4.78

Scale (Mean): Low = 1.00 – 3.90; High = 4.00 – 7.00

Source: Field survey (2022)

From Table 4, the mean of “The environment in which I work is safe and comfortable”, as an indicator, from a sample of 121 is 5.71, showing high level of agreement from respondents. In the same vein, the mean of “Apart from my salary, I enjoy other benefits for the work I do”, as an indicator, from a sample of 121 is 5.28, suggesting high level of agreement from respondents. Equally, the median of “There are opportunities to advance to more senior positions”, as an indicator, from

a sample of 121 is 5.11, showing high level of agreement from respondents as shown in the Table 4. Correspondingly, the mean of “All materials and equipment I need to work with are available”, as an indicator, from a sample of 121 is 5.04, demonstrating high level of agreement from respondents.

In addition, the median of “I receive regular feedback on how I am doing at work”, as an indicator, from a sample of 121 is 5.03, indicating high level of agreement from respondents. Likewise, the mean of “My job is well secured”, as an indicator, from a sample of 121 is 4.48, demonstrating high level of agreement from respondents. Similarly, the median of “I have sufficient space to work”, as an indicator, from a sample of 121 is 4.41, showing high level of agreement from respondents. Likewise, the mean of “My salary is enough to meet my basic needs”, as an indicator, from a sample of 121 is 4.34, demonstrating high level of agreement from respondents. And finally, the mean of “I cannot lose my job so far as I work hard and obey rules”, as an indicator, from a sample of 121 is 4.27, demonstrating high level of agreement from respondents. The results show high level of job satisfaction at the Baptist Medical Center, Nalerigu, Ghana, inference drawn from the mean of means of 4.78.

The identified factors that influence job satisfaction at the Baptist Medical Center align with previous research in the field. A supportive work environment has consistently been shown to positively impact job satisfaction (Judge et al., 2001). When employees feel valued, respected, and supported in their work, their overall satisfaction increases. This can be achieved through effective leadership, open communication channels, and a culture of teamwork and collaboration

(Gilmartin, 2012). Competitive compensation and benefits are crucial for attracting and retaining talented healthcare professionals (Ybema et al., 2010). Fair and equitable compensation packages, including salary, bonuses, and healthcare benefits, play a significant role in job satisfaction. Providing competitive compensation helps to motivate employees and enhances their perception of being valued by the organization.

Opportunities for career advancement and professional development are essential for employee satisfaction and retention (Squires et al., 2015). Healthcare professionals are more likely to be satisfied with their jobs when they see a clear path for growth and development within the organization. Offering training programs, mentorship opportunities, and career planning support can contribute to higher levels of job satisfaction. Positive relationships with supervisors and colleagues significantly impact job satisfaction (Raziq & Maulabakhsh, 2015). Supportive and collaborative relationships foster a sense of belonging and camaraderie, which can enhance job satisfaction and overall well-being. Creating a positive work culture that promotes teamwork, mutual respect, and open communication is vital for maintaining positive relationships within the workplace.

To create a positive and fulfilling work experience for employees, organizations should continuously monitor and improve the work environment and employee support systems. Regular employee feedback through surveys, focus groups, or suggestion boxes can provide valuable insights into areas that require attention and improvement. By addressing these issues promptly and effectively,

organizations can demonstrate their commitment to employee well-being and job satisfaction.

In conclusion, this study conducted at the Baptist Medical Center in Nalerigu, Ghana, offers valuable insights into the factors influencing job satisfaction among healthcare professionals. The findings underscore the importance of a supportive work environment, competitive compensation and benefits, opportunities for career advancement, and positive relationships with supervisors and colleagues. By addressing these factors and continuously monitoring and improving the work environment and employee support systems, the Baptist Medical Center can create a positive and fulfilling work experience for its employees, ultimately leading to improved job satisfaction and organizational success.

Research Objective three: To examine the effect of occupational health and safety on job satisfaction at the Baptist Medical Center, Nalerigu, Ghana.

The third research objective sought to examine the effect of occupational health and safety on job satisfaction at the Baptist Medical Center, Nalerigu, Ghana. In order to meet the research objective three, a Pearson's Correlation was performed. Correlation is a measure of the relationship or association between two continuous numeric variables. It indicates both the direction and degree to which they vary with one another from case to case without implying that one is causing the other (Crossman, 2013). Thus, in order to determine the statistical measure of the strength of a *linear* relationship between occupational health and safety

practices and job satisfaction, correlation analysis was performed. Table 5 below indicates the result.

Table 5: Correlation between Job satisfaction and Occupational health and safety

		Job Satisfaction	Occupational health and safety
Job Satisfaction	Pearson	1	.698**
	Correlation		
	Sig. (2-tailed)		.000
	N	121	121
Occupational health and safety	Pearson	.698**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	121	121

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

Source: Field work (2022)

From table 11, it can be seen that the Pearson correlation coefficient value of ($r = 0.698$ $N=257$, $p < 0.000$) confirms that there is a positive linear correlation between the two variables (Job Satisfaction and Occupational health and safety). Thus, it can be said that there is very strong evidence to believe that both variables are positively related. This positive connection between the two variables (independent and the dependent) is confirmed by the t-test result which also showed a significant outcome ($t\text{-value} = 16.139$, $N=121$, $p=0.000$) as can be seen in Table 6.

Table 6: Relationship between Job satisfaction and Occupational health and safety

Theory		Unstandardized		Standardized	t-	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.604	.161		16.139	.000
	Occupational health and safety	.212	.055	.897	3.863	.000

A. Dependent Variable: Job Satisfaction

Source: Field survey (2022)

Table 7 indicates a standardized Beta of .897 and this is significant at $p=0.000 < 0.05$, T-statistics= 16.139. The results show that Occupational health and safety has a positive significant impact on the satisfaction of employees of the Baptist Medical Center, Nalerigu, Ghana. In order to determine the extent of Occupational health and safety influence on Job satisfaction, simple linear regression was also carried out and the results had been depicted in Table 7 below.

Table 7: Theory Summary of Occupational health and safety influence on Job satisfaction

Theory	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.897 ^a	.805	.803	0.31234

a. Predictors: (Constant), Occupational health and safety

b. Dependent Variable: Job satisfaction

Source: Field survey (2022)

The key values of concern in the theory summary are the Correlation coefficient (R), the coefficient of determination (R-squared). From Table 7, the theory shows an R value of 0.897 which shows the value of the correlation between the independent variable (Occupational health and safety) and the dependent variable (Job satisfaction). Cohen (1988) suggests the following guidelines for the interpretation of the magnitude of correlation coefficient; $r = .10$ to $.29$ or $r = -.10$ to $-.29$ small, $r = .30$ to $.49$ or $r = -.30$ to $-.49$ medium, $r = .50$ to 1.0 or $r = -.50$ to -1.0 large. Per the criteria by Cohen (1988), it can be concluded that Occupational health and safety has a strong positive significant relationship with Job satisfaction. A position already established by Table 7.

According to Ringle, and Sarstedt (2011), the coefficient of determination represents the variation in the dependent variable that is accounted for by the independent variable. The results show an R-squared of 0.805, this means that almost 81 percent of the variation in job satisfaction at the Baptist Medical Center, Nalerigu, Ghana, is accounted for by Occupational health and safety. In scholarly research that focuses on marketing issues, R² values of 0.75, 0.50, or 0.25 for

dependents variables can, as a rough rule of thumb, be respectively described as substantial, moderate, or weak (Hair, Sarstedt, Ringle, & Mena, 2012; Henseler et al., 2009). This leads to the conclusion that occupational health and safety has a substantial variation on job satisfaction. The other 19 percent of the variation in job satisfaction may be accounted for by variables not considered in this theory.

Table 7 above shows that the coefficient of determination R square is 0.805 and R is 0.897 at 0.05 significant levels. The implication of the coefficient of determination is that 89.7% of the changes in the response to job satisfaction can be explained by occupational health and safety, while the rest of 10.3% are explained by other variables which are not part of this study. The inference here is that occupational health and safety are significant factors that play important roles in improving staffs' or job satisfaction although other factors are far better in influencing it. On the basis of the argument made by Adamopoulos, and Syrou (2022) and Amponsah-Tawiah and Dartey-Baah (2011), it can be said that this positive occupational health and safety implies that employees consider their personal wellbeing and stability as well as the tasks they are involved in positively. This can be attributed to the fact that the employees have sufficient levels of resources to complete their work.

Also, considering the views of Türkmenoğlu (2021), it is right to suggest that the levels of job satisfaction could emanate from an organisation's occupational health and safety practices. Thus, these employees with the presence of these occupational health and safety have little or do not experience an adverse influence as such and therefore do not develop a downward spiral of emotions which could

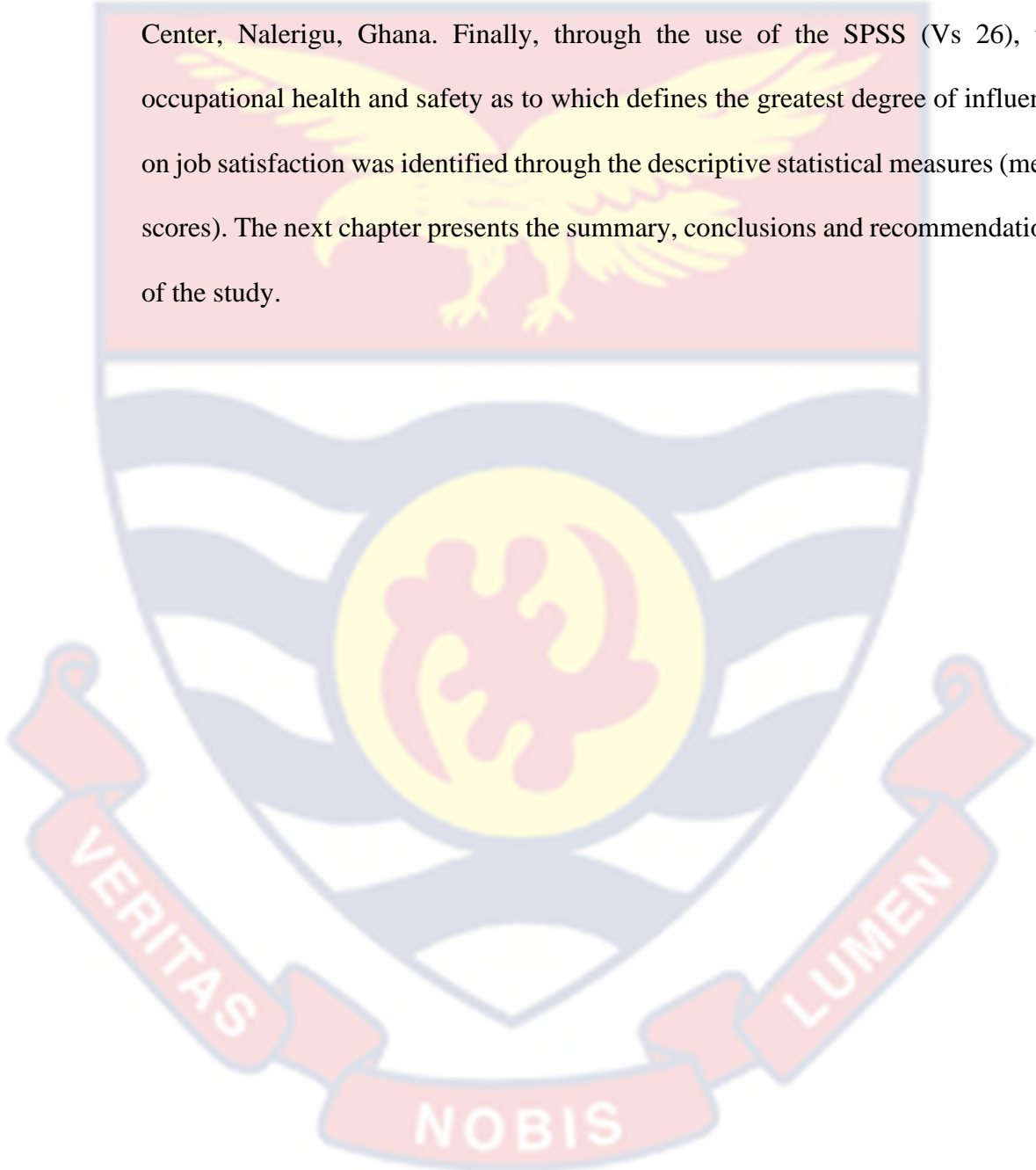
result in a narrowing of resources that end in feelings of loneliness, ostracism, and burnout (Kihara, 2018; Akussah, Dzandu & Osei-Aduo, 2012).

This study confirmed that OHS has a positive effect on job satisfaction; hence the third research objective was supported. This result is in line with recent studies which found that there is a positive association between OHS practices and job satisfaction (Tatlı, Eğitmiş & Zümrüt, 2021; Tatlıcan & Çögenlin, 2020; Bilgin, Yalçınöz Baysal & Hendekçi, 2019). Moreover, analyses demonstrated that having clarified the tasks and knowing what to do for a job leads to job satisfaction. The results illustrated that the existence of obscure task definitions or insufficient information regarding tasks is likely to cause confusion which results in dissatisfied employees. This finding suggests that the second hypothesis is supported that role ambiguity negatively affects job satisfaction. The results of the confirmed hypothesis are overlapping with studies of Tarrant and Sabo (2010) and Koustelios, Theodorakis and Goulimaris (2004).

Chapter Summary

The discussion of this chapter has focused on the effect of Occupational Health and Safety practices on Job Satisfaction of the employees of the Baptist Medical Center, Nalerigu, Ghana. Accordingly, this chapter has provided the findings and discussions which reflect on the core study objectives. The first section discussed the demographic features of those respondents which centred on gender, education, age, staff category, marital status and years of experience. Moreover, the second section addressed the specific research objectives relating to the topic namely: to occupational health and safety practices for employees available at the

Baptist Medical Center, Nalerigu, Ghana, to assess the level of job satisfaction of employees at the Baptist Medical Center, Nalerigu, Ghana, and to examine the effect of occupational health and safety on job satisfaction at the Baptist Medical Center, Nalerigu, Ghana. Finally, through the use of the SPSS (Vs 26), the occupational health and safety as to which defines the greatest degree of influence on job satisfaction was identified through the descriptive statistical measures (mean scores). The next chapter presents the summary, conclusions and recommendations of the study.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The purpose of this study sought to examine the effect of Occupational Health and Safety practices on Job Satisfaction of the employees of the Baptist Medical Center, Nalerigu, Ghana. With reference to the findings identified in the previous chapter, this chapter presents a summary of the findings that emerged from the study and data analysis. It draws conclusions and makes recommendations on how best they can sustain and promote occupational health and safety in order to increase the satisfaction levels of employees at the Baptist Medical Center, Nalerigu. Finally, the suggestion for future research is also made.

Summary of the Study

The purpose of the study was to analyse the effect of Occupational Health and Safety practices on Job Satisfaction of the employees of the Baptist Medical Center, Nalerigu, Ghana. There were three main specific objectives, which the study aimed to achieve, and these included:

1. to identify the occupational health and safety practices for employees available at the Baptist Medical Center, Nalerigu, Ghana,
2. to assess the level of job satisfaction of employees at the Baptist Medical Center, Nalerigu, Ghana, and
3. to examine the effect of occupational health and safety on job satisfaction at the Baptist Medical Center, Nalerigu, Ghana

The study was based on the views of 121 employees from Baptist Medical Center, Nalerigu. A self-administered questionnaire was the main research instrument. The questionnaire contained several questions (items) and was subdivided into subscales. The maximum and minimum score for each question ranged from 1 to 7 where 1, Least level of agreement and 5 stood for the Highest level of Agreement.

Summary of Key Findings

The major findings as they related to the specific objectives of the study had been summarized as follows. The first research objective sought to identify the occupational health and safety practices for employees available at the Baptist Medical Center, Nalerigu, Ghana. The results of the analysis indicated that there the most dominant policy in relation to the occupational health and safety for employees and employers at the Baptist Medical Center, Nalerigu, Ghana, was the organisations' policy to cater for the health insurance policy of the employees. The results generally brought to bear that, the entire organization actually have laid down practices that keeps in check the wellbeing, safety and health related conditions of employees at the medical center.

The second objective of the study was to assess the level of job satisfaction of employees at the Baptist Medical Center, Nalerigu, Ghana. With this mean analysis was ran to determine the levels of such agreements from the perspective of employees, with respect to some laid down precepts and conditions that depicts how they are satisfied at the workplace. Of the many indicators that most of the respondents agreed to have contributed to how satisfied they are at the workplace

was that, the environment in which the work was safe and comfortable. Moving on, a great number of the respondents also agreed to the assertion that, they are satisfied at work because of other benefits and allowances they enjoy aside their salaries.

Moreso, it was found that, employees at the Baptist Medical Center, Nalerigu, are generally satisfied with their job and the conditions that come thereof with it.

Finally, the third research objective sought to examine the effect of occupational health and safety on job satisfaction at the Baptist Medical Center, Nalerigu, Ghana. The study found out that there was a positive and significant relationship between occupational health and safety and job satisfaction. The researcher further examined the significant level as well as the magnitude of the impact. The T-value table indicated a statistically significant figure, thereby providing a justification that the impact of occupational health and safety on job satisfaction is significant. It can therefore, be concluded that occupational health and safety practices had a positive and significant impact job satisfaction among employees at the Baptist Medical Center, Nalerigu, Ghana.

Conclusions

The aim of this study was to analyse the effect of Occupational Health and Safety practices on Job Satisfaction of the employees of the Baptist Medical Center, Nalerigu, Ghana. The first research objective was to identify the occupational health and safety practices for employees available at the Baptist Medical Center, Nalerigu, Ghana. The findings led to the conclusion that there were practices laid down to ensure the safety and health of employees were upheld at the workplace and to some extent, beyond the confines of the workplace. It was concluded that

the most effective form of occupational health and safety of employees were primarily centered on assistance at the workplace and rarely beyond at the Baptist Medical Center, Nalerigu, Ghana.

The second objective of the study was to assess the level of job satisfaction of employees at the Baptist Medical Center, Nalerigu, Ghana. Based on the findings, it can be concluded that the employees at the Baptist Medical Center, Nalerigu, Ghana, were moderately satisfied with their job and its related activities that comes with it. The results further led to a conclusion that the Baptist Medical Center, Nalerigu, Ghana, to continue to ensure that the essence of employees been satisfied were due to held similar beliefs and values, values of consistency, adaptability and effective communication system, and as well as the benefits associated with working at the organisation.

The final research objective was to examine the effect of occupational health and safety on job satisfaction at the Baptist Medical Center, Nalerigu, Ghana. The findings led to the conclusion that there was a positive and significant relationship between occupational health and safety and job satisfaction. This implied that proper practices and systems adopted by the Baptist Medical Center, Nalerigu, Ghana, in creating a sustainable workplace for all employees tends to improve upon the satisfaction levels and hence, increasing productivity and performance.

Recommendations

Based on the findings, it was obvious that the right occupational health and safety practices with a more effective means of its implementation is a tool for

necessitating an increase in job satisfaction and hence, organisational performance on a broader view. Thus, it is recommended that the management of the Baptist Medical Center, Nalerigu, Ghana, should reduce hazards accidents and effects of disasters in the work place, in order to reduce costs associated with the unsafe work environment in the Medical Center.

In addition, it is recommended that, the medical center should develop effective health and safety policy and ensure its effective implementation within the hospital. This recommendation is essential because having a well-defined policy provides clear guidelines and standards for maintaining a safe environment. Effective implementation ensures that these policies are actively practiced, promoting the well-being of both staff and patients. By doing so, the medical center can significantly reduce the risk of accidents, injuries, and potential liabilities, fostering a secure and protected atmosphere for everyone involved.

Also, occupational health and safety organization or unit should be established by management of the hospital with specific responsibilities built into the service structure with competent leadership. This step is imperative because having a dedicated organization or unit ensures focused attention on health and safety matters. By integrating these responsibilities into the service structure and appointing capable leaders, the hospital can guarantee that occupational health and safety protocols are consistently followed. This proactive approach not only enhances workplace safety but also demonstrates the organization's commitment to the well-being of its employees, fostering a culture of security and care within the hospital premises. Management of Baptist Medical Center, Nalerigu, Ghana,

should also incorporate selected workers in the development of health and safety program for the service to enhance their commitment in the implementation of health and safety policy as well as compliance with the relevant safety and health standards and procedures.

Suggestions for Further Research

This study was based on quantitative analysis, as a result, the employees were not able to describe the situation and explain in detail the reasons behind the answers that were given. By incorporating qualitative methods alongside quantitative analyses, researchers can not only capture numerical data but also delve into the qualitative aspects, allowing participants to express their perspectives in more detail. This holistic approach is essential for obtaining a nuanced understanding of the studied phenomena, ensuring a more robust foundation for drawing conclusions. To broaden the generalizability and deepen insights into the relationship between occupational health and safety practices and job satisfaction, future research endeavors should consider a multi-hospital comparative study across diverse healthcare settings in Ghana. Such a comparative approach would facilitate the identification of contextual variations and similarities, providing a more comprehensive understanding of the factors influencing employees' job satisfaction within the healthcare sector.

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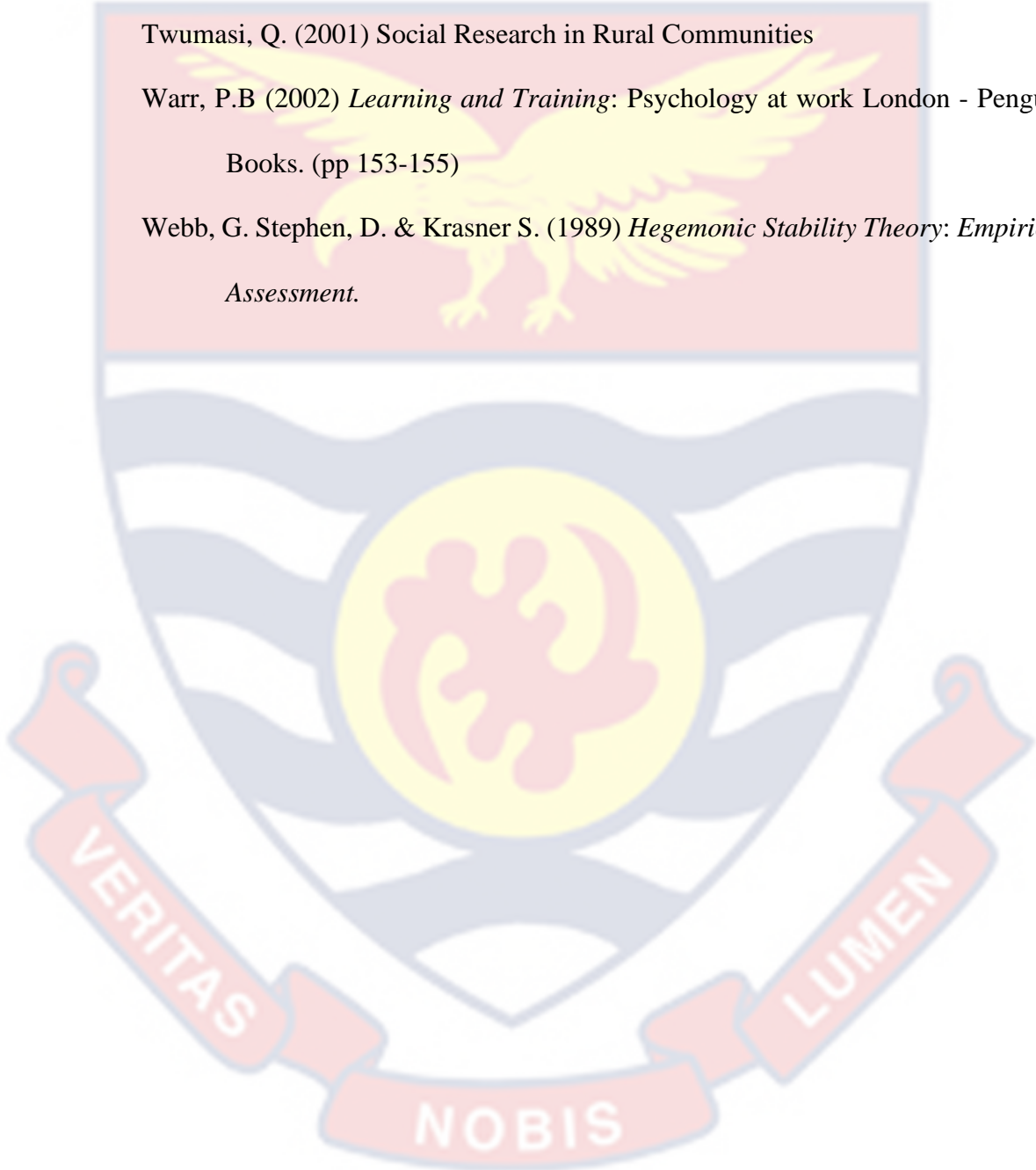
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APPENDIX: QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Dear Respondent,

I am a student of University of Cape Coast, offering Master of Business Administration (Human Resource Management) programme at the School of Business, Department of Human Resource Management. This questionnaire is designed to ascertain information for my research work on the topic:

“OCCOPATIONAL HEALTH AND SAFETY PRACTICES AND JOB SATISFACTION AT THE BAPTIST MEDICAL CENTER, NALERIGU”.

This research is in partial fulfilment of the requirement for the award of a Master of Business Administration Degree in Human Resource Management at the University of Cape Coast.

All the answers you provide will be treated with the utmost confidentiality and for academic purpose only. Please feel free to answer the questions as candid as possible.

Thank you

Phoebe Apentiiklie Azantilow

QUESTIONNAIRE

SECTION A

SOCIO-DEMOGRAPHIC DATA OF RESPONDENTS

To answer a question, either tick [] or write short notes on the space provided where necessary.

1. Gender:

- a. Male []
b. Female []

2. Age:

- a. Below 30 years []
b. 31-40 years []
c. 41-50 years []
d. 51 years and above []

3. Level of Education:

- a. Diploma []
b. 1st Degree []
c. 2nd Degree []
d. Professionals []

4. Marital Status

- a. Married []
b. Single []
c. Divorced []
d. Other []

5. Employees' Years of Work in the Organisation

- a. 1-5 years []
b. 6-10 years []
c. 11-15years []
d. 16 years and above []

6. Category of staff

- a. Clinical staff []
b. Public health staff []
c. Support staff []

SECTION B**QUESTIONNAIRES ON OCCUPATIONAL HEALTH AND SAFETY**

In a 7-point Likert scale, where 1 – Least level of Agreement and 7 – Highest level of Agreement, rate the following statements on the basis of how Organisational Health and Safety practices take form at the Baptist medical center within your capacity and knowledge as a staff. This section of the questionnaire aims at eliciting your views on Organisational Health and Safety conditions in the Baptist medical center. Please indicate by [√] the extent to which you agree to the statements below;

OCCUPATIONAL HEALTH AND SAFETY

NO.	STATEMENT	1	2	3	4	5	6	7
1	This medical center cares about my study	1	2	3	4	5	6	7
2	The social environment at the workplace promotes work effectiveness	1	2	3	4	5	6	7
3	The work environment is safe and accident free	1	2	3	4	5	6	7
4	Baptist medical center provides a stress-free environment	1	2	3	4	5	6	7
5	There is enough office space to prevent accidents	1	2	3	4	5	6	7
6	Baptist medical center designs and arranges workplace and system to fit employees	1	2	3	4	5	6	7
7	My health insurance is always paid for by my employers	1	2	3	4	5	6	7
8	Baptist medical center provides regular health and safety tips to employees	1	2	3	4	5	6	7
9	There are regular training programmes on health and safety for employees	1	2	3	4	5	6	7
10	Baptist medical center has a health and safety policy in existence	1	2	3	4	5	6	7

NOTE: OHSP scale was measured with Christopher et. Al. (2012) and Glendon and Litherland (2001) twenty-seven-item scale. Modifications were made to select ten (10) of these scales in line with the context of the study.

SECTION C: JOB SATISFACTION

In a 7-point Likert scale, where 1 – Least level of Agreement and 7 – Highest level of Agreement, rate the following statements on the basis of how satisfied you are with your job in the organization.

NO.	STATEMENT	1	2	3	4	5	6	7
1	The environment in which I work is safe and comfortable	1	2	3	4	5	6	7
2	I have sufficient space to work	1	2	3	4	5	6	7
3	All materials and equipment I need to work with are available	1	2	3	4	5	6	7
4	My job is well secured	1	2	3	4	5	6	7
5	I cannot lose my job so far as I work hard and obey rules	1	2	3	4	5	6	7
6	My salary is enough to meet my basic needs	1	2	3	4	5	6	7
7	Apart from my salary, I enjoy other benefits for the work I do	1	2	3	4	5	6	7
8	There are opportunities to advance to more senior positions	1	2	3	4	5	6	7
9	I have good relationship with my immediate boss	1	2	3	4	5	6	7
10	I receive regular feedback on how I am doing at work	1	2	3	4	5	6	7

NOTE: The items in this instrument were adopted from Ten (10) factors from Attrams' (2013) Job Satisfaction measurement.

THANK YOU