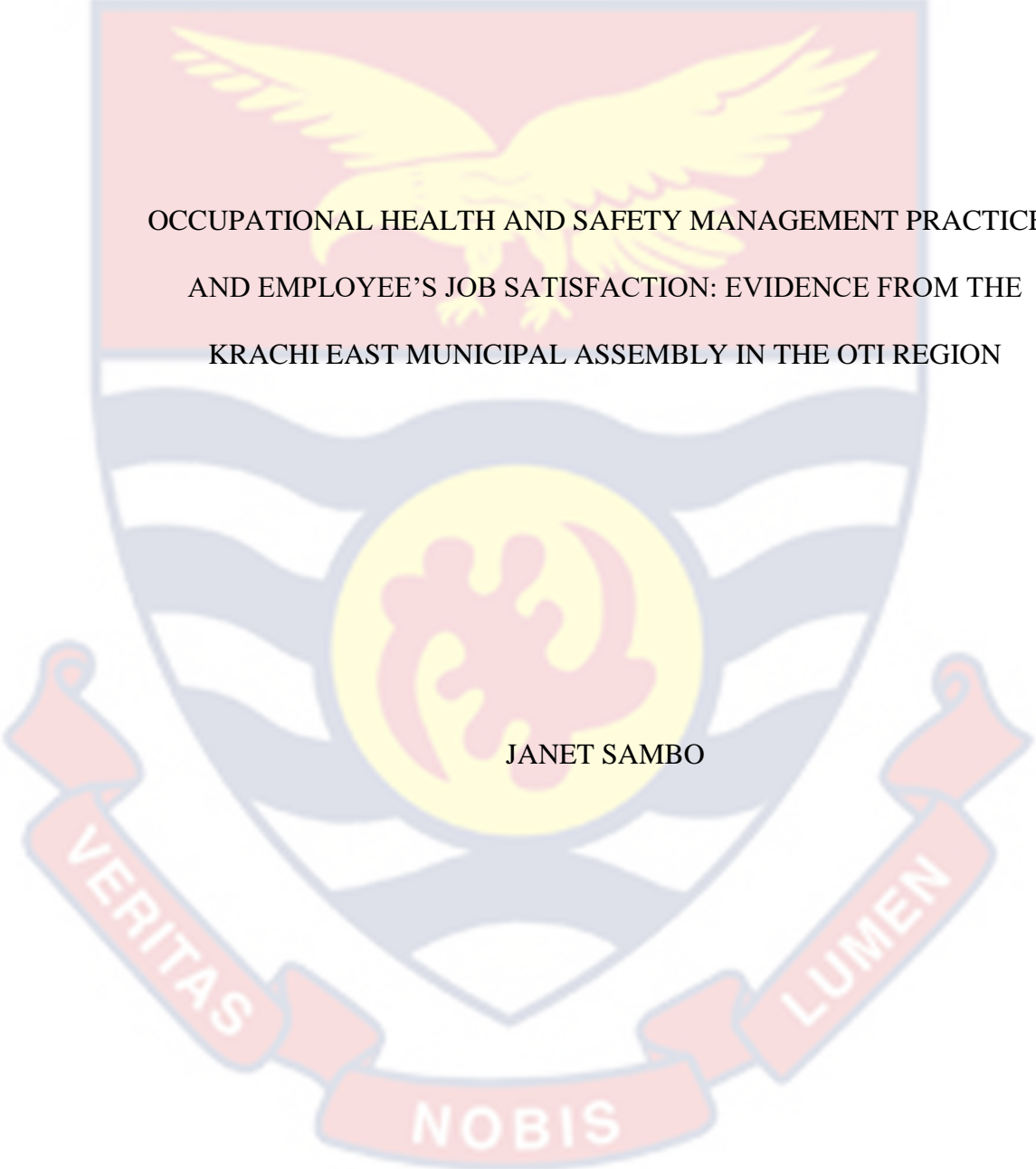


UNIVERSITY OF CAPE COAST



OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT PRACTICES
AND EMPLOYEE'S JOB SATISFACTION: EVIDENCE FROM THE
KRACHI EAST MUNICIPAL ASSEMBLY IN THE OTI REGION

JANET SAMBO

2023

UNIVERSITY OF CAPE COAST

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT PRACTICES
AND EMPLOYEE'S JOB SATISFACTION: EVIDENCE FROM THE
KRACHI EAST MUNICIPAL ASSEMBLY IN THE OTI REGION

BY

JANET SAMBO

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 fulfilment of the requirements for the award of
Master of Business Administration degree in Human Resource Management

MARCH, 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.....

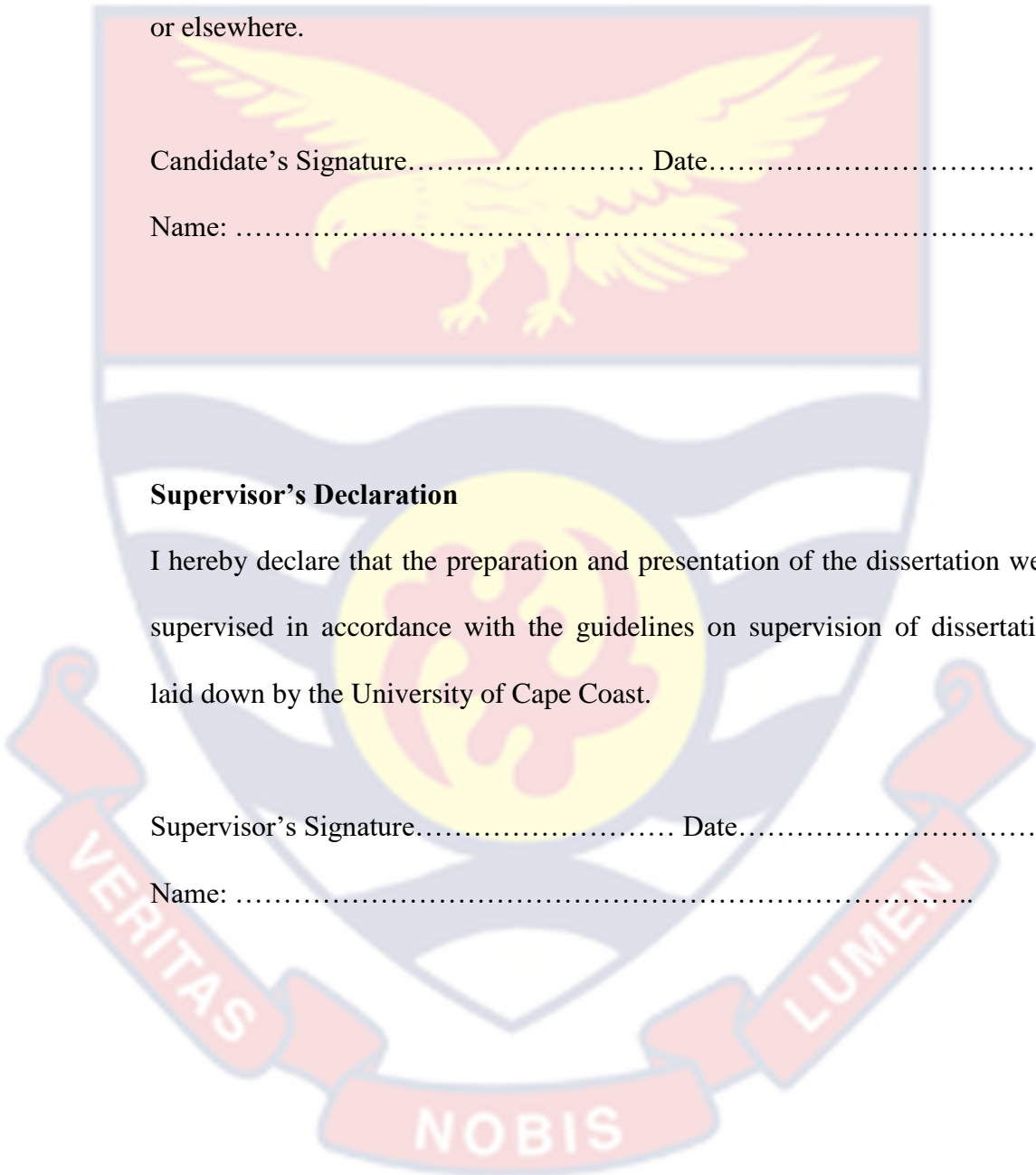
Name:

Supervisor's Declaration

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

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

Name:



ABSTRACT

The study was conducted to examine the occupational health and safety management practices on employee's job satisfaction: evidence from the Krachi East Municipal Assembly in the Oti region. The study employed the descriptive research design and adopted the quantitative research approach. The population of the study was made of 132 staff of the assembly and a sample of 101 was selected for the study. A Structured questionnaire was used for data collection and the data was analyzed with descriptive statistics such as frequency, percentage and standard deviation and inferential statistics including standard multiple regression based on the objectives of the study. The findings of the study revealed that the employees are satisfied with their job. The study further revealed that the employees are indifferent about welfare management practices such as medical, life and disability insurances and wellness programs at the assembly. Moreover, it was found that the working environment is conducive because that indoor air is of good quality, the physical layout is convenient and there is good light lighting at the office. Additionally, it was found occupational health and safety practices had a positive impact on job satisfaction. The study concluded that provision of welfare and workplace health and safety by the management of Krachi East Assembly helps to reduce high cost of hospitalization, provide conducive workplace atmosphere and enhance job satisfaction. It was recommended that management of the Krachi East Assembly should ensure a safe workplace with adequate ventilation to enhance the cognitive function in their employees

KEY WORDS

Occupational Health and safety

Job satisfaction

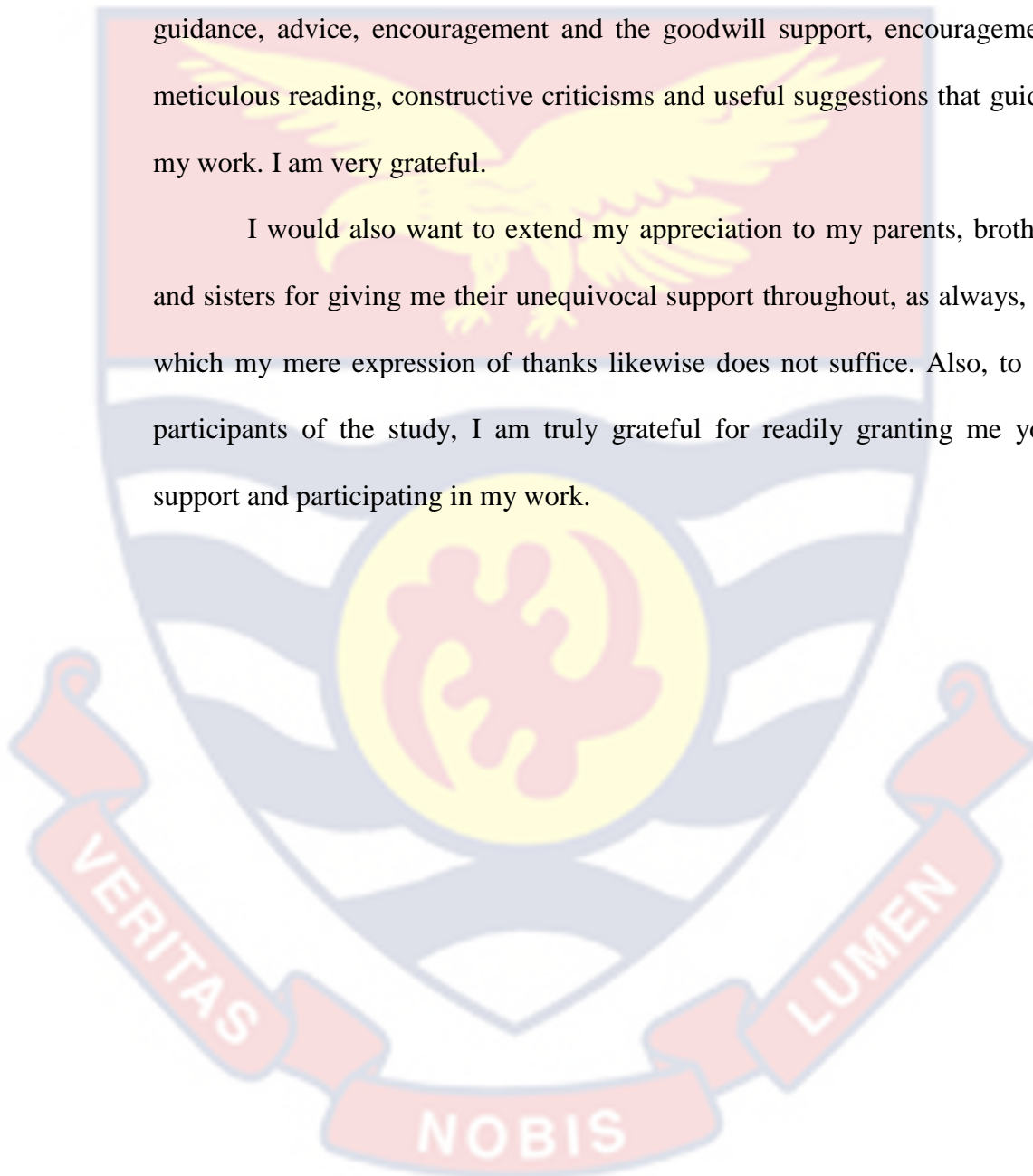
Krachi East Municipal Assembly



ACKNOWLEDGEMENT

I would like to express my sincere gratitude to my supervisor Mrs. Dorothy Amfo-Antiri of the Department of Human Resource Management, of the School of Business, University of Cape Coast for his professional guidance, advice, encouragement and the goodwill support, encouragement, meticulous reading, constructive criticisms and useful suggestions that guided my work. I am very grateful.

I would also want to extend my appreciation to my parents, brothers and sisters for giving me their unequivocal support throughout, as always, for which my mere expression of thanks likewise does not suffice. Also, to the participants of the study, I am truly grateful for readily granting me your support and participating in my work.



DEDICATION

To my parents



TABLE OF CONTENTS

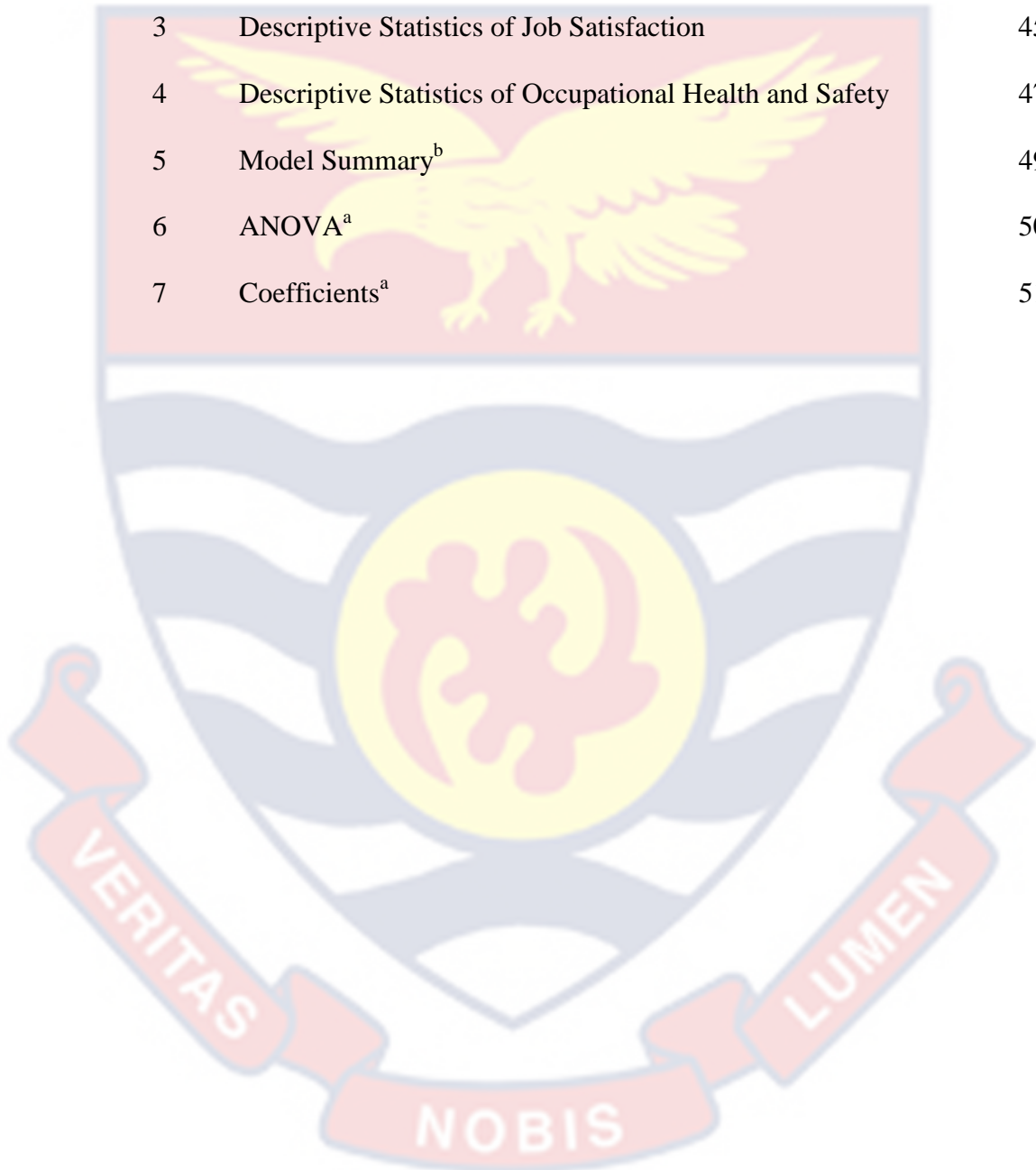
	Page
DECLARATION	ii
ABSTRACT	iii
KEY WORDS	iv
ACKNOWLEDGEMENT	v
DEDICATION	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	x
LIST OF FIGURE	xi
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of problem	6
Purpose of the Study	8
Research Objectives	8
Research Questions	9
Significance of the Study	9
Delimitations	9
Limitations	10
Definition of Terms	10
Organisation of the Study	10
CHAPTER TWO: LITERATURE REVIEW	
Introduction	12
Theoretical Review	12
Job demands – control theory	12

Conceptual Review	14
Concept of Occupational health and safety management	14
Dimensions of occupational health and safety management practices	15
Welfare management and Practices	17
Workplace Environment Management and Practices	20
Occupational Health and Safety in Ghana	23
The Concept of Job satisfaction	24
Factors Influencing Level of Job Satisfaction	25
Empirical Review	27
Welfare management practices and Job satisfaction	27
Workplace Environment and Job satisfaction	27
Impact of occupational health and safety management on job satisfaction	28
Lessons from Previous Studies	32
Conceptual Framework	33
Chapter Summary	33
CHAPTER THREE: RESEARCH METHODS	
Research Paradigm	35
Research Approach	35
Research Design	36
Population	37
Sample and Sampling Procedures	37
Data Collection Instrument	39
Data Collection Procedures	41
Data Processing and Analysis	41
Ethical Consideration	42

Chapter Summary	42
CHAPTER FOUR: RESULTS AND DISCUSSIONS	
Introduction	43
Demographic information	43
Assessing the Level of Job Satisfaction among the employees at Krachi District	44
Descriptive Statistics of Occupational Health and Safety	46
Impact of occupational health and safety practices on Job satisfaction	48
Chapter Summary	53
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
Introduction	54
Summary of the Study	54
Summary of Key Findings	54
Conclusions	56
Recommendations	57
REFERENCES	59
APENDIX A: Research Questionnaire	69

LIST OF TABLES

Table		Page
1	Reliability Statistics	40
2	Demographic information of respondents	43
3	Descriptive Statistics of Job Satisfaction	45
4	Descriptive Statistics of Occupational Health and Safety	47
5	Model Summary ^b	49
6	ANOVA ^a	50
7	Coefficients ^a	51



LIST OF FIGURE

Figure		Page
1	Conceptual Framework	33



CHAPTER ONE

INTRODUCTION

The health and safety of employees over the years has attracted and continues to attract major interest from various stakeholders due to the increasing prevalence of injuries and accidents to employees in the work environment (see ILO, 2013; Takala et al., 2014). According to the ILO (2013), approximately 330 million work-related accidents are reported per annum with about 2 million workers meeting their untimely deaths. Similarly, workplace accidents and work-related diseases affected organisations variously including significant loss of workdays, low performance, and high healthcare and social costs to both employees and employers.

To thwart these negative implications, there is the need for organisations to instigate proactive health and safety measures. Hence, this study will be conducted to address the occupational health and safety measures Krachi east municipal assembly in the Oti region. This chapter entails the background to the study, the statement of problem, the purpose of the study, significance of the study, delimitations as well as the organization of the study.

Background to the Study

Occupational diseases and work-related accidents impose a heavy burden on the economy of the societies through causing disabilities, reduced productivity, high medical costs, and lost working hours. Today, many people spend more than a third of their adult life in hazardous environments. According to the WHO, each year 120 million accidents occur worldwide, with 5.3 million casualties and damage costs of \$500 billion. They also cause

about 68-157 million occupational diseases endangering the health condition throughout the world. In addition to human waste, the costs of these accidents account for a large percentage of Gross Domestic Product (GDP) in some countries, including Ghana. This makes it imperative to institute occupational health and safety policies in organisations to avert the dire implications.

Occupational health and safety entail the promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations. According to Kumar, Goud and Joseph, (2014) occupational safety and health (OSH) is generally involving the science of predicting, identifying, evaluating, and controlling hazards to the health and well-being of workers at work, taking into account the surrounding community and the general environment. Thus, occupational health and safety management is related to all actions surrounding the improvement and maintenance of health and safety and the prevention and reduction of potential health and safety hazards and risks in the workplace (Nankervis, Compton & Baird, 2005). Sembe and Ayuo, (2017) stressed that occupational health and safety practices entails welfare management practices, emergency preparedness and workplace environment.

The practice of welfare management in an organization is a variety of services provided by employers to employees. This includes services such as benefits and facilities provided to employees, not necessarily money, but in any form. This includes drinking water outlets, adequate toilets, adequate parking spaces and canteen services (Cascio, 1986). This employer fringe benefit improves the lives of employees and motivates them to perform better. Welfare activities are categorized into two, Intramural and Extramural.

Intramural activities are facilities provided by the organization such as medical benefits, clean water, clean toilet facilities, adequate parking space, canteens and compensation for accidents. Extramural activities include housing, sports and educational facilities, for both parents and children (Bamutire, 2007). Studies done on impact of employee welfare facilities and job satisfaction in South Central Railway, India have shown that proper welfare management of employees leads to job satisfaction (Ram, 2013).

Additionally, emergency promotion programmes and practices are important in the promotion of safety in an organisation. Organisations use safety campaigns that focus on employee attention on specific accidents that are frequent in the organizations. Emergency promotion programmes and practices entails safety training, seminars and workshops whose main focus is on safety issues, posters and drawings, written emergency plan that covers emergency situations, first aid equipment, mechanism for alerting staff in case of an emergency, evacuations procedures, possible threats at workplace and a trained officer on disaster management.

This is intended to raise safety awareness amongst employees, and senior management to make safety an integral feature in job performance, hence less accidents and therefore increase in productivity. Communication on emergency procedures is key in promotion of safety in the university's workplace examples include sensitization on how to use personal protective equipment's anti-smoking campaigns, pictures and drawings on safety issues. Safety messages are used to evoke a high level of concern amongst employees and stress positive benefits of safety prevention activities, guidelines for risk

deduction and response, use of statistics or risk data should be specific to the workplace (Boahene, 2007).

Another dimension of occupational health and safety is the workplace environment. Work environment is the location where a task is performed. It involves the physical location as well as the immediate surroundings of a place such as a construction site or office building (Kumar et al, 2014). It involves factors relating to the place of employment such as noise level, quality of air and adequate parking space. The concept of work environment includes the physical, psychological and social aspects that make up the working condition. It has both negative and positive effects on the welfare of employees. Physical condition of work can affect the health of employees' examples noise, work equipment, heat, workload task and complexity of the work, clean and well-ventilated office, enough lighting, measures of controlling risks, suitable chairs for use in the offices, maintenance of furnitures, adequate lighting in offices and enough space for performing tasks (Veltri, Pagell, Behm & Das, 2007).

Employees with more conducive and safer workplace environment have low turnover rates as compared to companies or institutions with risky and unsafe workplace environment. Safe workplace environment leads to positive behavior amongst employees and enhanced job satisfactions (Sembe & Ayuo, 2017). Occupational health and safety effects are important for organizations. Working in a safe environment leads to job satisfaction of employees. Leading to Job value, contentment, excitement, attachment to their job, reduced absenteeism, punctuality and low turnover rates. This suggests that effective occupational health and safety management regime has major

implications for employee psychological outcomes (Nöhammer, Schusterschitz & Stummer, 2013) such as job satisfaction.

According to Locke (1976), job satisfaction refers to positive feelings people experience from their jobs or some aspects of the works they perform.

Job satisfaction is a combination of cognitive, affective and behavioral circumstances that cause a person to be satisfied with his or her job. It can be under influence of many external factors, but it remains something internal that has to do with how an employee feels. It presents a set of factors that cause a feeling of satisfaction (Boamah, Laschinger, Wong & Clarke, 2018). Job satisfaction can be influenced by cognitive factors which include job benefits, Job value, and feelings about the job. Affective factors include contentment with the job excitement and attachment with the job. Behavioral includes reduced absenteeism, punctuality at work and low turnover rates.

When employee's health and safety are taken into consideration, they feel equal and satisfied resulting into great performance. The higher the level of job satisfaction, the lower the absenteeism rate and higher employee loyalty. The best way to reduce employee dissatisfaction would be through an increase in the level of job satisfaction. The indicators of job satisfaction include low turnover rates, high performance, and reduced absenteeism and decreased accidents rates. Psychological factors like monetary rewards and promotions are also indicators of job satisfaction (Eliyana, & Ma'arif, 2019). Employee job satisfaction can be assessed by the statistics of accidents, illnesses and injury rates. By eliminating accidents, employee job satisfaction gains.

In Ghana, the section 118(1) of the Labour Act, 2003 (Act 651) stressed the fact that all workers must work under safe, satisfactory and healthy working conditions by indicating that it is the employer who bears that responsibility. Statistical evidence on occupational health and safety problems are hardly reported, and hence, scarce. However, Amponsah-Tawiah, Ntow and Mensah (2016) posit that work-related injury and disease has become a dangerous and costly burden to all countries and presents significant challenges to stakeholders such as employees, trade unions, among others.

Similarly, public employees like local government servants also face a range of occupational hazards, especially, psychosocial risks such as high demands, lack of autonomy, poor social relationships, poor leadership, violence, and harassment (Pelusi et al., 2017; ILO, 1984). Moreover, it has been suggested that violent attacks and harassment in the workplace can create a sense of fear among public employees (Cournoyer, 2019), leading to low job satisfaction. Hence, this research intends to investigate occupational health and safety management practices and its effect on employee job satisfaction in the Krachi East Municipal Assembly of the Oti Region.

Statement of problem

Even though both reactive and proactive occupational health and safety practices are equally relevant to an effective OHS regime in organisations, the available studies have focused mainly on reactive rather than proactive occupational health and safety practices (Fan, Zhu, Timming, Su, Huang & Lu, 2020; Kjellen, 2012). Consequently, Fan et al. (2020) have called for more research to comprehensively assess various occupational health and safety practices because it has the potential to generate useful information for the

protection and safety of workers. Furthermore, various studies have analysed the effect of occupational health and safety management practices on outcomes such as risk of losing incomes, employee work-related injuries (Autenrieth, Brazile, Sandfort, Douphrate, Roman-Muniz & Reynolds, 2016), organisational commitment (Amponsah-Tawiah & Mensah, 2016). However, research on the influence of occupational health and safety management practices on employee job satisfaction is scarce. This is confirmed by a recent systematic review by Fan et al. (2020).

Fan et al. (2020) have critically reviewed occupational health and safety management research from 1956 to 2019 covering 564 articles. The findings of this systematic review have exposed several gaps on the topic in the context of human resource management (HRM): first, Fan et al. (2020) noted that hardly do previous studies examined occupational health and safety and employee-related outcomes and consequently have called for more research on the relationship between occupational health and safety practices on employee outcomes such as job satisfaction. Secondly, it has established that while occupational health and safety is an interdisciplinary field, it is rarely examined in the HRM field (Fan et al., 2020). Third, prior systematic review has indicated abundance of research on the topic in developed countries and in sectors such as manufacturing, construction and mining, while less research attention is devoted to this important issue in developing countries particularly the services sectors. Specifically, they found that only 9% of the occupational health and safety research from 1956 to 2019 were conducted in developing countries.

In addition, as indicated, public employees like local government servants are confronted with several occupational hazards that have the potential to negatively affect their job satisfaction (Cournoyer, 2019; Pelusi et al., 2017). Job dissatisfaction among local government servants at Krachi East Municipal Assembly of the Oti Region arising from occupational hazards such, musculoskeletal-related challenges, abuses and bullying, among others, can impede quality service delivery of the local authorities to meet the diverse needs of local people. Hence, this research intends to respond to these gaps in the literature and problems by examining occupational health and safety practices and employee job satisfaction in the Ghanaian public service using evidence from Krachi East Municipal Assembly of the Oti Region.

Purpose of the Study

The general objective of this research is to investigate the state of occupational health and safety practices and how it can affect employee job satisfaction in the Ghanaian public service using evidence from Krachi East Municipal Assembly of the Oti Region.

Research Objectives

The specific objectives are:

1. To assess the level of job satisfaction among employees in the Krachi East Municipal Assembly of the Oti region.
2. To examine occupational health and safety practices in the Krachi East Municipal Assembly of the Oti region.
3. To analyse the effect of occupational health and safety practices on employee job satisfaction in the Krachi East Municipal Assembly of the Oti region.

Research Questions

The research questions are:

1. What is the level of job satisfaction among employees in the Krachi East Municipal Assembly of the Oti region?
2. What are the occupational health and safety practices in the Krachi East Municipal Assembly of the Oti region?
3. What is the effect of occupational health and safety practices on employee job satisfaction in the Krachi East Municipal Assembly of the Oti region?

Significance of the Study

This research is significant because it is expected that the findings can enhance local government sector policy makers and authorities' understanding of measures that can be implemented to ensure the health and safety of local government servants in Ghana to enhance their job satisfaction to facilitate their effective delivery of services to meet the needs of the citizens. Furthermore, it can contribute to knowledge on OHSM generally and specifically in the local government sector since studies in the area are limited. Finally, it provides an important foundation for future studies on employee health and safety management in Ghana.

Delimitations

The scope of this study relates to occupational health and safety practices, job satisfaction, and the link between occupational health and safety management and job satisfaction. The study specifically, assessed occupational health and safety based on welfare and workplace management and practices. It further focuses on challenges of occupational health and

safety implementation, the local government sector and Krachi-East Municipal Assembly in the Oti Region.

Limitations

The findings of this study may be limited to the local government institutions in Ghana. It will further be limited by its particular focus on Krachi-East Municipal Assembly in the Oti Region. Moreover, the use of cross-sectional data can limit the findings of the study since it does not have the ability to assess how job satisfaction responds to occupational health and safety management practices longitudinally. Finally, its sole use of quantitative methods can limit in-depth perspectives on challenges of occupational health and safety management practices in the organisation.

Definition of Terms

Occupational health and safety management is related to all actions surrounding the improvement and maintenance of health and safety and the prevention and reduction of potential health and safety hazards and risks in the workplace (Nankervis et al., 2005).

Job satisfaction refers to positive feelings people experience from their jobs or some aspects of the works they perform (Locke, 1976).

Organisation of the Study

The study is composed of five chapters. The first chapter is the introduction; it highlights the background to the study, statement of the problem, objectives of the study, significance of the study, limitations and delimitations of the study. Chapter two provides review of related literature for the study and highlights the theoretical framework as well as key concepts that guide the study. Chapter three discusses the methodology of the work. It

includes the research design, population and sampling, data source, as well as the mode of the analysis of the data. Chapter four presents the results, analysis and discussion of the data collected in relation to the research questions. Chapter five summarizes the study, its findings, and then establishes conclusions. It also draws practical implications from the findings and makes recommendations for further research.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter provides review of related literature on the study's topic.

It consists of theoretical review, conceptual review, empirical review and conceptual framework. The theoretical review includes the theories that is underpinning the study such as job demand –control theory. The conceptual review entails occupational health and safety management, types of occupational health and safety management, relevance of occupational health and safety management and job satisfaction. The empirical literature reviews prior studies on occupational health and safety management practices, and the influence of occupational health and safety management on job satisfaction. Finally, it ends with a conceptual framework on occupational health and safety practices and job satisfaction, and chapter summary.

Theoretical Review

This section entails the theory underpinning the study. The study adopted the job demand-control theory. This theory is subsequently discussed.

Job demands – control theory

This study uses the job demands – control theory to examine occupational health and safety management practices and employee job satisfaction. The job demands – control theory which was proposed by Karasek (1979), is widely used in assessing how working conditions impact on the health and wellbeing at work. According to the model, there are two aspects of a job: job demands and job control (Karasek, 1979). Job demands refer to “those physical, social, or organizational aspects of the job that require

sustained physical or mental effort and are therefore associated with certain physiological and psychological costs” (Bakker et al., 2005; Karasek, 1979). Job demands are unfavourable working conditions such as work load, psychosocial hazards and other occupational hazards that can potentially affect the health and job satisfaction of people at work (Bakker et al., 2005; Karasek, 1985). However, job control, also known as decision latitude, describes the ability of individuals to have sufficient control over their work activities. Job control is composed of skill discretion and decision authority (Karasek, 1985; Van der Doef & Maes, 1999). It “includes the objects, conditions, personal characteristics, and energies that are either themselves valued for survival, directly or indirectly, or that serve as a means for achieving these ends” (Hobfoll, 1998).

The theory is applied to this study to understand occupational health and safety management practices and employee job satisfaction in the Krachi East Municipal Assembly of the Oti Region by assessing how occupational health and safety hazards in the work environment impose demands on employees’ level of satisfaction. In particular, it is expected that occupational health and safety issues will negatively affect employee job satisfaction, but less likely to have a significant effect on job satisfaction among employees who have adequate level of control within the work environment. Specifically, existence of job controls in forms of effective implementation of occupational health and safety management practices like medical insurance, life insurance, office layout, air and other welfare and workplace management practices can improve job satisfaction level among employees.

Conceptual Review

This section presents the conceptual meaning of occupational health and safety management and job satisfaction.

Concept of Occupational health and safety management

Occupational health and safety management (OHSM) is a multidisciplinary field that seeks to address the concerns of a range of stakeholders at work (Bhagawati, et. al, 2015). The concept is a prominent feature in HRM practices of organisations, and it is the HRM function that is mandated in most organisations to ensure safe and healthy working conditions for all employees (Fan et al., 2020). The concept of OHSM practices involve activities and processes that are concerned with creating a safe and healthy work and employment conditions for workers (Bhagawati et al., 2015).

Also, it is related to all actions surrounding the improvement and maintenance of health and safety and the prevention and reduction of potential health and safety hazards and risks in the workplace (Nankervis et al., 2005). Occupational health and safety is jointly defined by WHO and ILO as the promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations; the prevention amongst workers of departures from health caused by their working conditions; the protection of workers in their employment from risks resulting from factors adverse to health; the placing and maintenance of the workers in an occupational environment adapted to their physiological and psychological capabilities; and, to summarize : the adaptation of work to man and of each man to his job” (WHO, 1995)

In the views of Kumar, Goud and Joseph (2014), the concept of OHSM is described as the science of anticipating, recognising, evaluating as well as controlling workplace hazards that have the ability to negatively affect the health and wellbeing of employees and other stakeholders outside the work environment. Prior to this, Gallagher (2001) argued that OHSM is the process by which organisations plan, implement and review programmes to enhance health and safety performance in their work environment. Thus, OHSM involves activities that are concerned with the definition of workplace hazards, assessment of the risk of the hazards and implementation of measures to control the risks associated with the hazards identified.

Dimensions of occupational health and safety management practices

OHSM practices may be categorized into mandatory, proactive, reactive and voluntary. The mandatory OHSM practices are requirements imposed on organisations and their workers through laws and regulations by national and international bodies to institute measures to protect workers' health and safety. These OHSM measures are normally enforced through inspection and monitoring by regulatory agencies. Failure to comply with such legislations may lead to legal consequences such as payment of fines, among others (Robson et al., 2007). On the other hand, voluntary OHSM are private initiatives that organisations implement to ensure safety performance. They have no regulatory requirements. Their "use is not required by governments; instead, incentives are sometimes offered by governments or insurance carriers to organizations that voluntarily adopt particular OHSM practices" (Robson et al., 2007).

Besides, OHSM practices may be grouped as reactive or proactive practices (Fan et al., 2020; Kjellen, 2012). Pro-active OHSM practices comprise of interventions such as safety training, education, health programmes, incentives, among others, which are implemented to ensure avoidance of occupational injuries, diseases, and other safety problems as well as the promotion of behaviours that are consistent with acceptable health and safety conduct in the work environment (Fan et al., 2020; Kjellen, 2012; Kramer et al., 2017). Also, mandatory practices such as occupational health and safety committees and safety audits are parts of proactive OHSM practices (Hopkins, 2005). However, reactive OHSM practices involve activities such as post-accident analysis or reviews that are conducted after a particular occupational health and safety incident or lapses with the aim of learning lessons or drawing implications to prevent future occurrence (Allen, Baran, & Scott, 2010; Kjellen, 2012; Arntz-Gray, 2016). Although reactive practices are useful, effective OHSM mechanisms should be proactive and dynamic on all aspect of managing health and safety hazards in the workplace (Phillips et al., 2016).

Similarly, Opatha (2012) described the concept as the implementation of comprehensive activities with the ultimate aim of safeguarding employees' health, which in turn, facilitates their job performance. Therefore, the proactive approach to occupational health and safety is adopted for this study. To provide safeguards for the health of employees, their welfare and the conduciveness of the workplace environment are relevant. Therefore, this study will assess occupational health and safety from the perspectives of welfare and workplace management and practices.

Welfare management and Practices

Historically employees' welfare programmes were to reduce absenteeism and time off due to illness. However, today, they have taken a broader scope and they include almost all aspects that relate to an employee's wellness and personal development in the workplace (Manzini & Gwandure, 2014). Welfare programme is a globally broad concept referring to a state of living of an individual or a group, in a desirable relationship with the total environment – ecological, economic and social. Logically, the provision of welfare schemes is to create an efficient, healthy, loyal and satisfied labor for the organization. The purpose of providing such facilities is to make their work life better and to raise their standard of living (Padmini, 2016). Employee welfare is a comprehensive term that refers to various services, benefits and facilities offered by the employer to employees with a purpose of enriching the life of employees, to keep them safe and happy (Manju & Mishra, 2012).

The success of these employees' welfare programmes depends on the approach in which the organization has taken into account. An organization should have a policy that guides provision of such welfare programmes to employees which include medical facilities, sanitary, accommodation of workers, amenities and industrial social security measures, training and education facilities, and counseling (Harika, 2012).

Staff welfare includes both social and economic content of welfare. Social welfare primarily concerned with the solution of various problems of the weaker section of society like prevention of destitution and poverty. It aims at social development by such means as social legislation, social reforms,

social service, social work or social action (Luthans, 2012). Employees are a valuable resource that may contribute in several different ways to an organization's activities if the organization gives them an appropriate chance. Staff welfare among civil servants is very critical and important for quality service delivery to the public. These services if inadequate, will negatively affect the performance of service delivery in the public sector. Hence, the need to put in place proper mechanisms in order to ensure provision of welfare programmes for employees in the public service.

Employee welfare measures related to certain additional activities, which an organization may provide like housing facilities, transformation facilities, medical facilities, recreational facilities, cultural facilities, libraries, gyms and health clubs etc. Opatha (2009) classified various welfare facilities such as medical facilities include the services can be given to the employees who are sick in order to recover, such as providing information about various medical facilities available in the country (even foreign country), organization bears a certain percentage of the cost/bill the employee will have to bear owing to a health problem, providing medical insurance scheme. Medical insurance is provided to employees to reduce high cost of hospitalization, cover surgical and maternity care. Also, the medical insurance could also be a reimbursement model, where employees submit qualifying receipts for reimbursement (Willman, 2007). Medical insurance services help to keep the employees in good health therefore reducing absenteeism. The returns of employee benefits to public services can take various forms, such as improved morale and loyalty, good public relations, reduced influence of unions and reduced threat strike action against the government (Flippo, 2009). Medical

insurance helps organizations to motivate its employees and keep their morale high so as to retain them for longer duration. This leads to more job satisfaction among the employees.

Another welfare practice is disability insurance. Employers offer a benefits package for their employees that not only include medical insurance but coverage for disability as well this could be a short- or long-term program. Short-term disability (STD) is a wage-replacement program for those employees who are unable to work because of a short-term medical condition. The allotment of benefits can vary from policy to policy, from a percentage of an employees' wage or contribution by the employer. Additionally, if an employee is unable to work due to the disability, long-term disability support takes over. An employer makes a contribution to cater for this as part of the proactive welfare management practices for their employees (Voight, 2010). Moreover, disability insurance provides a onetime compensation, in case of death and a range of benefits when employees disabilities cannot allow them to perform their occupational duties as is required (Okumbe, 2010). Employers should provide disability insurance as this contributes to the job satisfaction of employees (Bortolus, 2008).

Moreover, many employers offer some basic coverage paid for by the employer with options to supplement basic coverage for life and/or accident coverage (Bortolus, 2008). Life Insurance helps in protecting employees against loss of income due to death, accident or ill health, group insurance coverage is most preferred in organization and can be contributory or non-contributory depending with the organization, it is renewable annually and covers employees' double income (Okumbe, 2010). Life insurance plan helps

an employees' family or spouse in case of an accidental death. Employer can grant you a life insurance policy if he sponsors a group plan. Private insurance policies are more expensive than company sponsored life insurance plan, thus you are getting a good deal. If you have a company sponsored life insurance plan, your employer will provide the insurance benefits at once to your family. Usually, this is for full-time workers in medium and large companies (Sullivan,2010) and with this offers, employees are always satisfied on their work places and thus leading to increased productivity on their duties.

Canteen facilities provide facilities for food and drinks for employees. Provisions of feeding services, more likely enhances employee health. Under this there are several facilities like canteens, subsidize meal, free meals, giving certain financial allowance for food can be seen. Housing facilities mean the provision of accommodation. Having a sufficient house is a strong contribution to higher standard of living of an employee. Employers offer these in the hope of winning the satisfaction index of an employee.

Workplace Environment Management and Practices

The work environment is a place where employees do activities every day. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect employees' emotions. If the employee likes the work environment in which he / she works, then the employee will feel comfortable at work, doing his activities so that working time is used effectively. The working environment has two dimensions. The first one is the physical condition of the working place and the second one is the social condition (Skali, Theodossiou & Vasileiou, 2008). Additionally, working environment complies with the job security, employee's

safety, appreciation of the performance, motivating facilities, and maintaining good understanding among the coworkers and supervisors. Moreover, the working environment can make a person to fit or misfit to the environment of the workplace. An ergonomic workplace helps employees from not getting the nerve injury (Cooper & Dewe, 2008).

Work environment indicators according to Nitisemito, (2000) includes lighting, air temperature, noise, decoration or layout and employee relations. Nitisemito (2001), assert that some of the factors that influence the workplace environment include: cleanliness, water, lighting, colouring, security and music. A number of studies on work environment have shown that workers are satisfied with reference to specific work environment features. These features preferred by users significantly contribute to their workspace satisfaction. Those features include ventilation rates, lighting, access to natural light and acoustic environment (Becker, 1981; Humphries, 2005; Veitch, Charles, Newsham, Marquardt & Geerts, 2004; Karasek & Theorell, 1990).

Lighting and other factors like ergonomic furniture have been found to have positive effect on employees' health and so on employees' productivity (Dilani, 2004; Milton, Glencross & Walters, 2000; Veitch & Newsham, 2000). Hameed and Amjad (2009) in a survey of 31 bank branches confirmed that convenient and ergonomic office design encouraged the employees and increased their performance significantly. Chandrasekar (2011) also assert that unhealthy and unsafe work environment in terms of poor ventilation, immoderate noise, inadequate lighting affect employees' productivity and their job satisfaction.

Additionally, the air in the work environment especially its components can play a considerable function in relation to the work behaviour, specifically job satisfaction. As indicated by Ossama, Gamal and Amal (2006), indoor air quality is very significant to the health, comfort, and job satisfaction among employees. Indoor contamination levels frequently exceed open air levels and most of the time workers might spend up to 90% of time alone inside. Most possibly perilous indoor air pollutants are radon, asbestos, inorganic material, environmental tobacco smoke, organics, biological and nonionizing radiation. Other pollutants such as odors and dusts can cause critical discomfort and feelings of unwillingness, harmful to the health of the employees and that may lead to a reduction in job satisfaction (Ossama, Gamal & Amal, 2006).

The actual physical layout of an office is highly important when it comes to maximizing productivity and job satisfaction among employees. Nowadays, work environments support new ways of working and flexible workplaces which displays ease of communication and interpersonal access contrasted with fully enclosed private offices, and this change to open plan office has boosted employee's satisfaction paralleled to closed office spaces (Becker, 2002). When the office layout and space is too crowded and restricted, will lead to stress, pressure and other psychological effect which affects the health of the employees. An individual employee may feel unstable and have lack of freedom and motivation, on the short-run, it may lead to a very stressful environment, which decreases job satisfaction.

According to Sehgal (2012), space components like office furniture comprises of desks chairs, the filing system, shelves, drawers, etc., have a

specified part to play in the productivity and the efficiency of the employees and the suitable functioning of any office. Also, one of the most essential things to be guaranteed is whether the workplace furniture is ergonomic or not. Ergonomic office furniture guarantees that every worker gets well with the things around him, like chairs, desks, PC arrangement and even environmental factors.

Another work environmental factor that affects employee health and safety is noise. Noise is the most common complaint in offices workplace. Many researchers indicate that noisy places and exposing employees to such conditions can affect their job performance quality. Melamed, Fried and Froom (2001) confirmed that exposure to high levels of sound may lead to several diseases such as cardiovascular disease, endocrine and digestive reactions particularly in complex jobs not in straightforward jobs (Noori, 2013).

Occupational Health and Safety in Ghana

In Ghana the main Legislations on employers' obligation to the health and safety of their workers include the Factories, Offices and Shops Act 1970, Act 328, the Workmen's Compensation Law 1987, PNDC Law 187, the 1992 Constitution of the Republic of Ghana (Article 24), and the Labour Act, 2003 (Act 651). The Legislations variously emphasized on the need to protect health and safety of workers in the work environment. For example, the Article 24 of the 1992 Constitution, inter alia, guarantees the right of every person to work under safe, satisfactory and healthy conditions. Also, the section 118(1) of the Labour Act, 2003 (Act 651) stressed the fact that all workers must work under safe, satisfactory and healthy working conditions by indicating that it is the

employer who bears that responsibility. This duty of the employer to ensure a safe working environment for its employees was emphasized in the Ghanaian case of *Issah v. Mim Timber Co. Ltd* [1980] GLR 430 (Anku-Tsede & Deffor, 2014).

The Concept of Job satisfaction

Job satisfaction is an important employee psychological outcome that has attracted researchers' interest over the years (Mickson & Anlesinya, 2020). Job satisfaction refers to the feeling of personal fulfilment and pleasure from the work they do (Cicolini, Comparcini, & Simonetti, 2014; Kaliski, 2007). Similarly, Locke's (1976) described job satisfaction as the positive feelings people experience from their jobs or some aspects of the works, they perform. In Spector's (1997) view, it is concerned with whether people love or do not love their job or some aspects of their jobs such as pay, supervision, growth and development opportunities, among others. Thus, job satisfaction is concerned with employees' likes and dislikes with their intrinsic and extrinsic needs (Mickson & Anlesinya, 2020; Mullins, 2005)

Job satisfaction is important because it improves productivity (Oswald et al., 2015; Wen et al., 2019). Besides, empirical evidence based on the meta-analysis method showed that employee satisfaction reduces absenteeism, and intention to leave (Harter et al., 2002). From the perspective of public policy and public service delivery, people who are "happier with their work may be more likely to be more productive and earn more in the first place, or to get on well with colleagues, be trusted and receive feedback from management" (Erro-Garces & Ferreira, 2019). Thus, when employees are healthy as a result of effective OHSM interventions, it improves their job performance (Opatha,

2012) because it develops a sense of security and comfortable working environment among workers to thrive (Rachmawati, 2008), making them happier (Omusulah, 2013).

Factors Influencing Level of Job Satisfaction

Promotion is about employee shifting to a higher significance position and higher compensation. When the employee moving upward in the hierarchy of the organisation, the task of becomes variety and significant, it will lead to responsibility enhance (Edward, 2000). It consists appreciation and approval to employee (Robbins, 2003). Internal promotion in organisation is an important motivator and can be used as incentive tools for job motivation (Herzberg, 1986). Promotions are able to provide a positive economic and psychological reinforcement for employee and job satisfaction. Having received a promotion leads to increased job satisfaction, even while controlling for the worker's current wage, wage rank within her peer group, and wage growth. Workers who believe a promotion is possible in the next years also report higher job satisfaction.

Supervision of employees in organizations is critical because it is the employees who are responsible for carrying out the goals and objectives of the organization (Janosik, Creamer, Hirt, Winston, Saunders, & Cooper, 2003). Supervision is a process that provides support, resources, and skill development for professional staff in carrying out these goals. Wang (2022), explain supervision as an interactive process designed to support staff as they work to promote organizational goals, and to enhance personal and professional development. If workers are operating in difficult circumstances,

the supervisors' intervention to improve work circumstances tend to improve job satisfaction.

An attractive and supportive work conditions is critical to job satisfaction. Work conditions have numerous properties that may influence both physical and mental well-being. A quality work spot is fundamental to keep workers on their various task and work effectively. A good workplace is checked by such characteristics as competitive wages, trusting relationship between the employees and management, equity and fairness for everyone, and a sensible work load with challenging yet achievable goals. A composite of all these conditions makes the work station the best possible working conditions for employees to work with high level of satisfaction.

Pay sometimes refers to salary or wages is a way of periodic remuneration to employees in the organization, those employees which are in full-time, part-time employment agreement, where employer compensate employee, according to job specification and job description, salary may be quite best for every human, in view of fact that it provides them similar amount of buying ability. Nowadays pay is examined as value of acquiring HR for administration structure and working performances, which is nominated as various points where as manager carry human resources expenditure. Pay is a basic key variable for achieving the ultimate goals and objectives of organization, because it motivates the human resources (Oshagbemi, 2000). Many variables and factors are important for job satisfaction, but salary is a basic element for satisfaction, if there will be salary dissatisfaction than employees will dissatisfied from their jobs as a result job dissatisfaction will increase, employees will not do the work with

attentiveness, reduces employee performances, employee's absenteeism ratio get enlarge, higher rate of employee turnover and also low down the workers motivation for their jobs (Judge, Cable, & Higgims, 2000).

Empirical Review

Welfare management practices and Job satisfaction

Almeida, Nadh and Perera, (2015) investigated the impact of welfare on job satisfaction among Non managerial employees in the apparel industry in Sri Lanka. Through a random sampling technique, 138 respondents were selected for this study. Data was coded and entered with SPSS (16.0). The study revealed that there is positive relationship between welfare practices and employee job satisfaction. Muruu, Were and Abok (2016) conducted a study on the effect of welfare programs and employee job satisfaction in the public sector. The research adopted a descriptive design. A stratified sampling technique was adopted to select 137 respondents for the study. The study adopted questionnaire to collect primary data and recorded a response rate of 76.6%. The study found that welfare facilities contributed to health of the employees, self-confidence and intellectual level of the employees. Additionally, the study found that disability insurance, environmental protection, medical insurance and life insurance positively affects job satisfaction.

Workplace Environment and Job satisfaction

Raziq and Maulabakhsh, (2014) evaluated the impact of working environment on job satisfaction. The working environment was assessed based on working hours and job safety and security. The study adopted structured questionnaire and 70 respondents were randomly selected. The research

objectives were analysed with regression. The study found that there is a positive and significant relationship between working environment and job satisfaction. Moreover, Badrianto and Ekhsan, (2020) investigated the effect of work environment and job satisfaction in PT.Nesinank industries. The study used quantitative approach. The study found that there is working environment made a positive and significant impact on job satisfaction.

Impact of occupational health and safety management on job satisfaction

Prior to this, Yusuf et al. (2012) examined occupational safety and health, employee performance, and job satisfaction. The research employed a quantitative approach and data were obtained from a survey using questionnaire. The study found that OHSM practices can have a significant influence on job satisfaction. In a related study, McCaughey et al. (2015) investigated the influence of OHSM practices on job satisfaction using hierarchical regression to analyse survey data collected from selected hospitals in Canada and United States. The results of their study indicated that safety leadership and safety training have positive effects on employees' satisfaction with their workplace.

In the Republic of Macedonia, Stoilkovska, Pancovska and Mijoski (2015) analysed the link between job satisfaction and OHSM practices by collecting survey data from 155 construction workers, and used the analysis of variance (ANOVA) for the analyses. The results suggested that OHSM practices (perceived management commitment to safety, and frequency of accident rate and safety inspection) have significantly increased job satisfaction across all age groups of workers. This may in turn, reduce

accidents and injuries rates among the workers while increase their health and safety.

In the Republic of Macedonia, Stoilkovska, Pancovska and Mijoski (2015) analysed the link between job satisfaction and OHSM practices by collecting survey data from 155 construction workers, and used the analysis of variance (ANOVA) for the analyses. The results suggested that OHSM practices (perceived management commitment to safety, and frequency of accident rate and safety inspection) have significantly increased job satisfaction across all age groups of workers. This may in turn, reduce accidents and injuries rates among the workers while increase their health and safety.

In Turkey, Bayram, Üngan and Ardiç (2015) employed survey data from 159 firms and structural equation modeling for the analysis. Their results indicated that OHS prevention costs have increased employee satisfaction, which in turn, reduces accident costs in the selected firms. Using meta-analysis of 485 articles, Faragher, Cass and Cooper (2003) argued that implementation of stress management policies and counseling can help reduce to job dissatisfaction, leading to improvement in employees' health.

Moreover, Sembe and Ayuo (2017) investigated the influence of OHSM on job satisfaction among university workers in Nakuru Town, Kenya. It collected data from 258 non-teaching staff using census sampling method and was analysed using multiple regression, and Pearson's correlation. The authors' findings suggested that OHSM practices (welfare management, and emergency practices) have significantly enhanced educational workers' job satisfaction. In another study, Omusulah (2013) used survey data from 84 respondents to assess OHSM practices on job satisfaction among workers of

Chemelil Sugar Company Limited in Kenya. The results showed that OHSM practices (including wellness programmes, safety training and education, accident prevention practices) increase the level of job satisfaction among the workers.

In a similar study, Nguyen, Teo, Grover and Nguyen (2017), using data from 247 public employees in Vietnam, found that psychosocial hazards in form of workplace bullying can reduce job satisfaction significantly but can be buffered through effective psychological safety climate. This result is similar to the findings obtained by Erro-Garces and Ferreira (2019). Erro-Garces and Ferreira (2019), using national survey data from 35 European countries found that perceived health or safety risks has a negative influence on job satisfaction.

Some studies have examined the relationship between job satisfaction and OHSM-related factors (Joshi, 2019; Kinman, Clements & Hart, 2016; Yusuf, Eliyana & Sari, 2012). For example, Kinman et al. (2016) used survey data from prison officers in the UK to investigate the influence of psychosocial hazards on the wellbeing (mental health and job satisfaction) of the officers. The results found that psychosocial hazards have lowered the well-being of the officers by increasing mental health problems and creating considerable job dissatisfaction.

In India, Joshi (2019) examined how employees' perceived safety perception affect job satisfaction in SMEs in the manufacturing sector. The analysis was carried out using stepwise multiple regressions. The results revealed that safety training, and supervision increased perception of work

safety and significantly contributed toward enhancing job satisfaction among employees.

Recently, Li, Zhang, Xiao, Chen and Lu (2019) used a cross-sectional data from 385 nurses to examine how psychosocial hazards (specifically, workplace violence) on job satisfaction in 13 selected hospitals in Beijing. The results of their structural equation modeling indicated that workplace violence has significantly reduced job satisfaction among the sampled nurses.

In Sri Lanka, Perera (2019) examined the influence of OHSM practices on job satisfaction among employees working in manufacturing firms. The author used questionnaire to collect data from 250 machine operators. The study found that OHSM practices have significant influence on employees' job satisfaction, and job satisfaction further mediated the link between OHSM practices and employees' job performance. Likewise, Mihiravi and Perera (2016) analysed the role of OHSM practices on job satisfaction of employees in selected apparel companies in Colombo district. It used data from 86 employees selected using the simple random sampling method. Results of the study showed that OHSM practices can increase job satisfaction.

In Ghana, Dartey-Baah, Quartey and Osafo (2020) examined the influence of occupational stress on job satisfaction among 112 bankers working in four banks. Using multiple regressions for the analysis, the study found that occupational stress has led to high-rate job dissatisfaction, which in turn, increases negative work behaviours. In a related study in the mining sector, Amponsah-Tawiah, and Mensah (2016) used 370 survey data from 370 miners selected by the use of simple random sampling to examine the role of OHSM on employee commitment. The results of their correlation and multiple

regression analyses showed that OHSM positively and significantly, and affective, normative, and continuance commitment of employees.

Lessons from Previous Studies

From the above reviews, while some studies have analysed the effect of occupational health and safety management practices and its outcomes; generally, the literature on occupational health and safety and job satisfaction is generally scarce. Besides, most of the limited studies have focused mainly on manufacturing (Omusulah, 2013; Joshi, 2019; Perera, 2019), construction sectors (Chen & Chan, 2010; Monney et al., 2014; Stoilkovska, Pancovska & Mijoski, 2015; Simpson & Sam, 2020), and the health sector (Cudjoe, 2011; Li et al., 2019; McCaughey et al., 2015). However, there are limited research on OHSM practices and job satisfaction in public sector generally and in the Ghanaian local government institutions.

Similarly, even though both reactive and proactive occupational health and safety practices are equally relevant to an effective OHS regime in organisations, the available studies have focused mainly on reactive rather than proactive occupational health and safety practices. Besides, while some studies found that OHSM practices are generally effective in the sampled organisations (McCaughey et al., 2015; Chen & Chan, 2010; Mojapelo & Kok, 2017; Omusulah, 2013), others found that there that they were ineffective (Agbola, 2012; Cudjoe, 2011; Monney et al., 2014). This raises the need to regularly assess the state of OHSM practices in organisations in order to highlight potential lapses for managerial action. This is even more pronounced in the public sector institutions and in a developing countries' context like the Ghanaian public sector employees, hence, this present study.

Conceptual Framework

Figure 1 below shows the conceptual framework of the study. It sought to determine the level of job satisfaction among the local government servant as well as the effectiveness of OHSM practices in the Krachi East Municipal Assembly. It subsequently argues that OHSM will have significant influence on job satisfaction among local government employees in Krachi East Municipal Assembly.

More specifically, it examines OHSM practices in the Krachi East Municipal Assembly of the Oti region in terms of welfare and workplace management practices (Mojapelo & Kok, 2017; Simpson & Sam, 2020; Robson et al., 2007). Furthermore, the level of job satisfaction is assessed by taking into consideration the extent to they are happy with the fulfillment of their intrinsic and extrinsic needs (Mickson & Anlesinya, 2020; Mullins, 2005).



Figure 1: Conceptual Framework
Source: Author's framework, (2021)

Chapter Summary

In summary, this chapter has provided a review related theoretical literature, empirical literature on the topic. It explained the concept and meaning of occupational health and safety management, job satisfaction, and job demand

–control theory. Furthermore, it reviews previous research on occupational health and safety management practices, and the influence of occupational health and safety management on job satisfaction. Finally, it ends with proposed conceptual framework on occupational health and safety practices and job satisfaction based on the reviewed literature.



CHAPTER THREE

RESEARCH METHODS

This section presents the research methodology. It presents the research paradigm, research design, population, sampling procedures, data collection instruments, data sources, data collection procedures, and data processing and analysis.

Research Paradigm

Research paradigm is the organising framework for theory and research which entails the basic assumptions, key issues, and models of quality research and methods for seeking answers (Neuman, 2006). The major research perspectives are positivism which applies to quantitative study and interpretivist approach which is used in qualitative studies (Adjei, 2016). This study's research philosophy is the positivist paradigm. According to positivism "reality which is considered as a single and independent fact can be measured quantitatively. Positivism defines observation and reason as a way of understanding behavior and maintains that true knowledge is based on sensory experience which can only be accomplished through observation or experiment (Crotty, 2003; Cohen et al, 2007). It assumed that the data and its analysis are value-free and data do not change because they are being observed" (Guba & Lincoln, 1994). The utilisation of this research paradigm therefore assisted the researcher to quantitatively assess the link between occupational health and safety management and job satisfaction.

Research Approach

The approaches to research are qualitative, quantitative and mixed approach. Qualitative design is used to describe situations, experiences and

concepts of the area under study. It is any kind of research that produces findings not arrived at by means of statistical procedures or other means of quantification (Manitoba et al., 2009). Qualitative research is concerned with finding the answers to questions which begin with why, how, when and what, (Bryman, 2007). On the other hand, Cooper and Schindler (2006) describe quantitative research as measurement of variables and the delivery of findings in numerical form in which research findings are described by text of significance, confidence intervals, and mathematically demonstrated relationships. Quantitative research uses larger sample size, standardized variables, deductive approach, and highly structured data collection instruments to collect data for research objective analysis or hypothesis testing (Marlow as cited in Dickson, 2015). Also, with quantitative research, the researcher can easily quantify the categories before the study and presents findings through statistical tools such as graphs, tables and diagrams (McRoy, 1999). The study adopted the quantitative (positivist) approach because it sought to collect responses from a large group of people and also to make it possible for generalisation of the findings.

Research Design

This research adopted the descriptive design to examine the study. Descriptive research design is used to obtain information concerning the current status of the phenomena under study and to describe what exists with respect to variables or conditions in a situation (Sarantakos, 2005). The use of the descriptive quantitative design helped in accurately describing the state of occupational health and safety practices, and the level of job satisfaction in the organisation. Similarly, it helped in using numeric data to describe the nature

of the relationship between occupational health and safety practices and job satisfaction in the Municipality. Furthermore, it can help in generalizing the findings of the study. However, Fraenkel and Wallen (2000) identified three difficulties associated with this design as the difficulty in ensuring that questions to be answered are designed, getting respondents to answer questions thoughtfully and honestly and the difficulty in getting sufficient number of questionnaires completed and returned. Nevertheless, descriptive survey has the potential to solicit a huge amount of information from quite a large sample of individuals.

Population

The target population of the study is defined as all employees of Krachi East Municipal Assembly of the Oti Region. The focus on this category of employees is informed by the prior evidence that they tend to face various occupational health and safety hazards relating to ergonomic and psychosocial risks, among others, which create health problems including musculoskeletal-related challenges (Pelusi et al., 2017). This can lead to job dissatisfaction among workers (Cournoyer, 2019; Pelusi et al., 2017). As noted, the Krachi East Municipal forms part of the eight Municipalities and Districts in the Oti Region. The Municipality is located at the North Western corner of the Volta Region of Ghana. Currently, the HRM Department of the Municipality estimated its staff strength as 132 employees.

Sample and Sampling Procedures

According to Malhotra and Birks (2007) sampling is the process of selecting a representative few or unit from a larger group or population, which is used as a basis of estimating certain characteristics or elements about the

group or 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 (Bassey, 1995). According to Kothari (2004), sample size refers to the number of items to be selected from the universe to constitute a sample. The size of sample should neither be excessively large, nor too small. It should be optimum. An optimum sample is one which fulfills the requirements of efficiency, representativeness, reliability and flexibility (Rosli & Rossi, 2016). A sample size of 101 was considered and respondents were subsequently made to participate in the study. The sample size was selected based on the sample determination formula by Slovin, (as cited in Rosli & Rossi, 2016).

$$\text{The formula is given as; } n = \frac{N}{[1+N(e)^2]}$$

Where n = sample size; N = sample frame; and e = margin of error. A margin of error of 5% as suggested by Slovin was applied.

$$n = 132 / (1 + 132(0.05)^2) = 101$$

Simple sampling was used to select respondents from the sampling frame to participate in the study. This is typical probability sampling technique. Probability sampling is normally a requirement in explanatory research because the goal is often to generalize the results to the population from which the sample is selected (Zickmund, 2000; Minasny & McBratney, 2006).

Data Collection Instrument

This study used primary data in form of survey responses via administration of research questionnaire to investigate the topic. According to Ahiawodzi (2011), primary data as a data that is “collected at firsthand in order to satisfy the purposes of a particular statistical enquiry”. The primary data method is considered suitable because it is the only viable means of achieving the research objective since there is no accurate official secondary data or record on levels of job satisfaction and state of occupational health and safety in the Assembly.

This study used questionnaires to collect primary data for analysis. The questionnaire was divided into three sections. Section ‘A’ collected data on demographic data such as age, gender, and education. Section B collected data on occupational health and safety management practices using the 16-item scale with minor modifications to focus more on local government setting. The items will be measured using a 5-point Likert scale where “1=strongly disagree to 5=strongly agree”.

Finally, section C measured job satisfaction. The scale was adopted from the Job Diagnostic Survey (JDS; Hackman & Oldham, 1975) and modifies to meet the requirements of this study. Sample items included: “I am satisfied with the sense of achievement I get from my job; I am satisfied with the scope for using initiative; I have influence over my job; I am satisfied with my pay”. It was measured on a five point Likert Scale where; “5 = strongly agree; 4 = Agree; 3= neither agree nor disagree; 2 = Disagree; 1 = strongly disagree”.

Reliability and validity are key to evaluating a research instrument. Saunders, Lewis and Thornhill, (2009) explained that internal consistency involves correlating the responses to each question in the questionnaire with those to other questions in the questionnaire. Reliability is defined as fundamentally concerned with issues of consistency of measures (Bryman and Bell, 2003). The reliability of a construct depends on the internal consistency. Bryman and Bell (2003) suggested that a multiple-item measure in which each answer to each question is aggregated to form an overall score, we need to be sure that all our indicators are related to each other. It can be tested using Cronbach's alpha method. The result of 0.7 and above implies an acceptable level of internal reliability as suggested by Hair et al. (2003).

Validity on the other hand, according to Bryman and Bell, (2003) the validity of the instrument refers to the issue of whether an indicator (or set of indicators) that is devised to gauge a concept really measures the concept. Several ways of establishing validity are: face validity; concurrent validity; predictive validity; construct validity; and convergent validity (Bryman & Bell, 2003). To ensure validity of questionnaires, the researcher reviewed other relevant literature and that literature supported the construct of the instrument. Some of the items in the scales were scientifically validated items. Further, the designed questionnaire was submitted to the project supervisor for vetting, correction and approval before distributing it to the respondents.

Table 1: Reliability Statistics

Scale	Cronbach's Alpha	No. of Items
Occupational Health and Safety	0.792	9
Job satisfaction	0.814	10

Source: Field Survey, (2021)

The questionnaire was reliable because all the scale items had an internal consistency above 0.7 (Pallant, 2005).

Data Collection Procedures

The researcher sought a written permission from the head of HRM Department of the Municipality to enable her use the organisation for only data collection. The data collection commenced in October 2021 and expected to be completed by November 2021. The questionnaires were being administered using paper and pencil method, whereby the researcher personally delivers the hard copy questionnaire to the respondents to fill. So far, the researcher has enjoyed a lot of cooperation and support from the respondents.

Data Processing and Analysis

The data and analysis involve reducing the raw data into a manageable size, developing summaries and applying statistical references (Saunders et al., 2007). Consequently, the data was edited to detect and correct possible errors and omissions that are likely to occur, to ensure consistency across respondents. The data was be coded and entered using Statistical Package for Social Sciences (Version 25). Both descriptive statistical techniques (mean and standard deviation) and inferential statistical technique (standard multiple regression) were used to obtain the needed findings of the processed data with respect to the specific objectives of the study. Descriptive statistics were used to analyse the demographic data, as well to describing the and the level of job satisfaction in the organisation. Also, it used regression to analyse the impact of occupational health and safety practices on job satisfaction among the employees.

Ethical Consideration

Ethical considerations in research are a set of principles that guide your research designs and practices. These principles include voluntary participation, informed consent, anonymity, confidentiality, potential for harm, and results communication. The ethical dimensions of every research and how they are addressed are very important. This research considered the issues of informed consent, anonymity and confidentiality. Leary (2001) and Neuman (2007) conceived that researchers must not coerce respondents into participating in researches, thus protecting their rights is key in every study. In other words, participation must be voluntary at all times. The management, staff and customers or respondents were assured of their utmost confidentiality with regards to information provided. Data obtained was treated confidentially. Those who participated in the study were not coerced but did so voluntarily. The consent of the respondents was obtained before they participated in the research. As much as possible, the researcher exercised a great deal of circumspection and objectivity throughout the research period.

Chapter Summary

In summary, this chapter presented the method adopted to assess effectiveness of occupational health and safety practices, the level of job satisfaction in the organisation, and their relationship. Specifically, it explained the research paradigm, research design, population, sampling procedures, data collection instruments, data sources, data collection procedures, and data processing and analysis.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

This chapter presents and analyses the data which was collected as outlined in the methodology. The findings will be analysed thematically, with respect to the research objectives. The data were analysed using both descriptive and inferential statistics, and the results are presented in tables.

Demographic information

The demographic information of the respondents was ascertained. These were the gender, age, the educational qualification the respondents had attained and the number of years the respondents had worked at Krachi East Municipal Assembly. The results are presented in table 2.

Table 2: Demographic information of respondents

Construct	Sub-Construct	Frequency	Percentage
Gender	Male	78	77.2
	Female	<u>23</u>	<u>22.8</u>
		101	100
Age	18-24 years	4	4
	25 -30 years	31	30.7
	31 – 35yrs	20	19.8
	36 – 40years	16	15.8
	41 – 45 years	15	14.9
	46 – 50 years	6	5.9
	51 and above	<u>9</u>	<u>8.9</u>
		101	100
Educational Qualification	Diploma/HND	13	12.9
	Degree	56	55.4
	Postgraduate	<u>32</u>	<u>31.7</u>
		101	100
Years of working	1-5 years	54	53.5
	6-10 years	26	25.7
	11-15 years	11	10.9
	16yrs and above	<u>10</u>	<u>9.9</u>
		101	100

Source: Field Survey, (2021)

The results in table 2 posit that most (78) of the respondents were males representing 77.2 whilst females were 23 representing 22.8 %. This show that both the opinion of men and women was considered in the study. Also, the study revealed that 4 of the respondents were between the ages of 18-24 years (4%),31 (30.7%) of the respondents were between the ages of 25-30 years. 20 of the respondents were 31-35 years depicting 19.8%;16 of the respondents represented by 15.8%; 15 of the respondents representing 14.9% were 41-45 years; 6 of the respondents were46-50 years and 9 were 51 years and above. Moreover, the results posit that 13 (12.9%) of the respondents had attained diploma/HND; 56 representing 55.4% have obtained degree and 32 of the respondents representing 31.7% of the respondents have obtained postgraduate certificate. The study further revealed that 54 of the respondents have worked at Krachi East district for 1-5 years; 26 respondents have worked for 11-15 years;11 of the respondents has worked for 11-15 years and 10 respondents have worked for 16 years and above.

Assessing the Level of Job Satisfaction among the employees at Krachi District

The first research objective sought to assess the level of job satisfaction among the employees at Krachi East District. The opinion of the respondent was analyzed with mean and standard deviation. For the purpose of interpretation, the following weight were assigned as; 1-1.5= Strongly disagree; 1.6-2=Disgaree;2.1-2.9 = Neutral;3.1-3.9= Agree; 4-5= Strongly agree. The results are presented in Table 3.

Table 3: Descriptive Statistics of Job Satisfaction

Statements	Mean	Std. Deviation
The amount of job security I have.	3.38	1.09
The amount of pay and fringe benefits I receive	3.40	1.09
The amount of personal growth and development I get in doing my job.	3.42	1.03
The people I talk to and work with on my job	3.61	.86
The respect and fair treatment I receive from my supervisor.	3.39	.91
The feeling of worthwhile accomplishment I get from doing my job	3.70	.89
The chance to get to know other people while on the job	3.06	.79
The amount of support and guidance I receive from my supervisor	3.53	.94
I am fairly paid for what I contribute to this organization.	3.81	.99
The amount of independent thought and action I can exercise in my job.	3.46	.89

Source: Field Survey, (2021)

The study found that the respondents agreed they are satisfied with the amount of security they have ($M=3.38;SD=1.085$),the amount of pay and fringe benefits they receive ($M= 3.4; SD =1.09$),the amount of personal growth and development they get in doing ($M=3.42;SD=1.03$),the people they talk to and work with on their job ($M=3.61;SD=0.86$),the respect and fair treatment they receive from their supervisor ($M=3.39;SD=0.91$),the feeling of worthwhile accomplishment they get from doing their job ($M = 3.7;SD =0.89$), the chance to get to know other people ($M=3.06;SD=0.79$),the amount of support and guidance they receive from their supervisor ($M=3.53;SD=$

0.94) and they are satisfied with the amount of independent thought and action they can exercise on their job.

This implies that there is established job security which would translate into less employee turnover, reduce hiring costs and better overall growth for the assembly. Moreover, it is implied that the employees are satisfied with their job which leads to the improved organizational productivity, positive ambience at the workplace and is essential to ensure the higher productivity for the assembly. Additionally, the findings implies that supervision of employees through providing support, resources, and skill development for employees in carrying out the goals and objectives of Krachi district improve work circumstances tend to improve job satisfaction. Similarly, the results implies that Pay is a basic key variable for achieving the ultimate goals and objectives of Krachi district, because it is a basic element for satisfaction.

These findings support earlier studies of Wnuk, (2017) and Subarto, Solihin and Qurbani, (2021) which posit that employees get satisfied with their job when there is job security, appropriate amount of pay and fringe benefits they receive and an opportunity for personal growth and development. Additionally, the findings further support the study of Kong, Jiang, Chan and Zhou (2018) and Shaju and Subhashini, (2017) which reported that employees get satisfied when there is cordial relationship between them and their coworkers, respect and fair treatment from supervisors to subordinates and the feeling of accomplishment from doing their job.

Descriptive Statistics of Occupational Health and Safety

The study further sought to assess the occupational health and safety of the employees at Krachi east Municipal Assembly. The opinion of the

respondents was measured on a five-point Likert scale. For the purpose of interpretation, the following weight were assigned as; 1-1.5= Strongly disagree;1.6-2=Disagree;2.1-2.9 = Neutral;3.1-3.9= Agree; 4-5= Strongly agree. The results are presented in Table 4.

Table 4: Descriptive Statistics of Occupational Health and Safety

Statement	Mean	Std. Deviation
Medical Insurance	2.48	1.39
Life insurance	2.63	1.52
Disability insurance	2.61	1.39
Wellness programs	2.90	1.37
There is good lighting at the office	3.70	1.13
There is poor ventilation at the office	2.39	1.14
Indoor air is of good quality	3.15	1.09
Physical layout is convenient	3.41	.99
There is noise at the workplace	2.03	.94

Source: Field Survey, (2021)

The results revealed that the respondents are neutral on the provision of the following occupational health and safety practices; medical insurance (M=2.48; SD = 1.39), life insurance (M=2.63; SD=1.52), disability insurance (M=2.61; SD=1.52), wellness programs (M=2.9; SD=1.37), there is noise at the workplace (M=2.03; SD=0.94) and there is poor ventilation at the office (M=2.39; SD=1.14). Additionally, the respondents agreed that indoor air is of good quality (M=3.15; SD= 1.09), physical layout is convenient (M=3.41; SD =0.99) and there is good light lighting at the office (M=3.70; SD=1.13).

The findings implies that the employees are indifferent about welfare management practices such medical, life and disability insurances and wellness programs at the assembly. This means that Krachi East Municipal Assembly rarely supports employees to reduce high cost of hospitalization,

cover surgical and maternity care, selectively offer some basic coverage paid for by the employer with options to supplement basic coverage for life and/or accident coverage and hardly provides compensation when employees disabilities cannot allow them to perform their occupational duties as is required. Moreover, the findings implies that the working environment is conducive because that indoor air is of good quality, the physical layout is convenient and there is good light lighting at the office.

The findings support earlier studies by Opatha (2009) and Luthans, (2012) who revealed that as part of occupational health and safety practices, organisations offer employee welfare measures including medical facilities such as medical, life and disability insurance to cater for their health needs. Additionally, the results of this study support previous study by Chandrasekar (2011) which posit that organisations protect health and safety of the employees through workplace environment management practices such as adequate lighting and acoustic environment.

Impact of occupational health and safety practices on Job satisfaction

The third objective sought to assess the impact of occupational health and safety practices on job satisfaction among employees at Krachi East Municipal Assembly. OHS was assessed based on welfare management practices (wellness programs, disability insurance, medical insurance and life insurance) and work environment management practices (physical layout is convenient, there is poor ventilation at the office, there is good lighting at the office, Indoor air is of good quality). The objective was analyzed through a linear regression analysis. The results are presented in tables 5,6,7.

Table 5 : Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.451 ^a	.204	.135	5.42679	2.283

a. Predictors: (Constant), Physical layout is convenient, there is poor ventilation at the office, Life insurance, there is good lighting at the office, Indoor air is of good quality, Wellness programs, Disability insurance, Medical Insurance

b. Dependent Variable: Job satisfaction

Source: Field Survey, (2021)

The findings as presented in table 5 posit that there is a moderate positive relationship between occupational health and safety practices and job satisfaction at Krachi East district assembly. This means that high levels of health and safety practices are associated with high levels of job satisfaction and low levels of OHS is associated with low levels of job satisfaction among the employees (R=0.451). Moreover, the observation of table 5 revealed that occupational health and safety made positive variation of 20.4% (R square = 0.204) in job satisfaction. The remaining 79.6 were caused by factors not considered in the model. This finding supports earlier study by Yusuf et al. (2012) who reported that occupational health and safety has a positive impact on job satisfaction. This finding further corroborates the study of Sembe and Ayuo, (2017) who reported that OHSM practices increase the level of job satisfaction among the workers.

Table 6: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.209	8	5.526	9.729	.000 ^b
	Residual	124.391	219	.568		
	Total	168.600	227			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), occupational health and safety practices (Physical layout is convenient, there is poor ventilation at the office, Life insurance, there is good lighting at the office, Indoor air is of good quality, Wellness programs, Disability insurance, Medical Insurance)

Source: Field Survey, (2021)

The results in table 6 ANOVA results were computed to assess whether the model was statistically significant. It was found that the model was statistically significant ($p=0.000$: $p<0.05$). The implication is that the model can be relied on to make realistic predictions regarding the impact of occupational health and safety on job satisfaction because this prediction is attributed to the scientific interaction among the variables in the model but by chance.

Table 7: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	30.226	2.746		11.005	.000
Medical Insurance	.198	0.62	.267	3.208	.002
Life insurance	.168	.046	.299	3.636	.000
Disability insurance	.488	.813	.116	.600	.550
Wellness programs	.790	.663	.185	1.192	.236
There is good lighting at the office	-.111	.581	-.021	-.190	.849
There is poor ventilation at the office	-1.294	.534	-.253	-2.425	.017
Indoor air is of good quality	1.320	.692	.247	1.908	.060
Physical layout is convenient	.607	.713	.103	.851	.397

a. Dependent Variable: Job Satisfaction

Source: Field survey, (2021)

The study further sought to assess the contributions of the predictors (Physical layout is convenient, there is poor ventilation at the office, Life insurance, there is good lighting at the office, Indoor air is of good quality, Wellness programs, Disability insurance, Medical Insurance) to causing the positive variation in job satisfaction among employees at Krachi east Municipal Assembly. It was discovered that medical insurance made a statistically significant positive contribution (Beta=0.267: $p=0.002$: $p<0.05$) to predicting the positive variance in job satisfaction among employees when the contributions of the other variables in the model were statistically controlled for. It was also discovered that life insurance made a statistically significant positive contribution in the model (Beta=0.299: $p=0.000$: $p<0.05$) when the effects of other variables in the model were statistically controlled for.

Additionally, it was discovered that disability insurance (Beta=0.116; $p=0.55$: $p<0.05$), wellness programs (Beta=0.79; $P=0.236$), quality of indoor (Beta = 0.247: $p=0.06$) and convenience of physical layout (Beta=0.851; $P=0.397$) made a statistically insignificant positive contribution to predicting the positive variance in job satisfaction among employees of Krachi East Municipal Assembly when the effects of other variables in the model were statistically controlled for. Moreover, lighting at the office (Beta = -0.111; $P=0.849$), poor ventilation at the office (Beta = -0.253: $p=0.17$) made a statistically insignificant negative contribution to job satisfaction at Krachi East Municipal Assembly. The implication of the findings is that physical layout is convenient, Life insurance, Indoor air is of good quality, Wellness programs, Disability insurance and Medical Insurance predictors were positive but statistically insignificant in contributing to the job satisfaction, and as such

management should pay much attention to improving them to enhance the job satisfaction of the employees. Moreover, the following indicators: lighting at the office and ventilation at the office are poor to the extent that it is making the employees dissatisfied with their job.

The findings of the study support earlier study by Almeida, Nadh and Perera, (2015) who found that welfare practices such as the medical, disability and life insurance has a positive impact on job satisfaction. Similarly, the results confirm the study of Muruu, Were and Abok (2016) Additionally, the study found that disability insurance, wellness programs, medical insurance and life insurance positively affects job satisfaction. Similarly, the results conflicts with previous study by Badrianto and Ekhsan, (2020) who revealed that working environment factors such as lighting at the office makes positive contribution to job satisfaction. Moreover, the findings of this study support the findings of Raziq and Maulabakhsh, (2014) who reported that poor ventilation negatively affects the satisfaction of the employees.

Chapter Summary

This chapter provided information about the findings and discussion of the research data of all the research questions of the study. Demographic information was provided as well as the perception of employees about their job satisfaction level. Also, employees' level of occupational health and safety was analyzed and finally the relationship between OHS and employee job satisfaction was ascertained.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter summarizes the main findings of the study. A general conclusion from the issues is also presented. On the basis of the findings and conclusions adduced, recommendations or suggestions that will help enhance the occupational health and safety and job satisfaction are given. The chapter finally ends with suggestion for future research.

Summary of the Study

The study sought to measure the effect of occupational health and safety on job satisfaction at Krachi East Municipal Assembly. In order to address the research objectives of the study, questionnaires were distributed to 102 respondents at Krachi East Municipal Assembly. Data was analyzed with inferential and descriptive statistics.

Summary of Key Findings

This section provides information with regards to the findings in line with the specific research objectives. The findings were chronologically represented. The first research objective sought to assess the level of job satisfaction of the employees. The results revealed that the employees were satisfied with the amount of security they have, the amount of pay and fringe benefits they receive, the amount of personal growth and development they get in doing, the people they talk to and work with on their job, the respect and fair treatment they receive from their supervisor, the feeling of worthwhile accomplishment they get from doing their job, the chance to get to know other people, the amount of support and guidance they receive from their supervisor

and they are satisfied with the amount of independent thought and action they can exercise on their job.

The second objective sought to assess the occupational health and safety practices at Krachi East Municipal Assembly. It was found that the respondents are neutral on the provision of the following occupational health and safety practices; medical insurance, life insurance, disability insurance, wellness programs, there is noise at the workplace and there is poor ventilation at the office. Additionally, the respondents agreed that indoor air is of good quality, physical layout is convenient and there is good light lighting at the office.

Lastly, the third objective sought to assess the impact of occupational health and safety on job satisfaction at Krachi East District. The findings revealed that there is a moderate positive relationship between occupational health and safety practices and job satisfaction at Krachi east district assembly. Moreover, the study revealed that occupational health and safety made positive variance on job satisfaction. It was found that the model was statistically significant. The implication is that the model can be relied on to make realistic predictions regarding the impact of occupational health and safety on job satisfaction because this prediction is attributed to the scientific interaction among the variables in the model but by chance. It was further discovered that medical and life insurance made a statistically significant positive contribution to predicting the positive variance in job satisfaction. Similarly, it was discovered that disability insurance, wellness, quality of indoor and convenience of physical layout made a statistically insignificant positive contribution to predicting the positive variance in job satisfaction

among employees of Krachi East Municipal Assembly when the effects of other variables in the model were statistically controlled for. Moreover, lighting at the office, poor ventilation at the office made a statistically insignificant negative contribution to job satisfaction at Krachi East Municipal Assembly.

Conclusions

The study concluded that the employees have positive feelings and experience from their jobs or some aspects of the works they perform which has the tendency to increase the efficiency and effectiveness at work, reduce employee's absenteeism, promotes harmonious employee's relation, enhance organization's productivity and employee's satisfaction, decrease employee's turnover and improve the image of the organization.

Similarly, it is averred that there are various services, benefits and facilities offered by the Krachi East Municipal Assembly to employees with a purpose of enriching the life of employees, to keep them safe and happy. These welfare schemes create an efficient, healthy, loyal and satisfied employees for the organization. Additionally, working environment complies with the job security, employee's safety, appreciation of the performance, motivating facilities, cleanliness, water, lighting, and maintaining good understanding among the coworkers and supervisors which makes the working environment conducive and safe.

Finally, the study concluded that occupational health and safety practices has positive impact on job satisfaction at Krachi East Municipal Assembly. This means that provision of welfare and workplace health and safety by the management of Krachi East Municipal Assembly helps to reduce

high cost of hospitalization, cover surgical and maternity care. Similarly, there is conducive working environment at Krachi East Municipal Assembly motivates the employees and keep their morale high and satisfied so as to retain them for longer duration. This leads to more job satisfaction among the employees. Also, the provision of health and safety support helps to keep the employees in good health therefore reducing absenteeism. This in turn leads to improved loyalty, good public relations, reduced influence of unions and reduced threat strike action against the government which makes the employees satisfied. Therefore, it is conclusive that occupational health and safety practices at Krachi East District enhances job satisfaction.

Recommendations

The study revealed occupational health and safety practices including lighting and ventilation reduced the job satisfaction of employees at Krachi East Municipal Assembly. Hence, one of the best ways to increase employee satisfaction is to use natural light. Natural light not only improves the mental well-being of the staff of the office, but it is also effective in increasing productivity. Having adequate natural light in the office means reducing the employees' stress and maintaining a normal mood. Therefore, it is recommended that, the human resource department should enhance their work environment management practices including the supply of natural light at the workplace through proper planning.

Additionally, another aspect of occupational health and safety that should be enhanced is the work environment practices particularly the ventilation in the office. The contribution of ventilation to job satisfaction at Krachi was negative. This implies that, during working hours, workplaces can

become extremely hot; the large number of people working in one space combined with heat being given off by office equipment, can quickly make the working environment very unpleasant. If employees are breathing in polluted air which can contribute negatively to their health, or forced to take extended breaks to cool down, this will directly impact staff productivity and morale. Therefore, it is recommended that management of the Krachi East Municipal Assembly should provide a workplace with adequate ventilation which can result in increased cognitive function in their employees. Improved cognitive function means that the brain is working more efficiently, therefore the work that is being done will be at a high standard, done efficiently and decision-making will be at a faster rate which eventually makes the employee satisfied with their job. The impact of ventilation is not only seen upon employee health, it also means that goals and targets will be met for the assembly. For this reason, offices are recommended to have appropriate ventilation systems in place, which should also be regularly serviced and monitored. As an assembly, there are some air quality standards that the workplace you provide must adhere to, so ensure that you look into installing ventilation solutions that meet the requirements.

REFERENCES

- Takala, J., Hämäläinen, P., Saarela, K. L., Yun, L. Y., Manickam, K., Jin, T. W., ... & Lin, G. S. (2014). Global estimates of the burden of injury and illness at work in 2012. *Journal of occupational and environmental hygiene, 11*(5), 326-337.
- Kumar, M. S., Goud, B. R., & Joseph, B. (2014). A study of occupational health and safety measures in the Laundry Department of a private tertiary care teaching hospital, Bengaluru. *Indian Journal of Occupational and Environmental Medicine, 18*(1), 13.
- Nankervis, A., Compton, R., & Baird, M. (2005). Human resource management: Strategy and processes. *Victoria, Australia: Nelson Australia Pty Limited.*
- Sembe, F., & Ayuo, A. (2017). Effect of selected occupational health and safety management practices on job satisfaction of employees in university campuses in Nakuru Town, Kenya. *Journal of Human Resource Management, 5*(5), 70-77.
- Cascio, W. F., & Ramos, R. A. (1986). Development and application of a new method for assessing job performance in behavioral/economic terms. *Journal of Applied Psychology, 71*(1), 20.
- Boahene, A. A. (2015). *Effects of occupational health and safety measures on employees' performance at the Accra psychiatric hospital* (Doctoral dissertation, University of Cape Coast).
- Ram, R. (2013). Income, inequality, and social welfare: a study of the US states. *International Advances in Economic Research, 19*(1), 65-67.

Boahene, A. A. (2015). *Effects of occupational health and safety measures on employees' performance at the Accra psychiatric hospital* (Doctoral dissertation, University of Cape Coast).

Kumar, V., & Kumar, S. (2014). Workplace spirituality as a moderator in relation between stress and health: An exploratory empirical assessment. *International Review of Psychiatry*, 26(3), 344-351.

Veltri, A., Pagell, M., Behm, M., & Das, A. (2007). A data-based evaluation of the relationship between occupational safety and operating performance. *Journal of SH&E Research*, 4(1), 1-22.

Nöhammer, E., Schusterschitz, C., & Stummer, H. (2013). Employee perceived effects of workplace health promotion. *International Journal of Workplace Health Management*.

Locke, E. A., Sirota, D., & Wolfson, A. D. (1976). An experimental case study of the successes and failures of job enrichment in a government agency. *Journal of Applied Psychology*, 61(6), 701.

Boamah, S. A., Laschinger, H. K. S., Wong, C., & Clarke, S. (2018). Effect of transformational leadership on job satisfaction and patient safety outcomes. *Nursing outlook*, 66(2), 180-189.

Eliyana, A., & Ma'arif, S. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144-150.

Fan, D., Zhu, C. J., Timming, A. R., Su, Y., Huang, X., & Lu, Y. (2020).

Using the past to map out the future of occupational health and safety research: where do we go from here?. *The International Journal of Human Resource Management*, 31(1), 90-127.

Fan, D., Zhu, C. J., Timming, A. R., Su, Y., Huang, X., & Lu, Y. (2020).

Using the past to map out the future of occupational health and safety research: where do we go from here?. *The International Journal of Human Resource Management*, 31(1), 90-127.

Autenrieth, D. A., Brazile, W. J., Sandfort, D. R., Douphrate, D. I., Román-

Muñiz, I. N., & Reynolds, S. J. (2016). The associations between occupational health and safety management system programming level and prior injury and illness rates in the US dairy industry. *Safety science*, 84, 108-116.

Amponsah-Tawiah, K., & Mensah, J. (2016). Occupational health and safety

and organizational commitment: Evidence from the Ghanaian mining industry. *Safety and health at work*, 7(3), 225-230.

Karasek Jr, R. A. (1979). Job demands, job decision latitude, and mental

strain: Implications for job redesign. *Administrative science quarterly*, 285-308.

Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job resources buffer

the impact of job demands on burnout. *Journal of occupational health psychology*, 10(2), 170.

Van der Doef, M., & Maes, S. (1999). The job demand-control (-support)

model and psychological well-being: A review of 20 years of empirical research. *Work & stress*, 13(2), 87-114.

Bhagawati, G., Nandwani, S., & Singhal, S. (2015). Awareness and practices regarding bio-medical waste management among health care workers in a tertiary care hospital in Delhi. *Indian journal of medical microbiology*, 33(4), 580-582.

Nankervis, A., & Stanton, P. (2010). Managing employee performance in small organisations: challenges and opportunities. *International Journal of Human Resources Development and Management*, 10(2), 136-151.

Kumar, M. S., Goud, B. R., & Joseph, B. (2014). A study of occupational health and safety measures in the Laundry Department of a private tertiary care teaching hospital, Bengaluru. *Indian Journal of Occupational and Environmental Medicine*, 18(1), 13.

Gallagher, S. (2001). The practice of mind. Theory, simulation or primary interaction?. *Journal of consciousness studies*, 8(5-6), 83-108.

Robson, L. S., Clarke, J. A., Cullen, K., Bielecky, A., Severin, C., Bigelow, P. L., ... & Mahood, Q. (2007). The effectiveness of occupational health and safety management system interventions: a systematic review. *Safety science*, 45(3), 329-353.

Allen, J. A., Baran, B. E., & Scott, C. W. (2010). After-action reviews: A venue for the promotion of safety climate. *Accident Analysis & Prevention*, 42(2), 750-757.

Arntz-Gray, J. (2016). Plan, Do, Check, Act: The need for independent audit of the internal responsibility system in occupational health and safety. *Safety Science*, 84, 12-23.

Phillips, J. J., & Phillips, P. P. (2016). *Handbook of training evaluation and measurement methods*. Routledge.

Luthans, F. (2012). Psychological capital: Implications for HRD, retrospective analysis, and future directions. *Human resource development quarterly*, 23(1), 1-8.

Sullivan, K. (2010). *The anti-bullying handbook*. Sage.

Cooper, C., & Dewe, P. (2008). Well-being—absenteeism, presenteeism, costs and challenges. *Occupational medicine*, 58(8), 522-524.

Newsham, G. R., Veitch, J. A., Charles, K. E., Marquardt, C. J. G., Geerts, J., & Sander, D. (2004). *Environmental satisfaction in open-plan environments: 6. Satisfaction algorithms for software*. IRC-RR-155), Ottawa, ON, National Research Council of Canada, Institute for Research in Construction, URL: <http://irc.nrc-cnrc.gc.ca/fulltext/rr/rr155>.

Theorell, T., Karasek, R. A., & Eneroth, P. (1990). Job strain variations in relation to plasma testosterone fluctuations in working men—a longitudinal study. *Journal of internal medicine*, 227(1), 31-36.

Dilani, A. (Ed.). (2004). *Design & Health III: health promotion through environmental design*. International Academy for Design and Health (IADH).

Milton, D. K., Glencross, P. M., & Walters, M. D. (2000). Risk of sick leave associated with outdoor air supply rate, humidification, and occupant complaints. *Indoor air*, 10(4), 212-221.

- Veitch, J. A., & Newsham, G. R. (2000). Preferred luminous conditions in open-plan offices: research and practice recommendations. *International Journal of Lighting Research and Technology*, 32(4), 199-212.
- Hameed, A., & Amjad, S. (2009). Impact of office design on employees productivity: a case study of banking organizations of Abbottabad, Pakistan.
- Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organisations. *International journal of enterprise computing and business systems*, 1(1), 1-19.
- Ossama, A. A., Gamal, M. E. K., & Amal, A. A. (2006). Correlation between indoor environmental quality and productivity in buildings.(In) Tolba, Mostafa K.; Abdel-Hadi, Aleya; Soliman, Salah. *Environment, health and sustainable development. Proceedings of the 19th of IAPS, Cairo*.
- Becker, G. S. (2002). The age of human capital.
- Melamed, S., Fried, Y., & Froom, P. (2001). The interactive effect of chronic exposure to noise and job complexity on changes in blood pressure and job satisfaction: a longitudinal study of industrial employees. *Journal of occupational health psychology*, 6(3), 182.
- Anku-Tsede, O., & Deffor, E. W. (2014). Corporate responsibility in Ghana: An overview of aspects of the regulatory regime. *Business and Management Research*, 3(2), 31-41.

- Mickson, M. K., Anlesinya, A., & Malcalm, E. (2020). Mediation role of diversity climate on leadership and job satisfaction in the Ghanaian public sector. *World Journal of Entrepreneurship, Management and Sustainable Development*.
- Cicolini, G., Comparcini, D., & Simonetti, V. (2014). Workplace empowerment and nurses' job satisfaction: a systematic literature review. *Journal of nursing management*, 22(7), 855-871.
- Oswald, A. J., Proto, E., & Sgroi, D. (2015). Happiness and productivity. *Journal of labor economics*, 33(4), 789-822.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of applied psychology*, 87(2), 268.
- Erro-Garcés, A., & Ferreira, S. (2019). Do better workplace environmental conditions improve job satisfaction?. *Journal of Cleaner Production*, 219, 936-948.
- Omusulah, I. D. (2013). Perceived influence of occupational health and safety practices on job satisfaction among employees in Chemelil Sugar Company Limited. *A research project submitted in partial fulfillment of the requirements for the award of master of business administration*.
- Muruu, R. W., Were, S., & Abok, M. A. (2016). Effects of welfare programmes on employee satisfaction in the public sector: a case of the public service commission. *The Strategic Journal of Business & Change Management*, 3(4), 1607-1633.

Almeida, N. A. D. H., & Perera, G. D. N. (2015). The impact of welfare on job satisfaction among non managerial employees in the apparel industry in Sri Lanka. In *Proceedings of International HR Conference* (Vol. 2, No. 1).

Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Procedia Economics and Finance*, 23, 717-725.

Badrianto, Y., & Ekhsan, M. (2020). Effect of work environment and job satisfaction on employee performance in pt. Nesinak industries. *Journal of Business, Management, & Accounting*, 2(1).

Kinman, G., Clements, A. J., & Hart, J. (2016). Work-related wellbeing in UK prison officers: A benchmarking approach. *International Journal of Workplace Health Management*.

Yusuf, R. M., Eliyana, A., & Sari, O. N. (2012). The influence of occupational safety and health on performance with job satisfaction as intervening variables (Study on the production employees in PT. Mahakarya Rotanindo, Gresik). *American Journal of Economics*, 6(1), 136-140.

Yan, C. G., Chen, X., Li, L., Castellanos, F. X., Bai, T. J., Bo, Q. J., ... & Zang, Y. F. (2019). Reduced default mode network functional connectivity in patients with recurrent major depressive disorder. *Proceedings of the National Academy of Sciences*, 116(18), 9078-9083.

Nguyen, D. T., Teo, S. T., Grover, S. L., & Nguyen, N. P. (2017). Psychological safety climate and workplace bullying in Vietnam's public sector. *Public Management Review*, 19(10), 1415-1436.

Perera, G. D. N. (2019). Occupational health and safety practice and job performance: Role of job satisfaction. *Sri Lankan Journal of Human Resource Management*, 9(1).

Mihiravi, D. P., & Perera, G. D. N. (2016). Impact of Occupational Safety and Health Practices on Job Satisfaction A Study in Selected Large Scale Apparel Firms in Colombo District.

Stoilkovska, B. B., Žileska Pančovska, V., & Mijoski, G. (2015). Relationship of safety climate perceptions and job satisfaction among employees in the construction industry: the moderating role of age. *International journal of occupational safety and ergonomics*, 21(4), 440-447.

Sembe, F., & Ayuo, A. (2017). Effect of selected occupational health and safety management practices on job satisfaction of employees in university campuses in Nakuru Town, Kenya. *Journal of Human Resource Management*, 5(5), 70-77.

Bayram, M., Üngan, M. C., & Ardiç, K. (2017). The relationships between OHS prevention costs, safety performance, employee satisfaction and accident costs. *International journal of occupational safety and ergonomics*, 23(2), 285-296.

LaH, C. M., Siu, O. L., Faragher, E. B., & Cooper, C. L. (2003). A meta-analysis of the relationship between job satisfaction and employee health in Hong Kong. *Stress and Health*, 19, 79-95.

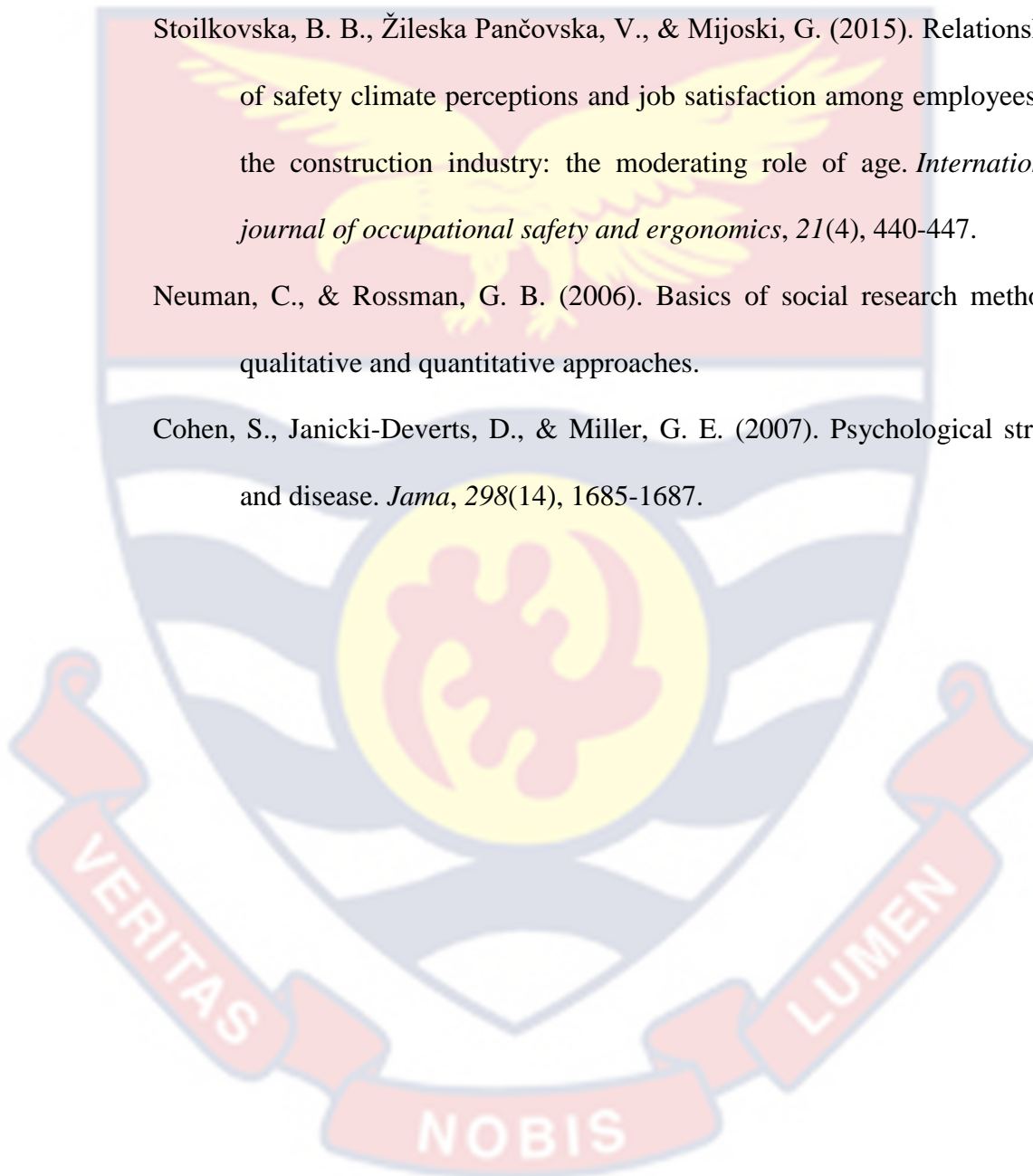
Dartey-Baah, K., Quartey, S. H., & Osafo, G. A. (2020). Examining occupational stress, job satisfaction and gender difference among bank tellers: evidence from Ghana. *International Journal of Productivity and Performance Management*.

Omusulah, I. D. (2013). Percieved influence of occupational health and safety practices on job satisfaction among employees in Chemelil Sugar Company Limited. *A research project submitted in partial fulfillment of the requirements for the award of master of business administration.*

Stoilkovska, B. B., Žileska Pančovska, V., & Mijoski, G. (2015). Relationship of safety climate perceptions and job satisfaction among employees in the construction industry: the moderating role of age. *International journal of occupational safety and ergonomics*, 21(4), 440-447.

Neuman, C., & Rossman, G. B. (2006). Basics of social research methods qualitative and quantitative approaches.

Cohen, S., Janicki-Deverts, D., & Miller, G. E. (2007). Psychological stress and disease. *Jama*, 298(14), 1685-1687.



APENDIX A

EXAMINING OCCUPATIONAL HEALTH AND SAFETY

MANAGEMENT PRACTICES ON EMPLOYEE'S JOB

SATISFACTION: EVIDENCE FROM WORKERS IN THE KRACHI

EAST MUNICIPAL ASSEMBLY IN THE OTI REGION

Research Questionnaire

Dear Sir/Madam,

I humbly invite you to serve as a participant in this study which seeks to examine occupational health and safety management practices and job satisfaction among Local Government Servants in the Oti Region. This questionnaire is for academic purposes only and any information gathered will remain confidential. Where alternatives have been provided in this questionnaire, please tick the appropriate response. For any other question write your answer in the space provided. Your participation and cooperation in this study is highly appreciated and valued.

Section A: Demographic Characteristics (*Only tick one option under each question*)

D1. Your gender is:

- A. Male
- B. Female

D2. Your age is:

- A. 18-24 years
- B. 25 -30 years
- C. 31 - 35yrs
- D. 36 – 40years
- E. 41 – 45 years
- F. 46 – 50 years
- G. 51 and above

D3. Highest educational qualification

- A. SHS/O- Level/A-Level
- B. Diploma/HND
- C. Degree
- D. Postgraduate
- E. Other (please specify)

D6. Years of working experience

- A. 1-5 years
- B. 6-10 years
- C. 11-15 years
- D. 16yrs and above

D7. Years of working in this organisation

- A. 1-5 years
- B. 6-10 years
- C. 11-15 years
- D. 16yrs and above

Section B: Occupational Health and Safety Management Practices

This section requires respondents to assess the occupational health and safety practices at the district assembly. The opinion of the respondents is assessed based on a five-point likert scale where 1= *Strongly disagree*;2= *Disagree*;3 = *Neutral*;4 = *Agree* and 5 = *Strongly Agree*. *To what extent do you agree that the following are provided as part of occupational health and safety practice at the assembly?*

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Welfare management and Practices					
1. Medical Insurance					
2. Life insurance					
3. Disability insurance					
4. Wellness programs					
Workplace Environment Management and Practices					
1. There is good lighting at the office					
2. There is poor ventilation at the office					
3. Indoor air is of good quality					
4. Physical layout is convenient					
5. There is noise at the workplace					

Section C: Job Satisfaction

This section assesses the level of Job satisfaction among the employees at district assembly. The opinion of the respondents is assessed on a five-point Likert scale such that 1=Extremely Dissatisfied; 2 = Dissatisfied; 3 = Neutral ;4 = Satisfied; 5 = Extremely Satisfied

<p>This questionnaire is to understand occupational health and safety management in your organisation. Please, answer all the questions.</p> <p><i>You are satisfied with:</i></p>	Extremely Dissatisfied	Dissatisfied	Neutral	Satisfied	Extremely Satisfied
1. The amount of job security I have.					
2. The amount of pay and fringe benefits I receive.					
3. The amount of personal growth and development I get in doing my job.					
4. The people I talk to and work with on my job					
5. The degree of respect and fair treatment I receive from my supervisor.					
6. The feeling of worthwhile accomplishment I get from doing my job.					
7. The chance to get to know other people while on the job.					
8. The amount of support and guidance I receive from my supervisor.					
9. The degree to which I am fairly paid for what I contribute to this organization.					
10. The amount of independent thought and action I can exercise in my job.					