International Journal of Engineering Research and General Science Volume 14, Issue 5, September-October 2026
ISSN 2091-2730

Impact of Industrial Safety on Employees and Company Performance: A Case Study of Sierra Leone Brewery Limited

Ibrahim Dumbuya (PhD)[1], Yahya Labay Kamara (MSc)[2], Mohamed Syed Fofanah (PhD)[3]

[1, 3] Department of Industrial Technology, [2] Department of Computer Science –School of Technology, Njala University – Sierra Leone

Corresponding Author: Ibrahim Dumbuya dumbuyaibrahim77@gmail.com

Co-Authors: ylkamara@njala.edu.sl , msfofanah1@njala.edu.sl

Abstract- Due to industrialization in developing countries such as Sierra Leone, a paradox has been created as on the one hand, it has contributed to economic growth but on the other hand, it has created huge occupational health and safety (OHS) gaps that compromise the right to life of the workers. This research project examined how the industrial health and safety practices influenced the performance of the employees of Sierra Leone Brewery Limited (SLBL) which is a strategically poised case considering its high- risk operational conditions and being red rated by the Environmental Protection Agency.

The research was based on the dual conceptualization of OHS as a human rights imperative and a productivity factor, which makes the ex post facto (causal comparative) design a suitable choice. The sample size of 100 employees, selected in a stratified random manner based on the day and the night shift, and the production, maintenance, and quality control departments, were included in the study. The data were gathered with the help of structured questionnaires with closed-ended Likert-scale questions and open-ended questions to supplement it with the analysis of secondary sources such as safety policies and incident reports. Descriptive statistics and Pearson Product-Moment Correlation were used to analyze quantitative data, whereas qualitative responses helped in the contextualization.

The results showed that the OHS environment in SLBL is complex. Although 59% of employees admitted that safety measures were implemented and they worked, a significant percentage (41%) admitted that they could not do it because of literacy difficulties, insufficient education and unfavorable working environment. Importantly, the research identified no affirmation of the accident compensation system where the management has made safety to be an individual process after providing protective gears. The motivations of management towards OHS were more on the need to maintain constant production (42%) and employee satisfaction (40%) as opposed to inherent safety culture. The most frequent accidents encountered at the workplace were container-related injuries (61%), fractures (29%), and chemical burns (10%). The problems that led to implementation were lack of fire safety procedures, safety signage which was not adhered to and lack of regularly conducted safety audits.

The paper concludes that industrial health and safety practices have a huge impact on employee performance at SLBL, especially safety training, commitment of management, safety awareness, and reduction of hazard exposure. But, implementation gaps, communication flaws and absence of compensatory justice are weaknesses to the efficiency of the current protocols. The study adds to the thin empirical body of literature concerning OHS in manufacturing settings in Sub-Saharan Africa and offers an empirical-based policy and practice insights.

Some of the recommendations provided encompass the provision of proper personal protective gear at every level of the employees, constant and accessible health and safety training that meets the literacy levels of all employees and providing better working conditions through structural safety measures and providing proper compensation machineries to meet the work accidents. The paper highlights that the systematic, verifiable, and continuous preservation of the right to life of the workers is not only an ethical requirement but a strategic need to the sustainability of organizations and maximization of performance in the developing economy industrial environment.

Keywords: Occupational health and safety, employee performance, ISO 45001:2018, manufacturing industry, Sierra Leone, human rights, industrial accidents, and safety management.

Note- This Manuscript was Submitted on June 8th 2026, Accepted on September 29th 2026 and Published on October 30th 2026

1.0 Introduction

The economic strategies of developing economies have traditionally been based on industrialization, and Sierra Leone is one of them. This quest, nevertheless, has made a massive paradox in that the same process that was aimed to accelerate economic growth, has in the process spawned a line of enormous occupational health and safety (OHS) deficiencies that are literally eroding the main human right of life. The annual number of deaths attributed to industrial accidents and work related diseases, globally, is in the millions and this is an ugly face considering that international human rights principles are emphatic in acknowledging the Omni benevolence of human life.

The urgency of this contradiction is what can be noted in Sierra Leone. Mining, transportation, construction, agricultural, manufacturing and commercial business cases of fatalities are not considered as some setback in the activities of the operations but as far as a massive violation of the right of life of the workers. Health and safety is not only a good practice as has been established by the former United Nations Secretary General, Kofi Annan, but a human right. Consequently, occupational health and safety must be regarded as a necessity and not a business practice.

The brewery industry and more precisely, Sierra Leone Brewery Limited (SLBL) is a good example of a high risk industrial environment. The business concept carries with it some risky conditions of the industry, such as heavy machinery such as high speed bottling lines and dangerous chemicals such as caustic soda and ammonia. The anomalies in the OHS and environmental compliance of SLBL are also serious. The red rating of the company by the Environmental Protection Agency is a bleak sign of a poor performance, hence this makes the organization a strategically apposite case study in exploring the nexus between OHS policy implementation and employee performance.

The common OHS regulation has a twofold rationale of adhering to the law and maximising productiveness. The relationship between the OHS investment and productivity is however intricate. The expenditure on safety will not suffice to reduce accidents and absenteeism but this will affect the organization performance. Conversely, well-established OHS systems enhance the performance of the employees since fewer people get injured, die, and miss working hours. This duality of OHS as a human right factor and a productivity factor needs to be strictly empirically examined on the actual impact.

The magnitude of the occupational hazard across the world has resulted in the formulation of international standards to organize the reduction of occupational accidents and diseases at the workplace, with the most prominent being the ISO 45001:2018 standard. The Plana Do Check Act model is used in ISO 45001 that replaces the previous standard OHSAS 18001: 2007, and reflects on the antecedent models such as ILO OSH 2001. This model is complementary to other ISO management systems as it uses the Annex SL framework, which offers an integrative and holistic view of the general risk management, ongoing improvements and accountability of leadership in occupational health and safety. It offers an integrative, holistic way of dealing with general risk management, on-going improvement and leader accountability in relation to occupational health and safety.

Relevant to the organizations of any industry and size, the benefits of ISO 45001: 2018 include a reduction in accidents and illness rates, higher productivity, reduced insurance costs, improved organizational culture of safety, reduced legal compliance rate and improved organizational reputation. The implementation of ISO 45001 in the case of SLBL is an opportunity and a necessity to deal with organizational OHS failures that existed systemically. Its success, in its turn, relies on the credible dedication of the leadership, the significant involvement of the workers, the adequate distribution of the resources, and long term orientation towards concerted enhancement.

The present research is therefore placed at the crossroad as far as human rights, employee performance and institutional reform. The research will also generate evidence through the analysis of OHS policy conversion and its role in the performance of the employees in the SLBL Company to make an informed contribution to organizational practice and policy in order to elaborate on the principle that the right to life must also be provided with systematical, verifiable and continuous protection in all workplaces.

1.1 Problem Analysis

This segment describes a systemic failure in occupational health and safety at the manufacturing sector in Sierra Leone which is explained by several convergent factors: hazardous chemical substances, dangerous machinery, inadequate plant layout, bad work procedures, exposure to radiations, and poor usage of protective equipment and tools. Blocked working areas with concomitant activities create natural spatial hazards, and staffs habitually take risks in the course of daily chores (Hon et al., 2010), which results in massive losses to an organization.

At the firm level, most manufacturing firms do not ensure the provision of personal protective gear by citing cost-prohibitive reasons (CIDB, 2004). This ends up making occupational safety an optional expenditure subject to cost benefit analysis and not a binding statutory duty and human right. Consequently, organisations have been willingly or negligently oblivious to the fact that safety deficits affect the performance of employees.

This has not been implemented due to the constraints of senior management as argued in scholarly discourse that mentions restriction of finance, lack of technical competencies and insufficient safety training. There is a danger with such explanations though that they will be exculpatory statements that will cover some inherent failures of organizational prioritisation. Unnikrishnan et al. (2015) can provide essential corrective action: productivity positively correlates with improvement of safety management, which adds more to the meaning of occupational health as productive investment than cost centre.

As the experience in Nigeria shows, companies that do not take the safety precautions are prone to expectable death toll and business interruption (Appleby, 2013; Hanger, 2014) which, under the circumstances described by that epidemiological data, cannot be described as unforeseen. The performance of this discourse of safety that organizations declare themselves as committed whilst withdrawing resources is a fundamental subject of enquiry.

The manufacturing field is one of the most frequent in regard to industrial accident rates (CIDB, 2018), as it brings into existence a sense of innate danger, which naturalises socially and organizationally constructed results. Although considerable research has been conducted on the relationship between safety-climate performances and performance (Choudhry, Fang, and Lingard, 2009; Dedobbeleer and Béland, 1991), no research has focused their studies on industrial safety and employee performance in manufacturing. This provisional gap in evidence allows organizations and its business to package occupational safety as an unproductive expense and not as a productive asset. The current study aims at filling this gap by conducting a systematic study in the field of industrial health and safety and its implications on employee performance with both a contribution to the scientific body of knowledge and the need to protect workers.

1.2 Aim and Objectives of the Study

The aim of the study is to establish the importance of safety management practices in promoting organizational performance specifically in industries.

The objectives of this study are to determine: (a) management commitment with regard to safety of employees and organizational performance at Sierra Leone Brewery Limited. (b) the influence of safety policies and protocols on performance of employees in Sierra Leone Brewery Limited. (c) key challenges affecting the adoption of industrial safety measures in Sierra Leone Brewery Limited.

2.0 Literature Review

2.1 Occupational Health and Safety Practices and Organizational Performance

The entire concept of occupational health and safety (OHS) in the modern field of empirical research has developed out of a regulatory requirement that is mostly compliance based to being a strategic driver of organizational performance. Studies have repeatedly supported this in almost every line of industrial business that the lack of sufficient safety management systems are largely linked to higher levels of occupational accident, work illnesses, absence level, and low output. Global statistics by International Labour Organization also show that about 2.78 million workers die every year as a result of work-related events, with another 374 million incurring non-fatal workplace injuries (Jilcha & Kitaw, 2016). These archival statistics are used to highlight the long-standing salience of safety failures at the workplace in spite of increasing regulations of safety in the form of international safety standards and domestic regulatory frameworks.

Empirical studies that exist all demonstrate positive relationships amid sound safety practices and positive outcomes in employee performances. It was determined that organizations that adopt holistic safety systems have high levels of employee commitment, minimal accident rates and high productivity measures (Borman and Motowidlo, 1993; Ofoegbu et al., 2013). The work-environment quality and the effectiveness of the hazard-control mechanisms influence job performance (conceptualised as observable behaviours that play a vital role in achieving organizational goals) significantly (Viswesvaran and Ones, 2000). At the same time, the existing body of literature tends to be more correlational, with only cursory explanatory information provided on how particular safety practices should be converted into a measurably better performance.

ILO-OSH 2001 (International Labour Organization, 2001), OHSAS 18001, and the national occupational safety laws that are imposed by organizations, including the United States Occupational Safety and Health Administration, are but some of the regulatory tools that created harmonised standards in industrial safety practice. Despite the positive relationship between compliance with those frameworks and improved organizational performance, the growing evidence suggests that despite compliance does not necessarily result in meaningful safety -performance benefits, especially in the environment where the enforcement capability is diluted and where the organizational commitment of the target employees is weak.

2.2 Safety Management Practices in Developing and African Industrial Contexts

The results obtained in developing economies, especially in the continent of Africa, indicated that there were still inadequate gaps in occupational health and safety practice as far as implementation is concerned. As Gyekye (2010) noted, several organizations in Africa are found to work within the context of the attenuated safety cultures which are indicated in the form of low enforcement of regulatory measures, a lack of worker training, and absence of managerial dedication. The latter issues are crisis sharp in high-risk industrial sectors, such as manufacturing, mining, and the production of beverages, in which manual laborers are faced with dangerous machinery, chemical exposures, heavy noise impact, and ergonomic stressors.

Empirical studies carried out in the developing country settings have revealed that effective safety management practices contribute substantially to productivity of workers as well as curbing absences. Mohammad and Susanty (2016) and Anggoro et al. (2010) determined that organizations with well-organised safety systems deliver better employee performance indices as compared to those that do not have safety systems. Equally, Sgroi (2015) showed that investments in occupational health promotion brought a lesser level of absenteeism and enhanced the morale of the workers. There is, however, a majority of this evidence which belongs to Asian and Latin American jurisdictions, which cast reasonable doubts as to whether it can be applied to the Sub-Saharan African industrial contexts where the capacity of regulatory institutions and the infrastructural support infrastructure varies considerably.

One of the repetitive themes of the literature is the barriers to implementation. The managerial commitment was determined by Akpan (2011) as one of the essential factors that will determine the effectiveness of OHS system in place and Hital (2008) has reported that in many organizations, safety initiatives are not seen as a productivity-increasing investment, but they are viewed as cost burden. These perceptual orientations often enable the establishment of little or token implementation of safety policies therefore limiting their effects on performance within employees and overall organisational performance.

2.3 ISO 45001:2018 and Occupational Health and Safety Performance

The issue of the promulgation of ISO 45001: 2018 into effect is a watershed in the world of international occupational health and safety management. The standard proposes an organized outline of Hazard identification, risk assessment, and implementation of the risk control in a risk-based methodology and is consistent with Plan-Do-Check-Act cycle of continuing improvement (International Organization for Standardization, 2018). The fact that it is designed to be compatible with ISO 9001 and ISO 14001 makes it easy to fit OHS management within a wider management structure of the organization, hence, fostering synergistic management of quality, environment and safety aims.

Empirical studies reveal that, organizations that implement the ISO-based OHS management systems have experienced quantifiable reduction in accidents at the workplace, lost workdays are reduced, and the regulatory compliance is enhanced, as well as, improved employee performance. Purwanto et al. (2020) determined that the implementation of ISO45001 served to increase not only the safety culture and operational efficiency but also in the cases where leadership commitment and the involvement of workers were prioritised. These results can be used to support larger studies according to which proactive safety management systems can increase the organisational performance through minimising the disruption and conserving human capital.

However, there exists an opposing line of literature that warns that certification is not necessarily going to bring forth better safety or performance. Successful implementation is still in the dependency of proper resource allocation, continued training delivery and management involvement. When certification is sought with more reputational or market positioning goals in mind, a safety increase can be kept within bounds - the need to be honest operationalisation of ISO 45001 requirements and not formal adoption.

3.0 Methodology

3.1 The study Area

The research site, the Sierra Leone Brewery Limited (SLBL) is strategically located in the Wellington Industrial estate located in the eastern periphery of Freetown, which is an industrial estate where some of the largest manufacturing companies in the country are

located. The company has been in operation since the early 1960s (a period of over sixty years) and has supposedly practiced occupational safety guidelines which have been under progressive changes in accordance with the constant changes in the technological infrastructure of the company. The production setting is marked with a large presence of mechanised hazards, such as high speed mixers, conveyors, shredders, and automated bottle fillers, types of equipment that are always linked to high occupational risk profiles in beverage production settings. The plant covers around 0.51 sq. mi. (0.82 km ^{2}) of factory area and has an estimate of between 600 and 1,000 workers. This scale of employment makes SLBL one of the larger employers of the private sector in Sierra Leone, and its safety practice not only worker-consequential but also sectorial-consequential to benchmarking. The company has a two shift system, day and night shift, operations-wise, to maintain continuous production cycles. This temporal spread of work actions poses some extra analytical issues since there is evidence that working at night shifts is linked to high levels of fatigue, reduced hazard alertness and uneven distribution of exposure to accidents. A solid research on the effectiveness of safety protocols at SLBL will then have to consider the possibility of inter shift differences in the implementation of safety practices as well as employee performance outcomes.

More importantly, the period of the safety protocol adoption, however, cannot be regarded athe evidence of the substantive implementation effectiveness by itself. The fact that Sierra Leone continues to have documented regulatory issues on industrial safety compliance, as well as that the country has received negative environmental and safety ratings due to the activities of major industrial players, begs the question that the assumption that long-term safety policies is synonymous with strong safety cultures, is indeed overdue. This paper thus does not view SLBL as a supposed model of advanced safety management, but instead the strategically chosen case in which to question the connection between official safety practices and achieved employee execution results in a limited regulatory framework. The two shift cohorts should be included methodologically to reduce the temporal sampling bias and to observe the entire range of safety practice-performance relationships throughout the continuous production cycle of the organisation



Figure 3.1 Goggle Earth Image of the study Area

3.2 Research Design

In this research, an ex post facto (causal comparative) design was adopted which allows making valid group comparisons, Respondents were divided into groups based on common features in order to compare the effects of employee occupational health and safety behavior on the employee performance during day and night shift groups at Sierra Leone Brewery Limited.

3.3 Study Population

The target population included employees of Sierra Leone Brewery Limited. A sample size of 100 was selected from the estimated 600 employees with the sample size being restricted to workers who are in direct contact with machinery and processing equipment.

3.4 Sampling Design

The respondents were selected using a stratified random sampling method to select 100 respondents in the Sierra Leone Brewery Limited workforce. The sampling frame was stratified according to the shift assignment (day and night) and departmental responsibility (production, maintenance and quality control) to have representation of the main subgroups that have different levels of hazard exposure and safety procedures involvement.

Simple random sampling was used to select respondents in terms of stratum size within each stratum. This design has reduced selection bias, maintained sample representativeness, and made comparative analysis across shift cohorts and departmental settings to be valid.

The design is consistent with the ex post facto model in that it identifies existing group features as the basis of comparison and random selection between the strata to control the non-experimental bias. The sample size was calculated in a compromise between statistical and operation feasibility.

3.5 Data Collection Procedure

The structured questionnaire consisting of four sections based on the existing validated scales was used to collect data. Section A was used to collect socio-demographic variables; Section B focused on occupational health and safety measures; Section C covered the perceived role of OHS in organisational performance and Section D discussed the obstacles to the adoption of the ISO-specified safety standards.

The questionnaire used closed-ended questions that had the Likert response format. Simple percentages and mean scores were used to analyse data in order to define trends in responses and the levels of employee perceptions.

The administration was done at the site of Sierra Leone Brewery Limited. The respondents were sampled based on either day or night shift so as to have a representation of both cohorts. Questionnaires were also administered at specific break times in order to cause minimum interference to the production process and completed tools were also collected as soon as possible or within 24 hours. The respondents were guaranteed privacy, made aware of their freewill participation, and ethical guidelines on informed consent and data privacy was followed in the process.

3.6 Sources of Data

Primary data were collected through structured questionnaire and secondary data obtained from internal corporate documents (safety policies, incident reports), regulatory publications, corporate annual reports and peer-reviewed materials on the topic of OHS practices in the context of manufacturing and beverage industries, including the implementation of ISO 45001:2018 in developing economies.

The combination of the two sources made methodological triangulation, as well as improved validity and reliability, and allowed the critical comparison of expressed safety policies and implemented practices at the site of the study.

3.7 Data Analysis

The analysis of quantitative data was done in SPSS and Microsoft Excel 2019. Pearson Product-Moment Correlation Coefficient was used to test the strength and direction of the linear relationship between occupational health and safety practices and organisational performance outcomes. All the analyses were done at 0.05 significant level.

The cleaning, data entry, and verification were performed in excel before the data was exported into SPSS. The combination of descriptive and inferential analysis helped to conduct effective investigation of the correlation between safety practices and employee performance in the study.

4.0 DISCUSSION OF RESULTS

4.1 Socio-Demographic Characteristics of Sierra Leone Brewery Limited

This part will provide the socio-demographic description of 100 respondents of the Sierra Leone Brewery Limited, in terms of six indicators: gender, age, marital status, job category, educational level and length of service. These attributes give needed background on understanding the following results because shift assignment, the department where they work and tenure are factors that could affect the level of hazard exposure, as well as the efficacy of the safety measures. To summarize the distribution of respondents in every category descriptive statistics including frequencies and basic percentages were used.

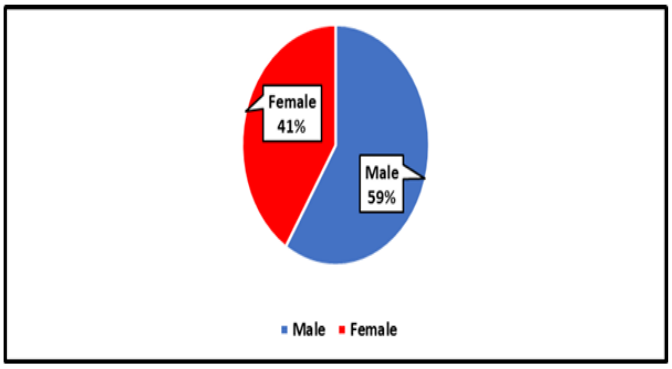


Figure 4.1: Gender distribution of the employees

According to Figure 4.1, 59% out of the 100 respondents were male and 41% were female, which indicates that female representation in an industrial manufacturing setting traditionally dominated by men can be measured. Even though this is an indication of workforce diversification coming out, the 18 percentage points gap indicates that the gender gap is not yet closed. It is possible that this distribution has consequences on the differentially exposed hazard exposure, responsiveness of safety training, and distribution of accidents, which should be investigated further.

Age Distribution of Employees

In Figure 4.2, the respondents in the 20-30 years cohort constitute the highest percentage of 61 which depicts a young workforce that is adapted to the physical aspects of the shift production. The age group of 31 40 contributed 10 percent which was mainly in the supervisory category which implies tenure-based advancement to supervisory positions with the other 29 percent spread within the older age groups. These demographics have significant consequences on safety: younger workers can be more physically resilient but with reduced hazards awareness, which means that specific training is necessary, and the fact that supervisory power is concentrated among long-term employees compensates the effectiveness of safety control and the maturity of safety cultures.

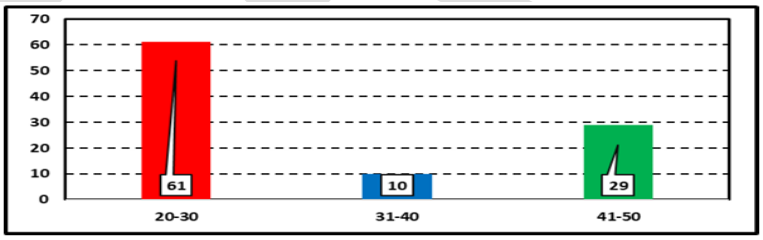


Figure 4.2: Age distribution of the employees

Marital status of the staff at the company

The distribution of the marital status of the respondents is shown in figure 4.3. Out of the 100 respondents, 51 per cent were single, 41 per cent married and 8 per cent divorced. Existence of a large number of single employees is due to the youthful nature of the workforce and indicates flexibility in schedules that will allow shift work.

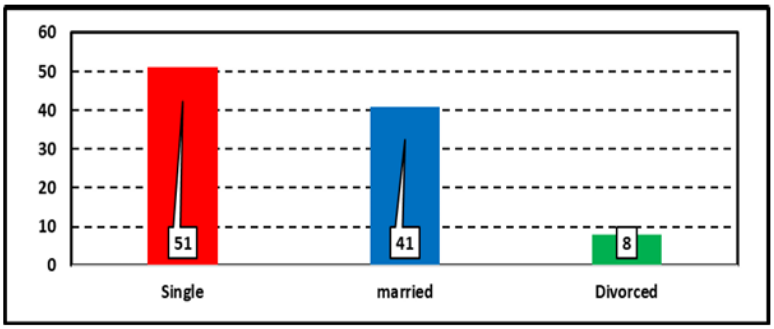


Figure 4.3: Marital status of the staff at the Company

The respondents in marriage were largely clustered in the administrative and supervisory positions implying that marital status can be used as an indicator of presumed stability and accountability in promotions. This trend has some implications on the safety leadership in that the supervisor attitudes to safety behaviour play a significant role in the subordinate safety behaviour.

Most of the respondents worked either on part time or on casual basis especially among the day shift workers. The long interaction with the employees of the night shifts during the data collection offered extra contextual information with the relationship between the occupational health and safety practices and the organisational performance and supported and improved the official results of the survey.

Job Category of the Employees

Figure 4.4 shows the distribution of the respondents by job category. Employees with permanent status constitute 49% of the total workforce which is the core operation workforce. The other workers who make up 41% are contract technical specialists and are employed on a fixed-term basis to meet specialised maintenance and engineering requirements. The rest 10% are part-time workers.

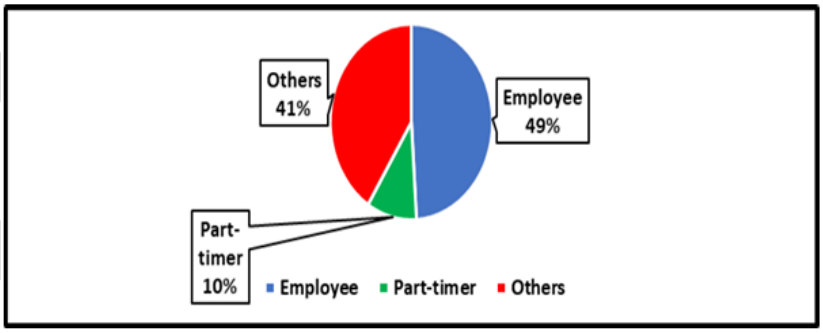


Figure 4.4: Job category of the employees

The high composition rate of the contract technical staff is methodologically important because such professionals have expert knowledge of equipment malfunctions and systemic safety failures that are difficult to realize among permanent production employees. They were included to offer important information on possible accidents at the industry and the sufficiency of preventive measures. This is indicated by its distribution in that modern beverage manufacturing is a skill intensive industry and the firm depends on consistent labour input in operations as well as specialised technical skills.

Educational level of the Employees

Figure 4.5 shows the levels of education of the people sampled in the study area. The greatest proportion was made up of the workers who are university educated and hold technical and administrative positions that need high literacy and specialized competencies. Graduates of vocational institutions were 20 percent of the respondents who are employed mostly as electricians, and other skilled workers. The workforce was comprised of the secondary school leavers and the majority of the laborers were only equipped with primary education and went on to do an informal work; they are usually employed as part-time or contract employees.

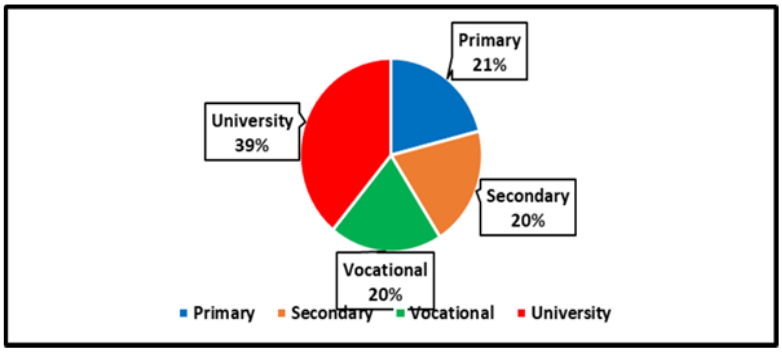


Figure 4.5: Educational level of Employees

Duration on Job

The study reveals that 49% of employees have more than five years in service while 41% have five years of service. 10% have worked between seven and twelve months where they could have been part time and casual workers with inconsistent attendance as shown in Figure 4.6. Their short term nature and occasional availability poses safety management issues such as less exposure to training, less internalization to the safety culture and probably increased risk profile, since they are not familiar with equipment and procedures.

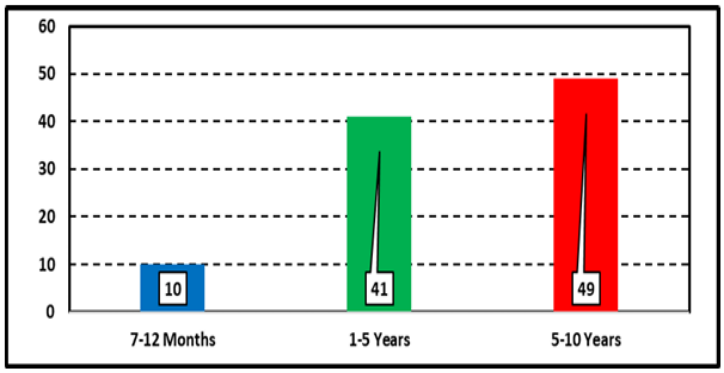


Figure 4.6: Length of service of Employees

4.2 Management Commitment to Health and Safety at Sierra Leone Brewery

Assessment of Health and Safety Protocols in the Company

The results of the assessment of the implementation of health and safety protocols at SLBL are presented in Figure 4.7. 82% of employees agreed that there are health and safety protocols implemented.

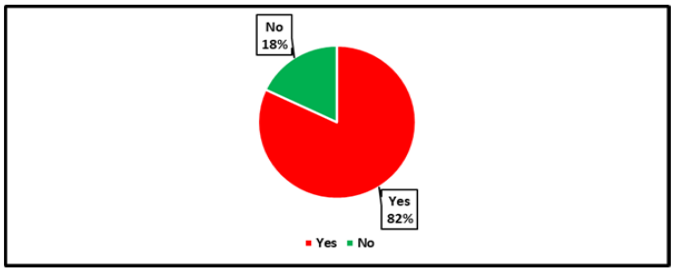


Figure 4.7: The presence of health and safety protocol

An investigation of the safety protocols effectiveness revealed that 59% of employees find OHS protocols effective, citing their ability to read and follow equipment instructions. However, 41% reported being unable to comply due to restricted access to heavy machinery areas and personal barriers such as illiteracy and lack of awareness as presented in Figure 4.8. These findings reveal a significant divide in protocol effectiveness based on employees' literacy levels and working conditions.

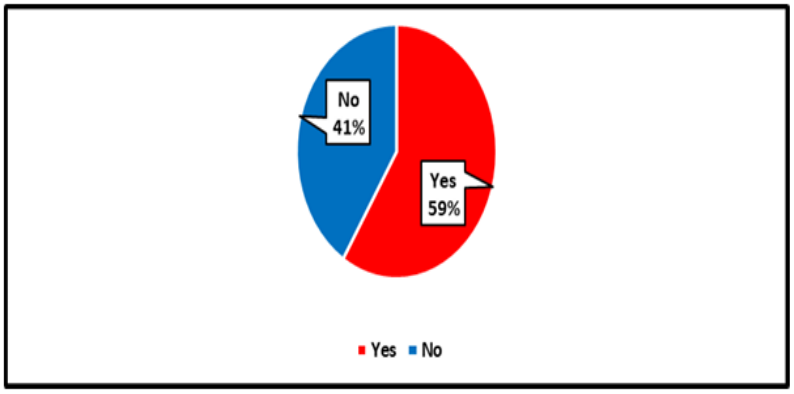


Figure 4.8: Effect of the protocol

The study further reveals that the ineffectiveness of OHS identified three main reasons namely lack of technical know-how, low literacy levels preventing comprehension of instructions, and unconducive working conditions that force employees, such as those in chemical rooms, to disregard safety suits as presented in Figure 4.9.

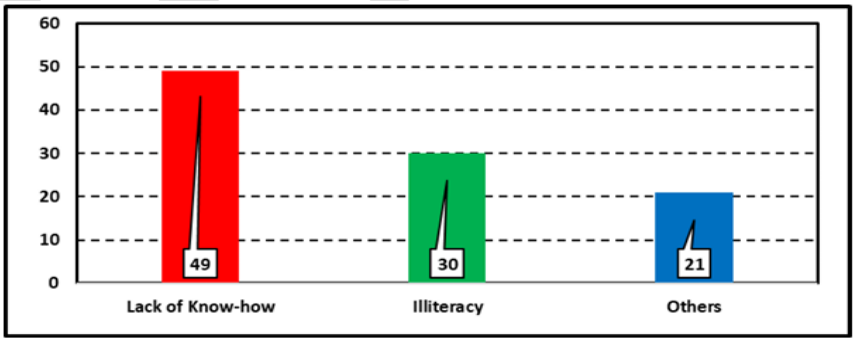


Figure 4.9: Reasons why the protocols do not work.

Furthermore, 75% of employees did not confirm the existence of accident compensation at SLBL. Although this could stem from inexperience or lack of awareness among general staff, the interviews focused on senior employees expected to be knowledgeable about such policies. Their responses indicate that the company does not provide compensation for workplace accidents.

4.3 Contribution of Occupational Health and Safety Management System to Achieving Company Performance

According to Figure 4.10, SLBL allocates the largest share of its OHS efforts to increasing employee satisfaction (40%), followed by enhancing productivity (32%) and reducing staff turnover (20%), with profit increase receiving the least attention (8%). This deliberate focus on worker well-being is designed to foster efficiency, which in turn drives improved output and profitability. Consequently, the company consistently achieves its annual targets, despite earlier findings indicating a lack of accident compensation.

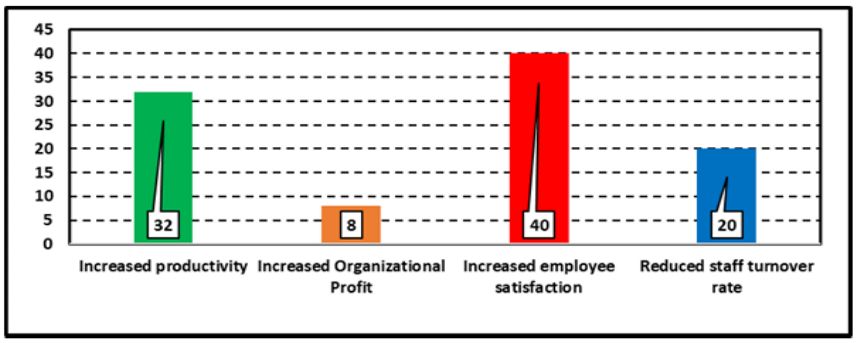


Figure 4.10: Contribution of OHS

4.4 Challenges in implementing Health and Safety Protocols at Work place

Figure 4.11 presents major safety measures disregarded by the workers, which result in severe injuries in the workplace. 52% of employees have acknowledged that they have neglected the procedures involved in fire accidents, blaming the preventative measures as being too complicated and tiresome.

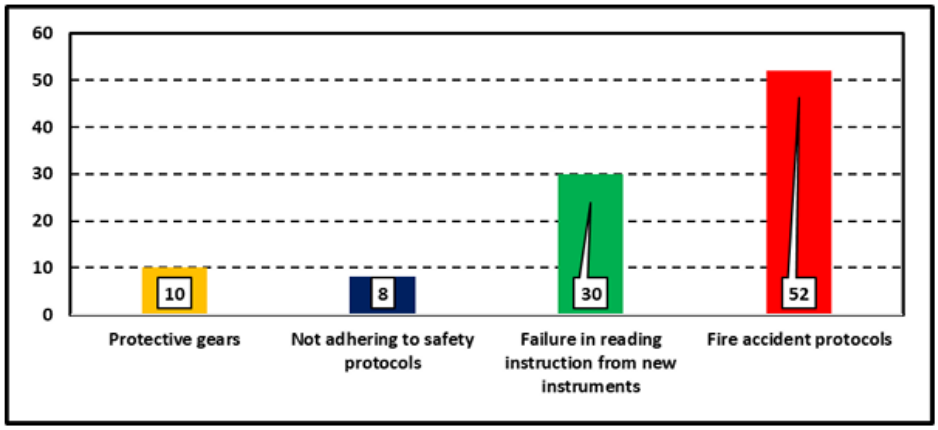


Figure 4.11: Safety protocols ignored by employees

6.0 Conclusions

Based on the findings, the following conclusions could be made:

Safety Training: The findings indicate that there is need to conduct safety training to equip the employees with the skills, which will enable them to identify and remove the workplace hazards. The analysis has revealed that safety education produces tremendous effect on the performance of the employees because people who have been trained feel confident and more efficient at their workplaces.

Management Commitment: Management of the situation insisted on leadership in the formulation of a strong safety culture. It was established that the commitment of the management to health and safety practices is positively related to the performance of the

employees; therefore, the commitment to the safety standards of the leaders, which was mentioned above, can enhance the adherence of the members of the organization to the safe practices.

Safety Awareness: The other valuable aspect of the workplace incident reduction was Safety Awareness. The study findings indicated that the better people understand the workplace risks and safety precautions, the safer their behaviors are and the more productive the workers are since they will be always on their guard and will always be keen to avoid trouble.

Exposure Hazard: The study found out that the lesser the exposure to hazard, the better the performance of the employees. The injuries level is also minimized consequently leading to minimal absenteeism and greater operational efficiency among the employees that work in an environment where risks are managed.

General Conclusion It is concluded that the performance of employees in Sierra Leone Brewery Limited is highly influenced by the industrial health and safety practices. The great emphasis on safety training, management commitment, safety awareness and eradication of the exposure of the hazards are the most critical factors that ensure the well-being of the employees and the prosperity of the organization. The findings reveal that organisations which have been keen to offer comprehensive health and safety programmes can achieve high performance in terms of reduced accidents, high morale of employees and high productivity. The regular safety training and employee engagement in safety operations will provide another effect and boost the overall organizational performance in the future.

Recommendations

The follow recommendations are presented based on the findings of the study:

1. Provision of Adequate Personal Protection Equipment (PPE): The management ought to embark on providing all the employees with the right and adequate personal protection equipment at every level. This will go miles far in reducing the risk of accidents within the industries and will help to make the working environment safer.
2. Continuous, broad health and safety education: Top, middle and low-level staffs should be subjected to continuing and large-scale health and safety education. Such training will impart good safety culture and knowledge to the employees in a way that they can be in a better position to prevent accidents since it will be known that no one is immune to working hazards.
3. Improvement of the Work Environment: It is required to possess good employees on the basis of good and safe working environment. The management should work towards the betterment of the working conditions which should be risk-free and fruitful.
4. Structural and Motivational Safety Measures: In order to promote good safety practices, the management will be interested in considering the following: design and maintain a well-organized production layout to minimize risks; keep dangerous substances in special locations that are secured, and that need not necessarily be around the working environment; extrinsic motivation which may take the form of an incentive or recognition in order to motivate the personnel to abide by the safety measures and the use of safety equipment; appropriate lighting and sound systems are well-installed and placed in a manner that maximize the overall working environment safety and communication.

Such recommendations will assist in developing a more constructive safety culture, reducing the number of accidents and increasing the performance and effectiveness of the employees.

Acknowledgement

The researchers wish to express their sincere gratitude to the management and staff of Sierra Leone Brewery Limited (SLBL) for their invaluable support and cooperation during the data collection process. Special appreciation is extended to the School of Technology, Njala University, for providing the academic guidance and enabling environment necessary for the successful completion of this research.

REFERENCES:

1. Akpan, E. I. (2011). Effective safety and health management policy for improved performance of organizations in Africa. *International Journal of Business and Management, 6*(3), 159–165. https://doi.org/10.5539/ijbm.v6n3p159

2. Anggoro, Y., Mohammad, M., & Susanty, A. (2010). The effect of safety management practices on employee productivity in Indonesian manufacturing firms. *International Journal of Business and Management Science*, 3(1), 87-102.

3. Appleby, M. (2013). *Industrial accidents and operational disruptions in Nigerian manufacturing: Causes and consequences*. Lagos: Nigerian Institute of Safety Professionals.

4. Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 71–98). San Francisco: Jossey-Bass.

5. Choudhry, R. M., Fang, D., & Lingard, H. (2009). Measuring safety climate of a construction company. *Journal of Construction Engineering and Management*, 135(9), 890-899.

6. Dedobbeleer, N., & Béland, F. (1991). A safety climate measure for construction sites. *Journal of Safety Research*, 22(2), 97-103.

7. Gyekye, S. A. (2010). Occupational safety management in African industries: The role of safety climate. *African Journal of Business Management*, 4(9), 1845-1854.

8. Hanger, J. (2014). *Workplace fatalities and safety failures in Nigerian industries*. Abuja: Federal Ministry of Labour and Productivity.

9. Hital, A. (2008). Safety as a cost burden: Perceptions and realities in developing country contexts. *Developing World Journal of Occupational Safety*, 3(1), 22-36.

10. Hon, C. K. H., Chan, A. P. C., & Wong, F. K. W. (2010). An analysis for the causes of accidents of repair, maintenance, alteration and addition works in Hong Kong. *Safety Science, 48*(7), 894–901. https://doi.org/10.1016/j.ssci.2010.03.013

11. International Labour Organization. (2001). *Guidelines on occupational safety and health management systems (ILO-OSH 2001)*. Geneva: International Labour Office.

12. International Organization for Standardization. (2018). *ISO 45001:2018 Occupational health and safety management systems — Requirements with guidance for use*. Geneva: ISO.

13. Jilcha, K., & Kitaw, D. (2016). A literature review on global occupational safety and health practice & accidents severity. *International Journal for Quality Research*, 10(2), 279-294.

14. Mohammad, M., & Susanty, A. (2016). Safety management practices and their impact on employee performance: A study of Indonesian manufacturing companies. *Asian Journal of Technology Management*, 9(1), 45-58.

15. Ofoegbu, O. E., Akinbode, G. A., & Olusanya, O. A. (2013). Occupational health and safety and its impact on employee performance in Nigerian manufacturing firms. *European Journal of Business and Management*, 5(14), 128-136.

16. Purwanto, A., Asbari, M., & Santoso, P. B. (2020). Effect of ISO 45001 implementation on safety culture and operational efficiency: An empirical study. *Journal of Industrial Engineering and Management*, 13(3), 512-527.

17. Sgroi, D. (2015). Occupational health investments and worker productivity: Evidence from firm-level data. *Journal of Health Economics*, 42, 115-129.

18. Unnikrishnan, S., Iqbal, R., Singh, A., & Nimkar, I. M. (2015). Safety management practices in small and medium enterprises in India. *Safety and Health at Work, 6*(1), 46–55. https://doi.org/10.1016/j.shaw.2014.10.006

19. Viswesvaran, C., & Ones, D. S. (2000). Perspectives on models of job performance. *International Journal of Selection and Assessment*, 8(4), 216-226.