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Article

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OCCUPATIONAL SAFETY CULTURE AND PROGRAMMES ON EMPLOYEES PERFORMANCE IN LAFARGE CEMENT INDUSTRY

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Abstract

The pertinence of work in employees' lives cannot be overestimated; as a result, the degree of safety mechanisms available for them at work goes a long way in affecting their level of performance. Non-compliance with occupational safety policies by manufacturing firms and employees places severe financial burdens on both parties and puts them at a very high risk, as accidents will become a recurring decimal. It was on the notion that the study principally investigated occupational safety culture and programmes as predictors of employees' performance in the Nigerian cement industry with the objective of examining the effect of safety culture on task performance and investigating the relationship between safety training programmes and adaptive performance in Lafarge Cement plc, Ewekoro, Ogun State, Nigeria. The descriptive research design underpinned the study and a total of one hundred and seventy three respondents served as unit of analysis for the study through the multi-stage sampling technique. Findings provided that safety culture strongly and positively affect employee task performance with ($r^2 = .893$, $p\text{-value} < 0.05$) and there existed a significant correlation between safety training programmes and adaptive performance of employees with ($r = 0.735$, $p\text{-value} < 0.05$). In conclusion, committees should be inaugurated and saddled with the responsibilities of studying events and evolving trends in accidents that can portend dangers on employees' performance and initiate corrective measures. Therefore,

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management of Lafarge Cement Ewekoro should consistently initiate policies for instilling safety disciplines and consciousness at work.

Keywords: Adaptive Performance, La Farge Cement Plc, Safety Culture, Safety Training Programmes and Task Performance.

Introduction

Employees' performance is vital for organisational sustainability, success and profitability. This is because employees spend more than eighty-five percent (85%) of the lives at workplace. This brings to fore that; recording high level of performance is largely dependent on organisation's safety culture and how well their employees are trained to imbibe this culture. According to Adekoya, Jayeoba and Fapohunda, (2022), complying with the necessary national safety procedures is a challenge being faced by managements of manufacturing firms in Nigeria. On this note, three cardinal features are attributed to organisations and these are employees' behavioral patterns, organisational safety culture, and training. Thus, how these three components are integrated reflects the safety compliance level of organisations (Olanipekun, Genty & Azeez, 2022). From the above submission, it can be stated that establishing a safety culture with stringent conditions may not raise the bar of attaining optimal performances of employees; until trainings are made available to educate employees (Akintayo, 2020). Safety culture can be considered to represent perceptions, values, attitude, behavioural conducts of both individuals and groups that serve as metrics for the evaluation of commitment towards health and safety management at work. Culture demonstrate the interactions between peoples' psychological nature and their disposition at work. According to Guldenmund (2020), safety culture assists in observing the efforts of members of an organisation by drawing their attention on how to improve safety measures on a daily basis while on the job. In the same vein, safety oriented culture is comprising all elements of an organisation's culture which affects the behaviours and attitudinal patterns associated with increment or reduction of risk (Leka, Jain & Lerouge, 2021). The perceptions of these scholars helps to direct employees' activities towards the understanding of risks, accidents, and prevention, from the dimension of adequately comprehending its necessary definitions, experiences, and perceptions on safety (Olanipekun & Jiboku, 2021).

Safety training programmes are crucial subsystem of modern safety management systems (Casey, Turner, Hu, & Bancroft, 2021) with the objective of rendering competence amongst employees to work effectively and stay safe. A recent meta-analysis of workplace safety interventions has shown that safety-training programmes improve both safety compliance and safety participation (Hutchinson, Luria, Pindek, & Spector, 2022). Crucially, the success of classroom-based training depends on the application of the lessons learned in the workplace (Ford, Bhatia, & Yelon, 2019). Safety training differs from conventional training, with these differences creating unique challenges that hamper the successful transfer of safety training. A study by Baldwin, Ford, and Blume (2019) indicated that trainees require the customisation of their training to fit their job situation, while Grossman and Salas (2011) observed that employees increasingly required mutable skills so that workers were capable of adapting to specific environments. The environment of work in the Nigerian manufacturing industry in the twenty first century has become more toxic than in recent years. These abnormalities ranges from constant exposure to dangerous chemicals, abnormal lightings and unpleasant substances, heavy machines and equipment built on unstandardised workplace layouts (Olanipekun et al., 2022). Furthermore, the

processes of work as well as other substances that are injurious which stems from the wrong application and usage of safety protecting equipment mechanism and the inappropriate utilisation of working tools. Most times, manufacturing environments are congested with manifold of activities that are concurrently occurring, which further culminates into risks that becomes unavoidable. Thus, Lilley, McNoe, Davie, De Graaf, and Driscoll, (2020) were of the view that the avoidance of these accidents and risks are vital at work; particularly in workplaces involving numerous amount of employees, a high-hazard work environment, and the potential for loss of life. Effective occupational safety culture and programmes enable both employees and their organisations to properly function and influence the desires of employees towards the fulfilment of goals. However, the 'softer' concerns management have in the aspect of occupational safety programmes has often been given little cognizance (Shamsuddin, Ani, Ismail & Ibrahim, 2020); hence, this study.

Objectives of the Study

This study was hinged on investigating occupational safety policies as predictor of employees' performance in Lafarge Cement Plc, Ewekoro, Ogun State, Nigeria. In specific terms, the study

- i. Examined the effect of safety culture on task performance in Lafarge Cement plc, Ewekoro, Ogun State, Nigeria; and
- ii. Investigated the relationship between safety training programmes and adaptive performance in Lafarge cement plc, Ewekoro, Ogun State, Nigeria.

Hypotheses of the Study

H0₁: Safety culture does not affect task performance in Lafarge Cement plc, Ewekoro, Ogun State, Nigeria

H0₂: Safety training programmes have no significant relationship with adaptive performance in Lafarge cement plc, Ewekoro, Ogun State, Nigeria.

Literature Review

Occupational Safety Policies

Occupational safety policies are a globally recognised concept. Even though the definition of occupational health policies differently understood across various culture and climes, its primary rationale is to improve the condition of work and environment where employees carry out their daily activities. Comprehensively, Alli, (2008) described occupational safety policies as the science for anticipating, recognising, evaluating and controlling of hazards that arises from the work environment which may be toxic to the health and well-being of employees and its possible escalation towards immediate communities and the environment at large. Alli's opinion explains on a broad spectrum the intricacies of occupational health policies and its significance not just on the work environment but also on the larger society. Hazards arising in and from work environment has both current and future dimensions; thus, according to Germain, Droge, William & Christensen, (2001), they opined that every type of work, which follows a process, leads to a certain output or product; hence, preventing hazards and promoting employees' health becomes prerequisite for forward thinking firms.

Safety Culture

An organisation's safety culture will also influence employees' performance. A poor, purely reactive safety culture makes disruptions more likely, either through accidents or near-misses. These disruptions interrupt workflows, making it more challenging to maintain the same level of performance throughout the workday. According to Yorio, Edwards and

Hoeneveld (2019) conceptualized the idea of safety culture was raised after the 1986 Chernobyl incident. As stated by Fernández-Muñiz, Montes-Peón and Vázquez-Ordás, (2017) there is no universally accepted definition for safety culture as several interpretations have been assigned to safety culture by many researchers since its inception. Regardless of this, certain elements make it possible to constitute a definition for safety culture as a set of shared values, and members' safety perception, attitude and their behavior concerning safety in an organization as well as organizational policies, procedures, and practices pertinent to the enhancement of measures against possible risks and hazards being the priority. Cox and Flin, (2020) also highlighted the concept of safety culture by including collective beliefs, perceptions, and attitudes of the workforce in the pursuit of safety.

Safety Training Programmes

Safety training programmes are developed with an aim of enabling workers acquire attitudes, knowledge and skills which helps them reduce the perceived risk of their jobs. Most workplace hazards are caused by incomplete or absent training and if an employee is not trained to their job properly in order to avoid falling victim to hazards, they are likely to become frustrated. When trained correctly on health and safety measures, an employee is likely to feel much less stress and more satisfied with their job. Sarmiento and Beale, (2019) found that job satisfaction tended to be higher where there is access to workplace training. Safety training programmes are aimed at protecting workers in any industry from damage caused by work, the accompanying education and insights that may lead to injuries, accidents and occupational diseases. These programmes include a set of instructions and laws within the workplace and must be adhered to by all. The goal of occupational safety and health programmes is to provide a safe working environment for all workers, customers, suppliers, visitors, the community around the workplace and all those affected by the work environment. (Sarmiento & Beale, 2019). It is clear that safe working conditions affect workers and performance as the right conditions create a safe working condition, which leads to the maintenance of the employees' safety (Badelake, 2012). Olanipekun, Genty, & Azeez, (2022) accentuated safety training programmes as a mechanism for discovering the accidents causes with the intention of reducing these accidents. Furthermore, it denotes a continuous process towards the enhancement of safety and it tries to minimize the effects of accidents. Safety training programmes are an integral part of the preventive program. Safety and health training is an essential element in maintaining a healthy and safe workplace and has been an integral component of occupational health and safety management. Safety training programmes provide employees with the basic theoretical and practical knowledge for the successful exercise of their occupation and their integration into the working environment (Christian, Bradley, Wallace & Burke, 2019). Safety training programmes should meet the needs of the workers. Safety training spells out the rules and provides information on potential hazards and how to avoid them.

Employee Performance

From the position of Razak and Ramlan (2018), performance as a concept infer both the quality and quantity derived from undertaking a task by an employee in the process of executing their functions via agreement in responsibilities being specified in their job description. As submitted by Al Mehrzi and Singh, (2016) performance delineates the level of success attained by an employee during a certain period tasks were undertaken and comparing such with different metrics, such as standards of work, pre-arranged or targets criteria, which have been mutually agreed upon with their employers. Additionally, Yang, Lee,

and Cheng, (2016) asserted that basically, performance is what employee does or does not. Ngozi and Obianju, (2015) perceive employee performance as the composition of employees' commitment, meeting of deadlines, achievements and product or job quality, responsibilities, operational efficiencies, positive work attitude, excellent customers' services, seldom dismissals, satisfaction on the job, development and growth, low rate of turnover, abilities, knowledge and skills engendered on harmonious working relationships among others.

Task Performance

This is a strand of employees' performance dimension that explains the effectiveness wherewith an employee can contribute to the activities of the organisation from the point of its core technical areas whether directly or by being a part of the process in the aspect of providing materials required (Ittner & Larcker, 2021). It is a dimension of employees' performance, which delineates the quantity and quality of work by the basic activities, which are inherent in the description of jobs and the employees to perform them (Aggarwal, Sadhna, Gupta, Mittal & Rastogi, 2020). It symbolises a situation that consists of main components of the work; which is carried out by the employees under the control of a manager. In addition, it is a situation that involves the fulfilment of the main obligations towards work and exhibition of related behaviours (Pattnaik & Sahoo, 2021). These behavioural patterns of the employees are expected to be in alignment and provide support the carrying out of the activities that are technical in the production process (Motowidlo, Borman & Schmit, 1997). Thus, related behaviours to task performance comprises elements such as planning, organising and prioritisation, showing an employees' level of responsibility, zeal for result-oriented and efficient task delivery (Nye, Ma & Wee, 2022).

Adaptive Performance

This represents the nature or employees to adapting their pattern of behaviour to a demand occasioned by a new situation or a changing environment, situation and events. According to Heinze and Heinze, (2020), it was bared that scholars of previous adaptive performance literature has been inconsistently described. Some scholars are of the view that adaptive performance refer to behaviour while other scholars perceive it as an act of willingness/ability to adapt to certain events or situations within the surroundings of work (Gordon, Demerouti, Le Blanc, Bakker, Bipp, & Verhagen, 2018). In the same vein, Lesener, Gusy, and Wolter, (2019) perceived adaptive performance as the ability to change cognitions by both individuals and employees by aligning their behaviours to a changing environment. However, scholars like Shahidan and Abdul Hamid, (2018) expressed their opinion and stated that being adaptive represents the modification of behaviour towards an organisation's changing environment. Going forward, they declared that adaptive behaviours is always is usually tilted towards maintaining performance to a certain level and minimising performance decrease due to change or intending change. From their position, it can be inferred that interpersonal and organisational changes serve as the requirements to actualising objectives.

Safety Culture and Task Performance

A good occupational safety policy fosters a sense of security and comfort and increases job satisfaction (Ria, Anis & Oci, 2022). Furthermore, Mamoria and Gankar (2021) argue that a comprehensive health program not only ensures good health of employees but also leads to a lowering rate of absenteeism and health insurance costs resulting in higher productivity and improved morale. For instance, a wellness programme boosts employee morale and

increases job performance since it promotes employee health by providing education on health issues and healthy lifestyles. Studies conducted in different sectors on occupational safety policies on employees' performance reported a positive relationship between the variables. For instance, Gyekye (2015) found a positive association between job satisfaction and safety climate. Workers who expressed more satisfaction at their posts had positive perceptions of safety climate and displayed greater emotional attachment, involvement and expressed stronger feelings of allegiance and loyalty to their organization. Sari (2022) asserted that among the key factors that affect employees' productivity and performance include management driven factors which include the development of organisation plans, shift-working, health and safety policies, including the provision of training, development of safe working practices and the adequate supply of protective clothing and equipment. In today's business circle, employees want their employers to offer work environments that are protected, safe, healthy and free of harm but many firms once viewed accidents and occupational diseases as by-products of work engagements and this ideology still persists and common in many industrial settings found in underdeveloped countries like Nigeria. In most developed nations of the world; this orthodox ideology has been replaced with the concept of putting in place prevention and control for minimising or eliminating risks.

Relationship between Safety Training Programmes and Adaptive Performance

Safety training programmes constitute an important organisational mechanism for developing employees' knowledge, skills, confidence and behavioural capabilities required to perform safely and effectively under changing workplace conditions. In industrial organisations such as Lafarge Cement Plc, Ewekoro, employees are routinely exposed to machinery, heavy equipment, production processes, dust, maintenance activities and other operational hazards. Consequently, safety training is expected not only to improve compliance with established safety procedures but also to enhance employees' capacity to adjust their behaviour when work conditions become unfamiliar, unpredictable or hazardous. Research on manufacturing organisations has demonstrated that workplace safety programmes, including safety training, are significantly associated with employee productivity and task accomplishment (Mutegei et al., 2023). Safety-specific research also supports the importance of training in developing workplace capabilities. Ofori et al. (2023), examining safety performance in Ghana's oil and gas industry, reported that safety training was the most significant contributor to safety performance and that its influence was mediated by safety knowledge and safety culture. Their findings suggest that training does not simply provide information; it can create knowledge and cultural conditions that enable employees to respond more effectively to workplace safety demands. Similarly, Hafiz and Mohd Adi (2023), in a study of manufacturing workers, found a positive relationship between safety training, workers' participation and safety performance. Their findings reinforce the argument that safety training can enhance employees' capabilities and engagement with safety-related activities.

Evidence from manufacturing organisations further strengthens the expected relationship. Mutegei, Joshua and Kinyua (2023) examined workplace safety programmes among manufacturing firms and found that safety training significantly influenced employee productivity, productive time, task accomplishment and value-added. The authors concluded that organisations seeking improved employee productivity should provide adequate and appropriate workplace safety programmes. Although productivity is conceptually different from adaptive performance, task accomplishment and productive time are closely related to employees' ability to maintain effective performance under operational demands. The

quality and design of training are also important considerations. Dalyan et al. (2024) emphasised that occupational health and safety training should be accompanied by appropriate measurement and evaluation techniques to determine whether intended learning and behavioural objectives have been achieved. Their study demonstrates that simply providing training does not necessarily guarantee improved safety outcomes; organisations need to evaluate whether employees have acquired and applied the competencies developed through training. This argument is particularly relevant to Lafarge Cement Plc because training programmes should ideally be practical, continuous and related to the specific hazards and operational circumstances encountered by employees.

Leadership-oriented safety training provides further evidence. Moon (2024) examined safety leadership training incorporating coaching in wood-processing companies and reported its relevance to safety performance and safety climate. This finding suggests that training can influence not only individual knowledge but also the broader organisational conditions within which employees perform their jobs. In a high-risk manufacturing environment, such organisational effects may create conditions that encourage employees to adapt their work practices appropriately when circumstances change. Recent evidence from Ghana's manufacturing sector also reinforces the importance of safety training. Odame (2026) reported a significant positive relationship between safety training and safety performance among employees in large-scale manufacturing firms in Ghana. The study further found that safety training partially mediated the relationship between employer safety policies and safety performance, indicating that formal safety policies become more effective when translated into employee competencies through continuous training. Overall, the reviewed evidence suggests that safety training programmes can contribute to adaptive performance by improving employees' safety knowledge, competence, self-efficacy, problem-solving capacity and ability to respond to unexpected work situations. However, the existing literature has largely concentrated on safety performance, productivity, compliance and general employee performance, with relatively limited attention to adaptive performance as a distinct employee outcome, particularly within cement manufacturing in Nigeria. This creates a meaningful empirical gap for examining whether safety training programmes significantly relate to adaptive performance among employees of Lafarge Cement Plc, Ewekoro, Ogun State, Nigeria.

Theoretical Framework

Theories are body of ideas for explaining and analysing events; theory underlying this study is the Theory of reasoned action (TRA) by Ajzen & Fishbein, (2010). This theory served as the theoretical foundation for this study; the theory will help create a lucid understanding of the nexus between occupational health policies, environment safety standards and employee performance.

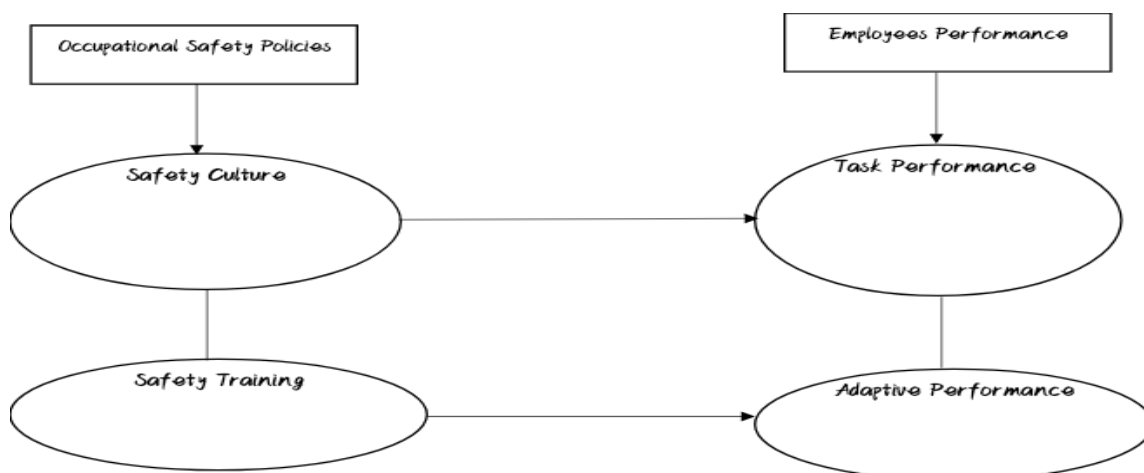
Theory of Reasoned Action (TRA)

This submission of this theory is that the behavioural intention is the immediate determinant of behaviour and that all factors that influence a particular behaviour are mediated through intention. Intention is determined by two components: One, attitude toward the behavior, which consists of beliefs about the consequences of performing the behavior and the evaluation of those consequences; and two, subjective norms, which consist of normative beliefs about what salient others think and the individual's motivation to comply with those wishes. This implies that the perception of employees towards the safety condition while at work is very crucial and these influence their performance level on the job. An investigation

by Olanipekun, Genty and Azeez (2022) examined Occupational Health and Safety Standards of the Environment as Predictors of Employee Performance in the Nigerian Manufacturing Sector. Findings from the study provided that safety is a means for enhancing the performance of employees due to the degree of toxicity in the environment of many manufacturing firms in Nigeria. Another study on the effect of Occupational Health and Safety on Organisational safety culture on employee performance in Pamong Praja and Damkar Police Units South Bengkulu found occupational health and safety to have a significant influence on employee job performance (Bahari, Susena & Rahman, 2022).

In Ethiopian electric power corporation, another study was conducted on the effects of occupational health and safety strategies on the organizational performance. The study found occupational health and safety strategies have positive significant effect on organizational performance (Bitire & Chuma, 2022). Gatithi (2017) carried out a study in Kenya that sought to explore the degree of compliance with the health and safety regulations by manufacturing firms in Mombasa County. His study used a population that constituted 29 manufacturing firms in the County. His research employed survey design. Primary data was gathered by use of questionnaires. Both descriptive and factor analysis techniques were employed for data analysis. The findings showed that 100% of the respondents were largely cognizant of the pertinence of the OSHA, 2007. More than 69.9 percent of the respondents agreed that there was effectiveness in administration as well as implementation of the OSHA, 2007. Ebeloku, Akinbode and Sokefun, (2018) examined the effects of Occupational Hazards and their findings further provided that a significant difference exist between performance well trained employees on safety as compared to those uneducated. Study by Adekoya, Jayeoba and Fapohunda, (2022) examined Occupational Health and Safety practices and Employees Job Commitment in Dufil Nigeria Limited, Ota, Ogun State, Nigeria, and findings revealed that commitments of employees' increment is based on the level of education received by employees to drive the safety process at work. Another study by Bankole and Ibrahim, (2012) which investigated perceived influence of health education on occupational health of factory workers in Lagos State Nigeria. Findings from the study proved that health education is a necessary training required for effective safety cultures and reducing occupational hazards in the construction industry.

Conceptual Framework



Source: Authors Schematic Model, (2026)

Fig 1: Conceptual framework showing occupational safety policies as a predictor of employees' performance.

The optimal performance of employee is of immense value to the organisation as it helps in increasing their profit margins, thus, if the necessary measures of safety are in place, employees feel secured on the job, and this will motivate them to work better. The absence of safety measures on the other hand will lead to low employee performance and increased turnover rate. The onus of the above framework opines that employees' performance is a product of how safe they are while carrying out their duties at work. This helps to understand why safety culture and safety training programmes of significant essence to employees' performance.

Methods

This section presents a detailed analysis of how the study was carried out. It provided and explained the methodology adopted in carrying out this study. It covered research design, study area and study population, sampling procedures, method of data collection/research instruments and method of data analysis. This study was descriptive in nature and according to Kothari and Garg, (2004), a descriptive research provides an accurate information on respondents, events. Therefore, this study employed survey research design in obtaining the required data for the study. The study area was Ewekoro plant of Lafarge Cement plc, Ogun State, Nigeria. This particular plant was selected due to the large number of employees. The population of the study was 425 regular staff. The study population consisted both male and female employees of the selected cement firm.

Table 1: Population of Employees in the selected Departments

S/N	DEPARTMENTS	POPULATION
1.	Marketing	75
2.	Procurement	66
3.	Factory I	139
4.	Works	58
5.	Factory II	87
	TOTAL	425

Source: Fieldwork, (2024)

The sample size for this study was determined by applying the Cochran sample size formula (1977) as cited in Salau (2017). The study employed Cochran formula to determine the sample size. Thus, the formula is stated below:

$$n = \frac{NZ^2pq}{d^2(N-1) + Z^2pq}$$

Where:

n = Sample size

N = Population size

Z = Value for the selected alpha level e.g. 1.96 for a 95.0% desired confidence level.

P = Degree of variability (0.5) 0.9604

q = 1-p

d= Degree of accuracy (0.05)

$$n = \frac{425 (1.96)^2 (0.5) (0.5)}{(0.05)^2 (425 - 1) + (1.96)^2 (0.5) (0.5)} = 202.98 \text{ (Approximated: 203) respondents}$$

Thus, 203 was arrived at as the sample size for the study.

Based on the above calculation, the sample size for the study was 203 respondents. Although these departments are not the same in size and composition, thus, a proportion of the population was determined (see table 2), this representation was selected from each stratum using probability proportional to size (PPS) method of selection. Copies of questionnaires was then administered based on this proportion to each of the departments with consideration to equal number of respondents. The table below explains the distribution of questionnaires according to the selected departments.

Table 2: Distribution of selected departments and Sample Size for the Study

Probability proportional to size (PPS) method was utilised in selecting sample size of respondents from each organisation. PPS is a sample selection method where the probability of selection for a sampling unit is directly proportional to a size measure. This was done in order to have an equal sample size representation and adequacy of the respondents in each of the organisation. The formula used in achieving the representation was: $\text{Number of questionnaires} \times \text{population of each department} / \text{Grand total}$

Table 2: Sample Size Determination of each Department

S/N	DEPARTMENTS	POPULATION	PROPORTION	SAMPLE SIZE
1.	Marketing	75	$203(75)/425$	36
2.	Procurement	66	$203(66)/425$	32
3.	Factory I	139	$203(139)/425$	66
4.	Works	58	$203(58)/425$	28
5.	Factory II	87	$203(87)/425$	41
	TOTAL	425		203

Source: Researchers Framework, (2024)

This study was descriptive in nature. The purposive technique was used in selecting the study area. The stratified sampling technique was used in grouping the respondents according to their cadres and status of employment and finally, the simple random sampling technique was used in selecting respondents from all the departments from the group created with the stratified sampling method. Data for this study involved both primary and secondary data; primary data was obtained using a structured questionnaire while secondary data were sourced via journal articles, published/unpublished thesis, conference papers, textbooks and the World Wide Web (internet websites). The questionnaire was in two parts; part one which is also known as section A sought for the demographic information of the respondents while part two was designed based on the objectives of the study. In measuring safety culture, scale by Cox and Cheyne, (2000); Vinodkumar and Bhasi, (2010) were adopted with the reliability (0.896) and scale by Hahn & Murphy (2008) was used for safety training programmes while Pradhan and Jena (2017) was used for task and adaptive employees' performance with the reliability of 0.80 and 0.88 respectively. All items on the questionnaire were on a five-point Likert scale which ranged from (1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree).

Validity of the questionnaire was tested using construct validity. This method involves using a panel of experts familiar with the construct. The experts examined the items and decided what each specific item is intended to measure. The study used different experts in the field of Human Resource and Management to validate the questionnaire. The

researcher selected a group of 30 employees from five (5) selected firms in Sango area of Ogun State for pilot study to test the reliability of the research instrument. This was achieved by first stratifying the individuals according to the nature of their employment status. The researcher also put into consideration gender equity of the individuals. It was expected that the reliability test result did not yield less than 0.70 co-efficient. All these were aimed at ensuring that the objectives of the study measure accurately what they intend to measure. The pilot study enabled the researcher get familiar with the research and its administration procedure and identified items that required modification. The result helped the researcher to correct inconsistencies arising from the instruments, which ensured that they measured what was intended. Data obtained from the study were thoroughly analysed using Statistical Package for Social Sciences (SPSS 20.0). The hypotheses of the study were tested using regression and correlation analysis respectively.

Findings

This section presented and discussed the descriptive statistics of the data obtained for the study. Summary of the descriptive statistics of the data obtained are presented in the tables below:

Results

Hypothesis One

HO₁: Safety culture does not affect task performance in Lafarge Cement plc, Ewekoro, Ogun State, Nigeria.

Table 3: Regression table showing the effect of safety culture on employees' task performance in in Lafarge Cement plc, Ewekoro, Ogun State, Nigeria.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 ^a	.893	.893	.448

a. **Predictors:** (Constant), Safety Culture

Table 4: Analysis of variance on safety culture does not affect task performance in Lafarge Cement plc, Ewekoro, Ogun State, Nigeria.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	286.577	1	286.577	1430.559	.000 ^b
	Residual	34.256	171	.200		
	Total	320.832	172			

a. **Dependent Variable:** Employees task Performance

b. **Predictors:** (Constant), Safety Culture

Table 5: Coefficients on safety culture does not affect task performance in Lafarge Cement plc, Ewekoro, Ogun State, Nigeria.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.394	.066		5.937	.000
	Safety Culture	.829	.022	.945	37.823	.000

a. **Dependent Variable:** Task Performance

The model summary presented how much safety culture influences employees' task performance. The coefficient of determination ($R^2 = 0.893$, $p\text{-value} < 0.05$) illuminated that 89.3% variation in employees' task performance is accounted for by safety culture. This indicated that safety culture as an indicator of occupational safety policies significantly affect employees' performance in Lafarge Cement plc, Ewekoro, Ogun State.

Hypothesis Two

HO₂: Safety training programmes have no significant relationship with adaptive performance in Lafarge cement plc, Ewekoro, Ogun State, Nigeria.

Table 6: Correlation table showing relationship between safety training programmes and adaptive performance in Lafarge Cement plc, Ewekoro, Ogun State, Nigeria

		STR_PRG	APT_PRM
STR_PRG	Pearson Correlation	1	.735**
	Sig. (2-tailed)		.000
	N	173	173
APT_PRM	Pearson Correlation	.735**	1
	Sig. (2-tailed)	.000	
	N	173	173

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

The bi-correlation table demonstrated above that there was a connection between safety training programmes and adaptive performance in Lafarge Cement plc, Ewekoro, Ogun State, Nigeria with ($r=0.735$, $p\text{-value}<0.05$). This explained that a strong and positive correlation exists between these variables.

Discussions

For hypothesis one, findings revealed a positive and significant effect of safety culture and task performance was established; this implies that an employees perceive that when their safety at the workplace is guaranteed, the tendency to optimize their performance will increase. This can be understood in the strong positive result displayed between safety culture and task performance ($R^2= .89.3$) as shown in table 3. Findings from the study substantiates the study of Mojapelo, Mafini and Dhurup, (2016) who found among employees in the steel industry, that when safety culture of an organisation is perceived to be satisfactory; optimal task performance will be achieved. Findings from the study also align with the result of Greepherson, (2013) whose study result revealed that occupational policies such as safety culture reasonably affects the tasks of employees and serve as a catalyst for boosting task performance. Hypothesis two which states that safety training programmes have no significant relationship with adaptive performance was rejected because, the findings indicated that safety training programmes greatly influence employees' adaptive performance and thus, there exist a strong correlation. For this reason, the alternative hypothesis was accepted. Furthermore, the theory of reasoned action submitted that, when employees perceive that the required safety training programmes are regularly conducted to prevent accidents and ensure well-being at work; employees' adaptive performance will be enhanced. This finding also aligns with Amponsah-Tawiah and Mensah, (2016), whose study revealed that safety-training programmes of an organisation greatly influences employees' adaptive performance and increase their intention to stay. Finally, the study corroborates the opinion of Olanipekun, Genty and Azeez, (2022), who opines that when safety-training programmes are adequately facilitated and implemented; it will repose confidence in the employees.

Conclusion

From the study findings, it can be concluded that a committee should be established to handle issues bordering on trainings on employees' safety. Furthermore, this safety committee should be saddled with the responsibilities of studying events and evolving trends in accidents, which may pose danger to employees' performance at work and provide corrective measures, and proposing new and revised procedures for safety. This committee should also serve or act as a link between the firm and the health and safety enforcement agencies; they should as well assist in monitoring and evaluating safety policies of the firm and effect changes where necessary. To ensure a risk free environment, employees must be enjoined to wear their personal protective clothing and use the required equipment and tools needed for work; and make known any irregularity on the management's part. Employees should also reject the proposal to work in an unsafe environment because accidents place a huge burden on both employee and the firm; thus, efforts should be geared towards avoiding accidents and make the work terrain more habitable for work and employees to perform optimally. From the study outcome, the researchers recommended that: Management of Lafarge Cement Ewekoro should consistently initiate policies for instilling safety disciplines and consciousness at work. Employees of Lafarge Cement Ewekoro should be made to understand that safety and health practices is a dual responsibility of both management and employees, this will go a long way to ensuring a safe environment of work. Management should ensure proper dissemination of risk information; as this is vital in ensuring a safe and healthy working environment and also visitors, customers and clients who come to the factory must be well informed and orientated on the precautionary measures in order to prevent accidents and injuries and elements such as personal protective gadgets should be made available by management as a means of encouraging safety practices on employees.

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