

APPENDICES

1. Appendix A: Questionnaire for Employees of *B5 Plus*

Dear Sir/Madam,

This study is on the topic: “The Impact of Occupational Health and Safety Management Systems on Employee Performance: The Case of the B5 Plus Steel Manufacturing Company”.

Please, be assured that the solicited information will be used solely for academic purposes and would be treated with the utmost confidentiality.

Section A: Background Information of Respondents

Please tick appropriately

1. Gender: Male Female If others (specify).....
2. Age: 21-30 years 31-40years 41-50years 50 years and above
3. How long have you worked in this company
0 – 10 years 11 – 20 years 21 – 30 years 31 years and above
4. Is your job ...
Permanent full-time
Permanent part-time
Contract/casual
5. Education qualification
JHS SHS Degree Postgraduate degree
Vocational qualifications
6. Department
Management smelting Administrative Cleaner, security etc

SECTION B: Causes of accidents and risks at the B5 Plus Limited

Please tick [✓] where applicable

7. What causes injuries, and diseases at your workplace?

Manually lifting of heavy objects []

Doing repetitive movements for long []

Uncomfortable work posture []

Stand for too long []

Too much workload []

Toxic chemicals, liquids and gases []

Confined spaces []

Slips/trips/falls []

Extreme heat []

Electrocution []

Fire or explosions []

Cuts []

Experience of sexual violence []

Experience of being bullied, or beaten []

SECTION C: Occupational Safety and Health Systems at B5 Plus

Please tick [✓] where applicable

5 – Strongly agree 4 – Agree 3 – Neutral 2 – Disagree 1 – Strongly disagree

At my workplace ...	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
8. Everyone receives the necessary workplace health and safety training when starting a job, changing jobs or using new techniques					
9. There is regular communication between employees and management about safety issues					
10. Systems are in place to identify, prevent and deal with hazards at work					
11. Workplace health and safety is considered to be at least as important as productivity and quality service					
12. There is an active and effective health and safety committee and/or worker health and safety rep					
13. Incidents and accidents are investigated quickly in order to improve workplace health and safety					
14. Communication about workplace health and safety procedures is done in a way that I can understand					
15. All required emergency measures Protective equipment (PPE's) are available when working					
16. Emergency measures like provision of first-aid kits and emergency exits etc are provided					

SECTION D: Extent to which occupational safety and health influence the productivity of workers at the B5 Plus

Please tick [√] where applicable

5 – Strongly agree 4 – Agree 3 – Neutral 2 – Disagree 1 – Strongly disagree

At my workplace	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
16. I am satisfied with the steps management has taken to make me safe					
17. I put in less effort at work because I am not satisfied with unsafe conditions at my workplace					
18. Management's investment in safety and health management systems motivates me to do my best					
20. I am made to come to work even when I am suffering a physical or mental problem					
21. In the past year, I have suffered from an illness and disability or other physical or mental problem that was caused or made worse by unsafe conditions at work					
23. My performance reduces when I work even when I work while having a physical or mental problem caused or worsened by my work					
22. In the past month (28 days), I have missed number of hours of work because I arrive late, leave early, went to get treated etc) because of a physical or mental problem that was caused or made worse by your unsafe conditions at your work place? 24. Taking your usual performance as 10, what is your performance on days when you go to work even while having a physical or mental problem caused or worsened by conditions at work Choose from options: 0-10					

2. Appendix B: Interview Guide (For Management)

- Introduction of Moderator
- Assurance of Ethics: Purpose of study and Confidentiality

A. Bio-Data / Demographic Information

- Can you tell me about yourself, including your (1) name, (2) age, (3) gender?

NB: This guide was used in a semi-structured manner. It covered three main themes and some sub-topic considerations underneath them.

B. Areas/Themes

Theme 1: How will you describe the quality of OHS at B5 Plus?

Actual Level of safety at the workplace

Systems in place to ensure OHS

Investment in OHS

People involved in safety management

Theme 2: To you, how important is OHS to workers?

Perceptions of OHS

How high OHS is valued in the company

Theme 3: Does OHS affect worker performance and productivity?

Effect on satisfaction, commitment, motivation, absences etc

Effect of OHS on performance of employees

Effect of OHS on overall production output

C. Conclusion

- Would you like to ask a question, make a comment, or make a suggestion based on our interaction?

Appreciation: On this note, I would like to express my appreciation to all of you for making time to participate in this interview.

3. Appendix C: Transcripts for Interviews with Members of Management at B5 Plus

a. Interview with Safety Manager

Interviewer: How will you describe the quality of OHS at B5 Plus?

Safety Manager: Management has been providing safety equipment and protective clothing for all the workers. But mostly not enough for everyone because of our budget constraints. We also record work-related accidents on a frequent basis due to the nature of the work. And also, some workers also fail to comply to the safety rules and regulations of the company.

Interviewer: How severe are some of these accidents?

Safety Manager: Some of the accidents are very serious which mostly result in the death of some of the employees and some even lead to the destruction of company infrastructure and for those accidents we have a compensation for those who get injuries and the compensations are also given to those who lose their lives through the company's activities.

Interviewer: Do you have a yearly budget for investments in OHS management systems and equipment?

Safety Manager: Yes. The company has a yearly budget for the safety department but not enough most often due to increasing number of work-related accidents and the compensations.

Interviewer: To you, how important is OHS to workers?

Safety Manager: Yes. It is a big deal for them. Almost every day, we record work-related accidents in almost all the production units of B5 but most of them are minor. But, some result in the death of some of the employees. It is something unfortunate. That's why OHS must be taken seriously

Interviewer: Does OHS affect worker performance and productivity?

Safety Manager: For me what matters is that workers are safe and they have to be given the tools for that. If they comply, they are safe and everyone is happy. We reduce accidents, nobody gets hurt and work goes on smoothly because everything is ok for them.

b. Interview with Production Manager

Interviewer: How will you describe the quality of OHS at B5?

Production Manager: It is not too bad. A lot of money goes into it. And me together with the Safety Manager ensure that everyone entering a production unit wears protective clothing before the start of work. We do our best to make sure ensure that everybody complies because of the nature of our production we undertake.

Interviewer: To you, how important is OHS to workers?

Production Manager: Very important. The thing is workers work here for 8 hours every day from Monday to Saturday. You have to be fit and strong for that.

Interviewer: Does OHS affect worker performance and productivity?

Production Manager: We see all the time that that workers work better when they are healthy and also when they can work freely without fear on any harm coming to them.

Interviewer: What is done when workers who feel unwell absent themselves?

Production Manager: Even though absences from work have reduced because we try not to let it happen. But we get absentees with workers complaining about all sort of things. And I don't like that but that is what happens due to the nature of our work. You can't force them to come to work by force. Especially if it's a bad injury. And but you know, this is a large company so when someone is absent and gets permission from the superior.

No problem. Work continues. We mostly produce between 700, 000 to 1,000,000 metric tonnes of steel yearly. So, we try to do our best to meet our targets. But sometimes we meet them and other times, we don't. Actually, most of the time, we are unable to hit our targets. That's why we try to do more. Not just in OHS, we try to get more work done and more products to service our customers.

c. Interview with Finance Officer

Interviewer: How will you describe the quality of OHS at B5?

Finance Officer: We are trying our best. We have a large budget allocation to OHS but I will say its not enough due to the nature of the operations of the company and the number of workers we have in the various departments.

Interviewer: Do you consider your investments in OHS worth it? And do you think OHS management systems impact productivity?

Finance Officer: Yes. The investment in OHS has impact on the operations. Because without it, we will have fire outbreaks within the organization and loss of human life. Also, OHS systems have an impact on productivity because our productivity began to increase when we improved our investment in OHS.

Interviewer: To you, how important is OHS to workers?

Finance Officer: It is very important. That's why we always want to do more to protect our workers. We are always in talks with the Management Board to increase the yearly budget allocation to the safety department because they will mostly pay huge compensations to workers.

d. Interview with Human Resource (HR) Manager

Interviewer: How will you describe the quality of OHS at B5?

HR Manager: I will say OHS is very high with the organization because it is one of the key components of our operation.

Interviewer: How does OHS fit into your work as HR?

HR Manager: Yes. You have to have a very big idea about OHS before you can be very effective in such an organization. Because I see to it that everybody employed into this company is fit and sound because of the nature of our operations.

Interviewer: To you, how important is OHS to workers?

HR Manager: It is very important to workers because it turns into productivity. When workers are aware that there are proper OHS in place, the worker works freely without fear.

Interviewer: Are your workers satisfied with the OHS management systems put in place by Management. Please, explain your answer.

HR Manager: Yes. Because we invest heavily into OHS systems and also because of our productivity.

Interviewer: In general, does OHS have an impact on employee performance and productivity? Please, explain your answer...

HR Manager: Yes. Because it gives employees at all levels the sense of security of work. This has a great impact on productivity. Also, it saves the company from losses and also even the environment because some work-related accidents can lead to environment hazards.

Interviewer: How do you deal with compliance and non-compliance to OHS protocols here at B5?

HR Manager: We are very serious about compliance to safety at all levels with the organization. Failure to comply can lead to the dismissal of employees.

e. **Interview with Head of Supervision**

Interviewer: What are the biggest hazards your workers face in the various departments while working?

Supervisor: Fire outbreaks, electric shocks and heavy metals falling on them.

Interviewer: To you, how important is OHS to workers?

Supervisor: It protects them from accidents and from danger. Some worker will complain so much before they work if they don't get what they need to work. They are afraid they will be hurt or something. That is not many because here our workers are mostly men and they are fit so they can do a lot without being afraid.

Interviewer: In general, does OHS have an impact on productivity? Please, explain your opinion.

Supervisor: Yes, OHS has an impact on productivity because without the OHS system put in place by the safety department, all of us are in trouble. And also, there is a positive feeling when you know there is a safety system put in place. These will enable workers to work without fear.

Sometimes, when doing my rounds, you will some people being lazy with their work and they will tell you they are not OK or they have been injured. They are men so you can try to be hard on them but you can't force them too much to work.

4. Appendix D: Records from B5 Plus

Year	OHS Investment in OHS (in cedis)	Work-related accidents	Work-related Deaths	Expected production output (in metric tonnes of steel)	Actual production output (in metric tonnes of steel)
2012	702000	621	24	700000	520000
2013	520000	627	17	700000	667000
2014	1010000	430	13	900000	827420
2015	1300600	409	5	900000	740000
2016	1560000	317	7	900000	920000
2017	1406721.63	285	6	1000000	760000
2018	1608427.19	305	6	1000000	870000
2019	1820624.05	312	2	1000000	920000
2020	721420	305	-	1000000	562000
2021	1206920.62	214	-	1000000	1200000