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Safety Culture and the Performance of Water Manufacturing Companies in Akwa Ibom State, Nigeria

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ABSTRACT

An enquiry into the effect of safety culture on organisational performance is still a thematic area of study in management, health and engineering literature. Hence, this study was carried out to examine the effect of safety culture on organisational performance of water manufacturing companies in Akwa Ibom State, Nigeria. The objective of the study was to investigate the effect of safety training and safety compliance on organisational performance of water manufacturing companies in the State.Deploying survey research design, data were obtained through a structured questionnaire administered to a sample of 284 respondents drawn from a population of 975 employees. The population comprises 75 companies selected from 495 water manufacturing companies operating in Akwa Ibom State. The data were analysed using descriptive and inferential statistics. Both simple linear and multiple regression models were adopted for testing the hypotheses. The findings revealed that safety training had statistically significant positive effect on the performance of water manufacturing companies (p-value <0.001) and also safety compliance showed a statistically significant effect on the performance of these organisations (p-value <0.001). It was concluded that there is significant positive effect of safety culture on organisational performance of water manufacturing companies in Akwa Ibom State, Nigeria. Therefore, it was recommended that managers of water companies should enhance safety training and enforce compliance of safety policies to increase their organisational performance.

Key Words: Safety Culture, Performance, Safety Training and Awareness**,** Safety Compliance, Water manufacturing Companies

I. INTRODUCTION

Safety culture has influence on the performance of any organisation especially water manufacturing companies. Safety culture is the collective set of norms, values, and practices that apply to safety inside an organisation. It includes both official and informal aspects of how safety is prioritised and managed. Maintaining a strong safety culture is not only morally and legally required of water manufacturing companies, but it is also strategically important as it has a direct impact on employees' happiness, operational effectiveness, end users satisfaction and overall business success.

Water companies like other manufacturing enterprises play a significant role in the support of other manufacturing firms as it constitute a major component or critical resource in the production of other products. Water is a critical resource in Nigeria, affecting several industries such as agriculture, health among others. Agriculture, which employs more than 60% of the workforce, relies heavily on water for irrigation, especially in the northern regions where rainfall is erratic (National Bureau of Statistics, 2022). The availability of water has a direct impact on food security and the economy. Furthermore, access to clean water is critical for public health. Contaminated water sources contribute to waterborne infections, which are still a major health concern in Nigeria (World Health Organisation, 2021). Improved water supply and sanitation could significantly reduce morbidity. Water is also used in industrial processes like cooling, cleaning, and product creation. The oil and gas business, which is crucial to Nigeria's economy, demands significant water resources for its

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different operations (Ogunleye et al., 2023). For water companies to continually produce to meet the requirements and demand of the consumer,the work environment must be safe for every operational activity.Maintaining a positive safety culture could result in fewer accidents, lowered insurance premium, lower medical costs, and increased productivity. Hence, safety culture is a core value that plays a crucial role for employees and the organization (OGP, 2013).

Water manufacturing firms in Nigeria is regulated by the framework established by the National Agency for Food and Drug Administration and Control (NAFDAC). The agency specifies the needed safety standards (Ogunbayoet al., 2022). However, issues such as poor infrastructure, irregular power supply, and competition from informal suppliers continue to affect quality and affordability (Adeyemo, 2021). In recent years, the sector has experienced an increase in environmental consciousness, with more companies embracing sustainable practices. To reduce the environmental impact, some manufacturers are investing in eco-friendly packaging and waste management technologies (Abdullahi et al., 2023). Notwithstanding these developments, the sector continues to confront obstacles, such as small and medium-sized firms' access to funding, which hinders their ability to expand operations and develop technology (Ojo, 2023). As Akwa Ibom and Nigeria's urbanization rates rise, so the demand for dependable and safe drinking water, demanding continued investment and innovation in the water manufacturing sector.

Performance in any organization cannot be downplayed. It is the core and ultimate of every organizational activity. In the view of Griffin (2003), performance is a standard by which an organization can meet the stakeholder's expectations and its own need for continued existence. In water manufacturing companies, performance matrices encompass a wide range of aspects including water quality, service quality such as water supply reliability, customer complaints as well as customer satisfaction, operational efficiency, environmental, and other regulations amongst others. Similarly, performance in this industry could also be measured financially in terms of revenue growth, cost savings, debt-to-equity ratio, and return on investment. How well the organization performs is x-ray in the light of these parameters. To ensure the credibility, safety, and effectiveness of these companies, high-level performance is crucial (Shabaninejad, Mirsalehian, and Mehralian, 2014; Akpan, IbekweWorgu, and Nwangwa, 2019). Nonetheless, the current study restricted its focus to service quality as the indicator of performance.

Therefore, the safety culture in water manufacturing companies is critical and overtly essential in its operations. It ensures that employee in organisations have the right attitude, beliefs and norms towards safety. In essence, it is vehicle in which manufacturing firms increase their efficiency and performance. It is safety culture that ensures rewarding training, adaptation and compliance. Thus, the organisations strife to improve their safety culture disposition for improved performance. Regrettably, there are learning challenges, unwillingness to adapt safety training and resultant poor safety compliance among water manufacturing companies in Akwa Ibom State. The employees in these firms fail to see safety practices as a way of life which negatively impacts their articulation of safety rules and compliance. The consequences of low compliance and articulation of safety trainings are high accident rates, operational inefficiencies, and regulatory non-compliance, endangering the safety of employees as well as the quality of the products produced.

In Akwa Ibom State, the lack of adequate safety awareness and training contributes to a pervasive culture that devalues safety. Workers frequently lack a thorough understanding of safety regulations and the potential hazards associated with their work. This lack of knowledge not only raises the risk of workplace accidents but also creates an atmosphere where unsafe practices are accepted as normal. It generally results in devastating consequences on the public health posture in the state. Yet this can be addressed through enhanced safety culture in training and compliance.

Addressing these concerns is crucial to improve the functioning of water manufacturing enterprises in Akwa Ibom State. By prioritising safety culture, these organisations could boost employees' morale, lower accident rates, and ultimately improve operational performance. Unfortunately, a number of related prior researchesfocused more on lack of capital, government policy, quality of human resources, and poor state of technology as challenges of safety culture and performance of water manufacturing companies in Akwa Ibom State. The current researchers however hypothesize that safety culture can be enhanced through training and compliance measured in the study as safety training awareness and safety compliance in water manufacturing

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companies in Akwa Ibom State. It is on this premise that this paper is poised to address the foregoing challenges with the hope to recommending solutions.

In view of these contending issues, the study therefore examines the effect of safety culture on the performance of water manufacturing companies in Akwa Ibom State. Specific objectives of the study are to: (i.) examine the effect of safety training and awareness on the performance of water manufacturing companies in Akwa Ibom State;(ii) assess the effect of safety compliance on the performance of water manufacturing companies in Akwa Ibom State; andFollowing the above, these research question becomes pertinent: (i.) How does safety training and awareness affect the performance of water manufacturing companies in Akwa Ibom State? (ii.) To what extent does safety compliance affect the performance of water manufacturing companies in Akwa Ibom State?To achieve the objectives, it was hypothesized that: Ho_1: Safety training has no significant effect on the performance of water manufacturing companies in Akwa Ibom State. Ho_2:There is no significant influence of Safety compliance on the performance of water manufacturing companies in Akwa Ibom State.

II. REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

2.1.1 Safety Culture

Safety culture plays an important function in the workplace as it's a core value that moderates employees in business organizations (OGP, 2013). It is one of the major factors that influence safety management in an organization (Asheboro, et al, 2020; Umar, 2020; Wang, et al, 2019). According to Biggs, (2013) and Umar (2020), safety culture refers to shared beliefs, values, practices, and attitudes that promote safety as a crucial value within the organization. It depicts an organization's commitment to creating and fostering a secure working environment for employees (Machfudiyanto and Latief, 2019; Umar,2020). Positive safety culture as stressed by Machfudiyanto and Latief (2019) not only ensures compliance with regulations but also enhances orientation where employees accept and adhere to safe practices. For safety culture to be adjudged strong and positive it has to deal with issues such as leadership commitment, employee involvement, communication, training, education, continuous improvement, recognition, positive reinforcement, and investigation (Ashebir, et al.,2020; Williams et al.,2019).

2.1.2 Safety Training and Awareness

Safety training aims at modifying employees' safety motivation and regulatory behaviour to exert efforts in enhancing safety job behaviour (Ford and Tetrick,2008). Ria, et al, (2012) noted that good employee safety behaviour programs create a sense of security and boost workplace satisfaction. Safety training and awareness programs are designed to equip employees with the knowledge, skills, and attitudes required to reduce the risks associated with their jobs. Most hazards in organizations occur due to either absent or incomplete training. Untrained employees are likely to fall victim to hazards and frustrated. On the other hand, adequately trained employees on safety standards and procedures tend to feel much less stressed and more satisfied with their jobs (Subramaniam, et al, 2016; Legg, et al, 2015). Training has been an integral component of employees' health safety management over the years and a critical element in maintaining a safe workplace (Shekh, 2015). Employees and shareholders at all levels need to undergo appropriate occupational and health safety training (Nwachukwu, et al, 2020). Adequate safety training and awareness depend on different components and philosophies of various organizations. Therefore, is imperative for safety and experts to understand the components that constitute a successful safety program in terms of organizational structure and services offered to better render effective service to the demands of the perilous and volatile business environment (Aziz, et al., 2015).

2.1.3 Safety Policy Compliance

Safety policy compliance is described as adhering to safety procedures and safely executing tasks within the acceptable policy framework (Subramaniam, et al, 2016). Safety policy defines the needed safety standard in carrying out any task in the organisation. It plays an important role in reducing accidents and injuries (Clark,2006; Neal and Griffin, 2006). Lack of strict enforcement of safety regulations as argued by Idubor, and Oisamoje (2013) would result in non-safety compliance. Hence productivity would increase and accidents reduced in the workplace where compliance with safety regulations is taken seriously (Hawkins, 2002). The prevalence of safety abuses among employees calls for concern about the level of safety knowledge and compliance (Amah and Onuoha, 2022). Eradication

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of workplace danger that poses threats to employees' health, improvement of employees physically, and protection and encouragement of the work environment are key areas covered by safety compliance (Umoh, and Torbira, 2013).

2.1.4 Organizational Performance

Organizational performance entails how efficient and effective resources are utilized by managers to satisfy customers and also achieve organizational goals (Jones and George, 2003). Managers owe the shareholders the duty of ensuring the organization and its employees perform optimally as much as possible to provide goods and services to earn users (Nwoka, et al, 2017). In measuring performance in water manufacturing companies parameters such as water quality, service quality issues such as water supply reliability, customer complaints, and satisfaction, water loss and leak rate, compliance with environmental regulations that take into consideration water withdrawal rate, water treatment efficiency, and wastewater discharge among others. Financial matrices such as revenue growth, cost savings, profitability, return on investment, and debt-to-equity ratio could also be used as indicators of performance. Business organizations should evaluate their timely to the areas of future growth and opportunities.

2.1.5 Service Quality

Service quality is the distinction between service expected and service perceived (Pai and Chary, 2012). It attracts the attention of both managers and customers because high impact created on business performance (Guru, 2023; Hallow, 1996; Cronin and Taylor,1992). Service quality also defines the interaction between providers and clients (Babajide,2010). In manufacturing firms including water companies service quality centers on customers' expectations and satisfaction, perceived product accessibility and reliability, service availability and complaints as well as resolution. To create customer satisfaction service quality is pivotal. Gibson (2005) posits that satisfied customers are likely to inform others and spread positive information about the product. Thus, the effect of customer satisfaction helps the organization to design a service delivery system in line with market demand.

2.2 Theoretical Framework

Several theories support safety culture, however, Social Learning and Social Cognitive Theories provides a useful theoretical foundation for this study. Social learning theory provides a framework for understanding the ability of learner to imitate learned attitude (in this case safety attitude) while Social Cognitive Theory discusses the human reasoning associated with safety training, compliance and culture in individuals and organisations.

Social Learning theory was postulated by Albert Bandura in the 1990s (Bandura, 2001). The theory holds that employees learn about safety from peers and leaders through observation, imitation, and modelling (Affan et al, 2024; Jesen, 2018). Also, stressing the vicarious reinforcement that explains that employees are driven to adopt a certain behaviour based on the consequences experienced by others. Employees are more likely to modify their behaviour if they see colleagues receiving befits for adhering to safety procedures or suffering consequences for doing otherwise. This can also form a framework for the trainers and decision makers in the organisation to highlight actions and their dare consequences. In the context of safety culture in the workplace, the social learning theory suggests that employees' attitudes and behaviours regarding safety are influenced by peers' and supervisors' conduct as well as training policies. Overall, the theory provides valuable insight into understandings of how employees willingly learn and behave as well as how businesses may use social interactions to foster continuous safety culture.

2.3 Empirical Review

Amah and Onuoha (2022) on safety practices and organizational growth of manufacturing firms in River State. A cross-sectional form of quasi-experimental research design was employed for the study. The result revealed that a moderate positive relationship exists between the proxies of safety practices and the parameters of organizational growth.. Hence, the study recommends that manufacturing firms should adopt safety practices that enhance safe work procedures and establish a safety committee that ensures that employees overcome resistance to safe work procedures. In the same vein Mideksa (2018), on the impact of occupational health on safety management traits (employee involvement, training, and awareness of organizational commitment in Sheraton Addis.. Findings revealed a positive and significant relationship between the three traits indicators of occupational health and safety management practices and the measures of organizational commitment.

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Similarly, Eke, and Tamunomiebi, (2019) investigated the safety management influence on the job performance among employees in manufacturing firms in River State.. Results indicated a significant relationship that exists among the variables of supervision, monitoring, and work output in manufacturing firms in River State. Thus, the study recommended that organizations should emphasize and invest in the implementation of elaborate emergency management safety practices and plans.

Further study by Awwad, et al, (2016) assessed construction health and safety practices and challenges in the Middle Eastern developing country.. It was discovered that the availability of existence of construction labour safety law but the lack of necessary implementation, absence of monitoring, failure of safety awareness, and inadequate support from the participants involved with the implementation of safety practices on construction sites. Based on the findings, the study recommends adequate awareness within the construction firms would help curb these challenges.Also Moreso, Agbola (2012) studied health and safety management in Ghana Ports and Harbour Authority (GPHA). The result revealed an organisation fraught with poor health and safety management practices, poor training in safety know-how, lack of information on dangerous chemicals and hazardous materials, lack of monitoring and enforcement of safety rules, unavailability of essential safety equipment, with adverse effects on employees and the organisational performance. Thus, recommended that GPHA must increase education and create awareness of the importance of health and safety, ensure collection and storage of data for effective monitoring and evaluation of safety performance.

Agwu, (2016) also looked at total safety management (TSM) as a strategy for improving organizational performance in construction firms in Nigeria.

III. METHODOLOGY

The survey research design was considered appropriate for this study. The target population of the study consisted of the 495 water manufacturing companies in Akwa Ibom State registered with NAFDAC. However, the judgemental sample technique was used to select 75 out of 495 water manufacturing companies operating in the State which represents 15% of the target population. Ndiyo (2005) opined that an adequate sample ranges between 15 - 30% of the target population.

The 75 selected water manufacturing companies comprise 25 each from Uyo, Ikot Ekpene, and Eket senatorial districts that make up the state based on size and year of existence. The total population of 975 employees was obtained from various departments of the 75 selected companies. A sample size of 284 was determined via the Taro Yamane formula for sample size determination. Data were collected through the use of a questionnaire which was designed using an open-ended format and a modified 4-point rating scale to enable the respondents to express their views without coercion. The instrument was subjected to face and content validity, reliability was also checked using Cronbach Alpha tests. The result of the Cronback Alpha test showed a significance of 0.7 on fifteen questionnaire items used. The study employed multiple regression models for hypothesis testing. The model was specified as follows:

Performance = f(Safety Training , Safety Policy Compliance)

Let P represents performance, ST represents Safety Training and SPC represents safety policy compliance. Thus:

P = f(ST, SPC)

Ho_1: $P = b_0 + b_1.ST + e$ equation 1

Ho_2: $P = b_0 + b_1.SPC + e$ equation 2

where: b_0, b_1, b_2 are regression coefficients and e is the stochastic term.

IV. EMPIRICAL ANALYSES AND DISCUSSION OF FINDINGS

4.1 Data Analyses and Interpretation of Results

Table 4.1: Descriptive Analysis of Responses on Safety Training and Safety Policy Compliance on Performance of Water Manufacturing Companies in Akwa Ibom State.

Descriptive Statistics of Responses					
	N	Minimum	Maximum	Mean	Std. Deviation
Q1	284	1.00	4.00	3.5599	.88166
Q2	284	1.00	4.00	3.6268	.74349
Q3	284	1.00	4.00	3.3732	.96298
Q4	284	2.00	4.00	3.7183	.59878

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Q5	284	1.00	4.00	3.5493	.76197
ST	**284**	**7.00**	**20.00**	**17.8275**	**2.93302**
Q6	284	1.00	4.00	3.6831	.69699
Q7	284	1.00	4.00	3.4930	.83430
Q8	284	1.00	4.00	3.4859	.89155
Q9	284	1.00	4.00	3.6092	.78775
Q10	284	1.00	4.00	3.3345	1.07200
PERFORM	**284**	**11.00**	**20.00**	**18.1021**	**2.17928**
Valid N (listwise)	284				

Source: Researchers' Computation, 2024.

Table 4.1 shows the descriptive statistics of the responses received from the 284 respondents used in the study. The analysis was carried out to determine the disparity among the responses offer by the respondents. Questions one to five on the structured questionnaire were used to examine the level of training in the water manufacturing companies. The mean responses of questions one, two, four and five were 3.5 and above which tilt towards the maximum value of response score of 4. This shows that from the responses, safety training is considered and important operational element by the water manufacturing companies in Akwa Ibom State Nigeria. Questions 6 to 10 were used to assess the influence of safety policy compliance in the water manufacturing companies in Akwa Ibom State, Nigeria. The results revealed that the respondents in their responses to these questions were more dispersed were the mean responses of three of the questions posed were below 3.5.

Hypothesis One

Ho_1: $P = b_0 + b_1.ST + e$

Ho_1: Safety training has no significant effect on the performance of water manufacturing companies in Akwa Ibom State.

HA_1: Safety training has significant effect on the performance of water manufacturing companies in Akwa Ibom State.

Table 4.2: **Linear Regression Result on Effect of Safety Training on Performance of Water Manufacturing Companies in Akwa Ibom State.**

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.585[a]	.343	.340	1.76990	1.851

a. Predictors: (Constant), ST

b. Dependent Variable: PERFORM

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	460.656	1	460.656	147.054	.000[b]
	Residual	883.383	282	3.133		
	Total	1344.039	283			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	10.347	.648		15.967	.000
	ST	.435	.036	.585	12.127	.000

a. Dependent Variable: PERFORM

Source: Researchers' Computation, 2024.

A simple linear regression model was carried to ascertain the influence of safety training on the performance of water manufacturing companies in Akwa Ibom State. The results are as shown in Table 4.2. The model returned an R^2 value of 0.343, which implies that 34.3 per cent of the changes in safety training can cause 34.3 per cent of the changes in the dependent variable performance. The model significance was 0.000 (p-value < 0.001) with F-statistic at 147.054. The

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result shows that there is statistically significant effect of safety training on the performance of water manufacturing companies in Akwa Ibom State. In this circumstance, the null hypothesis that safety training has no significant effect on the performance of water manufacturing companies in Akwa Ibom State is hereby rejected and the alternate hypothesis that safety training has statistically significant effect on the performance of water manufacturing companies in Akwa Ibom State is upheld.

Hypothesis Two

Ho_2: $P = b_0 + b_1.SPC + e$

Ho_2: There is no significant influence of Safety compliance on the performance of water manufacturing companies in Akwa Ibom State.

HA_2: There is significant influence of Safety compliance on the performance of water manufacturing companies in Akwa Ibom State.

Table 4.3: Linear Regression Result on Effect of Safety Policy Compliance on Performance of Water Manufacturing Companies in Akwa Ibom State.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.635[a]	.403	.401	1.68625	1.959

a. Predictors: (Constant), SPC
b. Dependent Variable: PERFORM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	542.188	1	542.188	190.680	.000[b]
	Residual	801.851	282	2.843		
	Total	1344.039	283			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	10.050	.592		16.986	.000
	SPC	.457	.033	.635	13.809	.000

a. Dependent Variable: PERFORM

Source: Researchers' Computation, 2024.

A simple linear regression model was carried to examine the influence of safety policy compliance on the performance of water manufacturing companies in Akwa Ibom State. The results are as shown in Table 4.3. The model returned an R^2 value of 0.403, which implies that 40.3 per cent of the changes in safety policy compliance can cause 40.3 per cent of the changes in performance. The model significance was 0.000 (p-value < 0.001) with F-statistic at 190.680. The result shows that there is statistically significant effect of safety policy compliance on the performance of water manufacturing companies in Akwa Ibom State. Hence, the null hypothesis that there is no significant influence of Safety compliance on the performance of water manufacturing companies in Akwa Ibom State is hereby rejected and the alternate hypothesis that there is no significant influence of Safety policy compliance on the performance of water manufacturing companies in Akwa Ibom State was upheld.

4.2 Discussion of Findings

A manufacturing company's ability to operate safely and efficiently depends heavily on compliance with policies and safety training. In this study, we evaluate Akwa Ibom State's water manufacturing companies' performance in relation to safety policy compliance and training. The essence of policy compliance and safety training in these organisations is to build a way of life that considers safety as being paramount. We can gain a better understanding of the ways in which these factors affect employee productivity, operational efficiency, and overall company performance by examining recent findings and this study' outcome. The decrease in workplace accidents is one of safety training's most obvious results. (Clark, 2006; Neal and Grifffin, 2006; OSHA, 2021). Research has indicated that comprehensive safety training

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initiatives result in a notable reduction in both the frequency and severity of incidents. Good safety training can prevent injuries and equipment damage in the setting of Akwa Ibom State water manufacturing companies, where handling heavy machinery and potentially hazardous materials is common. (Autenrieth, 2015; Jilcha and Kitaw, 2016). Lower medical expenses, fewer insurance claims, and less downtime are all a result of fewer accidents, and these factors all enhance operational efficiency.

In addition to decreasing accidents, safety training increases worker productivity. (Amirah et al., 2024; Strongren and Andersson, 2010). Employees with high level of understanding on the reasons to consider safety in workplace, how they should stay safe and help other achieve safety objectives become useful assets to the organisations Obong et al., 2021). The need for safety training is to transform employees to safety advocates. The tipping point is when employees in water manufacturing companies are aware of the correct safety protocols. This way the operations run more smoothly, especially when dealing with complex and safety-critical tasks. Higher output levels and higher-quality products are frequently the result of this increased productivity. Increasing productivity eventually helps the business's bottom line – profitability (Obong et al, 2021). Obtaining safety training is necessary to comply with regulations. Water manufacturing companies in Akwa Ibom State are required to comply with both national and local safety regulations. Frequent safety training lowers the risk of legal penalties and guarantees that businesses meet industry standards, helping them to stay in compliance with these regulations (OSHA, 2022). Additionally, compliance improves the business's credibility and dependability, which is beneficial in markets with intense competition.

V. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The efficacy of companies operating in the water manufacturing sector of Akwa Ibom State, Nigeria, is significantly influenced by the implementation of safety policies and the provision of safety training. The study's results demonstrate the significant impacts that safety policy compliance and safety training have on a range of business performance

5.2 Recommendations

The following recommendations were made:

- Safety training creates awareness and knowledge on safety practices, therefore, it recommended that water manufacturing companies in Akwa Ibom State who are interested in increasing their employees' safety knowledge to enjoy relative increase in productivity and performance should engage in routine, continuous and enriched safety training programmes for the employees.
- Safety compliance in the vehicle in which safety rule, regulation and standards can be enhanced in an organisation. Without safety compliance, the policies become effort in futility; therefore, water manufacturing must enforce the compliance to safety policies and standards by everyone in the organisation. This will ensure a guaranteed save workplace and enhanced performance.

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