

# Mediating effect of cost of safety on performance of bread bakers: Evidence from Kogi State, Nigeria

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## Abstract

The study investigated the mediating effect of cost of safety on the performance of bread bakers: Evidence from Kogi State Nigeria. The purpose was to examine the extent to which safety costs mediate or explain the underlying mechanism of the relationship between workers' safety and their performance. Data for the study were obtained from responses to the questionnaire distributed to 260 workers in seven (7) bread baking enterprises in the state out of which 163 of them (questionnaires) were returned. The analysis of the data was done using bootstrapping and regression statistical tools. The results of bootstrapping showed that the Average Casual Mediation Effect (ACME) is Total Effect (TE) minus Direct Effect (DE) of X (safety) and M (mediator) on Y (performance) and the coefficient of M have the same value of 0.3744 significant at 1 percent level. The result indicates partial mediation, the aim of mediation analysis. Similarly, the regression result indicated that approximately 53 percent of changes in Y are explained by the combined effect of X and M which is partial accountability of the variables akin to partial mediation of bootstrapping result. The study recommends that business owners especially bakery owners in Kogi State should take issues of safety seriously by providing adequate safety equipment and training workers on safety precautions.

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## 1. Introduction

The safety of workers is paramount to management organizations and the government of any nation. Safety programmes especially for workers operating in factories were first introduced in Nigeria during the colonial period. The essence of the programmes was to enable organizations to manage and control safety risks and hazards in work environments. The negative effects of these risks and hazards are of various magnitudes ranging from accidents, injury, diseases, illness, and death impacting negatively on employees' and business performance, environment, and economy.

The hazards stem from physical exposure of workers as a result of handling/operating tools and equipment, high level of ambient noise from machines, and high repetitive motions and vibrations (Vander grift, Gold, Hanlon & Punnett, 2012 cited in Oloveze, Chukwuoyims, Ogbonna & Anayo Chukwu, 2021)

In Nigeria successive governments in a bid to guarantee the safety of workers, initiated a lot of safety programmes backed up by various legislations. These legislations include the Labour Act of 1974 the factory Act of 1987 and the workman's compensation Act of 1987. Other Acts on the health and safety of workers in Nigeria are the Health and Safety Labour Act of 1990 and the Workman's Compensation Act, 2004 amended in 2011 [Employee's compensation Act (ECA), 2011]. These laws are meant to legally seek management's commitment to employers. Safety has a lot of cost implications (Odigbo & Ekeh, 2019). Thus Desmond (2019) opined that Investment in the Safety of workers from accidents fatal and non-fatal has huge cost Implications and is associated with employees' performance and attainment of overall objective(s) of organizations.

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