



Maximization of Organizational Performance and the Use of Industrial Arbitration Strategies in the Management of Electricity Distribution Problems

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Abstract

The consequences of electrical hazards on employees affect the organizational goals of providing regular energy to consumers. This implies that electrical hazards are potential risks and problems to employees on a daily basis, for which stringent policies and the use of arbitration strategies become inevitable. The paper examined the maximization of organizational performance and the use of industrial arbitration strategies in the management of electrical problems in energy distribution companies. The objectives of the paper are to identify the potential effects of electricity hazards on employees and how the use of strategic arbitration strategies in managing electricity problems can encourage organizational performance. Two research questions were formulated in line with the objectives. The goal theory was utilized to strengthen the study, while the descriptive, as well as qualitative research methods, were adopted. The study revealed that electrical hazards are harmful and lead to the death of victims in the case of electrocution and other electrical accidents and injuries. Based on the findings, the study recommends among others that in order to improve organizational performance in the electricity distribution industry, a strategy is needed to identify and reduce potential hazards by constituting measures supported by best international practices in the use of arbitration strategies in the settlement of operational disputes arising from electricity distribution.

Keywords: effects, electricity, hazards, arbitration, performance, industrial processes,

1.0 Introduction

In every electricity distribution industrial process, there are likely some complex hazards that may result in the loss of lives and properties. These industrial processes may lead to individuals' exposure to fatal electricity hazards which may, and have the capability to harm or threaten workers in the electricity distribution workplace. Electricity hazards have the potential capacity to cause harm to any worker who is a vulnerable target. More so, hazards can cause damage to property, humans, and even the workplace.

Electricity hazards usually exist in every workplace and there is the chance for any worker to be affected or harmed as a result of it. In any occurrences or at any eventuality of hazards, workers usually resort to abandonment of the workplace until basic safety measures and controls are thereby implemented. The obscurity of stringent and regular safety checks can also be a near hazard situation. Therefore, workers have the part to organize their work schedules with safety considerations and making their workplace safe.

Electricity hazard is a significant issue that causes traumatic injury, fatal injury and ailments resulting from industrial activities, particularly in the electricity distribution industry. Therefore, in cases of which there may be a breach in communication, in this situation, the information gap between workers in the field and those on the control panel / station do also contribute to

electricity hazards. When a call is made to put off or isolate the power-lines to enable fieldworkers carry out some repair, if peradventure another colleague, who did not check the log book goes to switch on the button to allow current through the power-lines, such mistakes could also lead to hazardous results. In view of these possibilities and the necessity for seeking redress, parties to the disputes arising from such operational conditions could sometimes decide to approach the courts. This attempt sometimes slows the flow of progress due to the fact that the Courts are heavily burdened by cases, thus creating the need for multi-door court house approaches for which arbitration is an integral component. This call for the actualization of industrial dispute settlement strategies such as industrial arbitration (Rubino-Sammartano, 2001).

1.1 Statement of the problem

According to (Kisner & Casini, 2006), electricity hazards and fatalities associated with electrocution are of significance, and is an ongoing problem yet to be given proper and regular attention. In more than a decade ago, the Port Harcourt metropolis encountered a major electricity disaster which occurred on the 13th of February, 2010. It was reported by the BBC online news that at least ten persons were confirmed dead when power-lines cable fell on a commuter bus. This is one among other hazard incidents that affected the electrical facilities used in distribution of energy in Port Harcourt. In addition, (Thaker *et al*, 2013) argued that electricity is a 'silent killer'. It has for a longer time been understood as a serious occupational and workplace hazard, exposing workers to electric shock which usually result to electrocution, falls and serious burns to the body.

Electricity hazards results to harms, death and many other serious electrical injuries. The associated electricity hazards at work environment are in variety, and most times workers do have serious burns from electrical arcs. Such injuries occur while trying to fix broken power-lines, repair of faulty transformers and replacement of equipment at sub-stations where electricity energy is active. During the process or procedure of distribution, workers assigned to various transformer locations are to ascertain that energy is distributed, and during the overloading of transformers workers frequently are called upon to see to the maintenance of these electricity facilities, when they are not in functional capacity (Sule,2010). Furthermore, workers who go to do such repairs usually go in work group. If by chance, there arises any incident of electricity hazard, it is expected that such event be promptly reported to higher personnel in order to take drastic steps to prevent any re-occurrence. Likewise, workers vulnerable to such scenarios are most likely traumatized and this may affect their motivation and commitment to work. Life threatening situations often instill fear in humans. Therefore, electrical hazards may affect all categories of workers. This is because most workers overlook the hazards that electricity poses and fail to take necessary precaution.

Considering the foregoing, an empirical gap exists with regard to the existing literature on electricity hazards and organizational performance and how industrial arbitration could be adopted in the settlements of disputes where it is practicable. Incidentally, Ebeloku *et al.*, (2018) did a study on effects of occupational hazards on worker's performance in cement producing company with emphasis on how the frequency of hazards affects worker's performance. Furthermore, Madhav *et al.*, (2008) did a work on the effects of electrical hazards and their emphasis was on the physiological effects of electricity hazard on workers, causes, factors and protective measures developed to serve as protection to employees in organizations. In their study, certain causes of electrical injuries, accidents and fatalities were identified which includes:

use of tools within close range to energize parts, improper groundings, faulty insulation and use of unsafe tools. Further, James & Gerald (2002) carried out research on 'occupational electrical injuries in the United State and recommendations for safety research'.

In addition to the foregoing, Cowley (2011) conducted research on fatal and nonfatal electrical incidents in the mining industry. The emphasis of the study was on electrical fatalities selected by nature of injury. In view of the foregoing findings, the objective of this paper is to:

1. Identify the potential effects of electricity hazards on employees in electricity distribution industry
2. Determine how the use of industrial arbitration strategies could be deployed in managing electricity distribution disputes where practicable; especially where it can encourage improved organizational performance

The research questions include:

1. What are the potential effects of electricity hazards on employees in electricity distribution industry?
2. How can the use of strategic industrial arbitration practice enhance management of electricity distribution challenges, thereby encouraging up-scaled organizational performance?

2.0 Organizational Performance

Organizational performance remains a central focus in most industries in recent times. It is a fundamental subject in current researches among scholars. However, organizational performance is determined by divergent procedures and factors. It holds a frequent and central place in both public and private organizations, and by description, it concerns for productivity, efficiency, effectiveness and total quality of workforce, (Morin, 1995). More so, organizational performance connotes how organizations succeeds and grows in the global challenging industries with vast competitive scope. It is the product of organizational effectiveness that reveals how an organization is efficient or capable with the goodness of its workforce and strategic implementation of plans. According to (Faiz, 2015) organizations need to evaluate that support, then get additional advantage and improved performance. Therefore, with the main purpose of enhanced organizational performance and sustainable improvement, organizations should estimate the performance level of its employees in ensuring having dynamic advantage. Hence, performance means the appropriate evaluation of the improved achievement of meeting the target of any organization, (Daft,1995).

Workers motivation can influence organization to perform optimally. It is usually motivation of employees that provoke, propel, directs and strengthens the workforce for organizational performance. The determinant factors leading to progress in any organization include motivation. It is a good process utilized for inspiring workers to give their best and improve on workplace behaviour in terms of persistently showing good work performance. However, motivation is key and a necessary tool and strategy to make organizations to excel and effectively perform beyond its planned expectation, (Dobre, 2013). All organization in the globe desire and makes contributions that may lead to their success in the vast competitive environment. Meanwhile, most organizations want to sustain the best workers, despite the surrounding potential hazards in the workplace. This implies that organizations value their teaming workforce as being the main players. Organizations further recognize the effort, work, and contributions of employees which encourage organizational performance, (Dobre, 2013).

It is mandatory that organization develop a good relationship with its workforce, listen to their plight and complaints of hazards on the job, and guide them through enshrined policies that may lead to actualizing organizational objectives. Workers will work well when they are well motivated to achieve goals, and that is a source to organizational effectiveness, (Roseanne & Daniel, 2006). Additionally, for organizations to actualize their objectives, it requires the involvement of all levels of management. Employees can be empowered with opportunities to take part in decision making involvement on how to accomplish their job, and to make necessary contributions that can result to organizational performance. This has been found as an important factor leading to organizational performance, (Ahmad *et al*, 2014). However, involvement of management is significant because it will help to indulge workers into performance based job; it is seen as a panacea to critical workplace problems, leading to training or re-training of employees, empowering the workforce and encouraging a good reward system, (Boxall & Purcell, 2011).

A high management involvement practices can assist to improve worker's capacity and capabilities on the job for a wholesome organizational performance, (Pfeffer, 1998). Organizational performance relates to the judgement given by a team or group of persons or an individual about organizations effectiveness on its services, activities, results or products (Morin, 1995). However, certain factors of organizational performance may be based on its social representations and assessment, (Morin *et al*, 1994). These factors reflect or represent a value system and a series organizational beliefs system and practices. More so, the components that reflect organizational performance can include increased production, customer satisfaction and sustainability of continuous achievement on delivering required services as anticipated by society.

Organizational performance could be explained in four main approaches. The first approach or component is sustainability of the organization, this implies the systemic stability and increased growth which the organization have achieved overtime via the high quality of services and goods, and the preservation of its financial resources. Under this component, the satisfaction of customers, business partners, creditors, quality of services and goods and organizational competitiveness remain crucial in the rating of any organization's performance. The second component is the worth and quality of its personnel. To this regard, the quality of individuals working for the organization matters, in the sense of its worker's health or safety, climate, worker's commitment, competencies and performance involving the entire workforce in all of its worksites or workstations. The third approach considerably emphasizes processes of efficiency, and ability to utilize required techniques, tactics and technologies, mainly in operation procedures, systems and management. However, the fourth component is the legitimacy of such organization. This determines the organization's position in its operating environment. However, the evaluation of an external body like the government, interest groups and community that can reflect on the organization's performance in an ecological perspective. This reveals how the organization performs as a stakeholder in the environment or society to adhere to regulations, hold on to its social responsibility as it participates in its environmental responsibility (Morin, 1995). This further imply that where the need arises for the organization to settle disputes arising from their operational conditions, its resort, must be such that would enhance their service delivery. The most appropriate recourse in such a circumstance is the use of the instrument of industrial arbitration (Moses, 2012).

Every organization is created with a purpose, and its management endeavor to accomplish it. Each organization will however continue to exist if managers can uphold the quality and

efficiency of its products, services and satisfy major stakeholders. This can be possible through the dedication and commitment of the entire organization's employees, and ensuring the consistency of performance in the organization which do invest in the society, processes as well as in the environment, (Morin, 1995). Employee motivation increases organizational effectiveness or performance, when workers make more effort in ensuring their daily tasks are accomplished despite, whatever risk that may be involved, this can persistently move the organization to greater success, and there are evidences of the relationship involving employee motivation to increase organizational performance, even in hazardous workplaces.

Organizational performance constitutes the embodiment of workers' performance on achieving organizational goals and objectives. The main crux of organizational performance evolves on work performance of the employees. How work is done in a bid of making organizations to succeed is an issue of discourse among scholars. Additionally, defining performance has given rise to several conceptualizations and perception concerning the nomenclature or phenomenon. Despite the several arguments on organizational performance, (Byars & Rue, 2006) define it as the extent or trajectory to which a worker accomplishes the routine tasks assigned by the organization or the employer. Therefore, workers or organizational performance is the extent to which employees are able in accomplishing assigned tasks which in turn contribute to the trajectory of the organization. Organizational performance may intertwine with how the entire workforce performs weather individually or collectively. Furthermore, workers' performance explains how employees do their job well or poorly. When the job is well done, the organization will perform better. As the workers' focus on making the organization to make progress, they too will be compensated (George & Jones, 2012). The level of organizational or employees' productivity is related to organizational or employees' performance as was argued by (Babin & Bolos, 1998)' to this end, tasks performance is linked to individual and collective efforts of workers on the discharge of their job toward organizations growth and stability in service delivery.

Consequently, Borman & Motowidlo (1997) argue that task performance is behavioural, and it depends on the attitude of the worker on the job. The level of initiative, effort, commitment and maintenance of standards displayed by employees on the job is sequel to progressing and promoting the organization to higher performance. The level to which workers carry out their assigned tasks reflects to the extent at which the organization performs. It is the effectiveness, efficiency and the attitude of employees on organizational goal that may lead to the achieving of organizational objectives and goal. However, workers must be available at the work locations and display an enviable level of commitment on performing assigned tasks regularly.

2.1 Concept of Electricity Hazards

Electricity is a well-known source of energy that is essential, and lots of workers in various occupations and industries are virtually exposed to it as they daily perform their duties. It has generally been recognized to be a potential workplace hazard, which exposes those who work in electricity industries or outside to various risk, such as electrical shock, electrocution, falls, burns, injuries and death, (Thaker *et al*, 2013). However, it is understood that most workers may have the knowledge that the major danger from electricity is electrocution, (Casini, 2016).

Furthermore, electrical hazards are paramount in every industry, and it has been observed that four main varieties of potential electrical injuries resulting from exposure to electricity hazards exist, (Casini, 2016). These injuries combine electric shock, burns, falls as being instigated by contact with any leakage electricity energy and fatal electrocution. Meanwhile, for electrocution to happen, the worker becomes vulnerable to electrical hazard when there is exposure to some

lethal rate of electrical energy. For death to occur, worker's body must make contact to a potential active electrical source or wire capable of excessively stimulating the human nervous system. According to (Casini,2016), the level of electrical injuries is determined on the voltage of energy linking from the escape point to the entry point of the current, and the duration on which the electrical current passes through into the body. More so, the extent of damage to the human or workers body and the emergency or prompt medical treatment mainly determine the outcome of the energy in exchange, (Face,1991).

According to (Casini, 2016), electrical hazards is associated with electrical injuries which can occur in multiple ways, when the human body have direct contact with electrical current source, the injuries that may occur when there exist a flow of arc or electrons to a victim at the time of the incidence include flash point burns from electrical arc, spark flame burns, and skin de-colouration. More so, the heat generated by electrical arc causes severe damage to the skin. Direct contact to open source of electricity current can result to external and internal burns. Workers exposure to energized high power lines and voltages can result in skin burns at worksites where electrical energy passes into and exists through the body. Electricity burns destroys the compartment body tissues substantially leaving only a little superficial injury. In addition, the human blood vessels can clot, also the nerves within the area that is affected can be damaged, and the contractions of muscle usually lead to skeletal fractures. There could also be fractures when a worker falls from heights or elevations when performing job roles such as reconnecting of broken wires.

According to (Deyle *et al*, 1998), the physical outcomes of harmful risks of hazards comprise direct consequences such as health problems, injuries, deaths, and personal property damage, public facilities and equipment damage, also, infrastructure destruction, while other effects include job loss, loss of tax revenues, production or service delivery interruption and public cost effect. When electrical current passes through the human forearm it results to the involuntary contraction stimulation of the flexor, and also, extensor muscles. It is when the flexors that is strong dominates the victim, such a person may be incapable to escape or release the shocking object grabbed so long the current still flows, and if it continues further, the chest will be unable to withstand it and that could lead to respiratory paralysis or instant death.

Electrical currents can cause ventricular fibrillation; this however is the common reason why deaths occur from deadly electric shock. Meanwhile, ventricular fibrillation is the unsteady pumping of blood in the heart due to the uncoordinated, and asynchronous contraction of the muscle fibers within the heart that can quickly cause death in the absence of oxygen going into the brain, (Stout & Bell,1991). More so, the amount of current entering the victim's body is closely related to the level of resistance via the body. The environmental conditions like standing water, wet clothing and high humidity increases the potential effect of electrical hazards. On dry environment, the level of resistance can be as high as 100,000 Ohms, while broken skin may reduce the body's resistance to 1,000 Ohms. Moreover, high voltage of electrical current can break down and reduce the human skin resistance level to 500 Ohms. Once the body becomes punctured, there will be a massive flour of electrical current which quickly leads to cardiac stand still and rapid destruction of the entire human body or internal organs, (NIOSH,2000).

The potential danger of potential electrical hazards, is widespread and represent a very serious problem or occupational danger because all workers are vulnerable to it. The workforce is vulnerable to electrical hazard during the execution of their usual daily tasks, and electrocutions may occur to employees in different job categories. Most members of the workforce are unaware

or conscious of their vulnerability to potential electricity risks available in their workplace and work area that could make them become primary targets to the prevalent danger of being electrocuted if safety processes and health standards are not adhered (Occupational Safety and Health Standards, 1994).

2.2 Problems of Electricity on Employees

The problems of electricity are multifaceted in nature. However, it constitutes what is known as the effects of electrical current on humans, which also is broad in nature; however electrical hazards may be categorized basically into three dimensions. The most commonly recognized is electrical shock, followed by electrical burns and blasts from pressure impact and particles often found hovering in the atmosphere as an outcome of vaporized electric conductors. Electrical current can adversely affect the body. This can occur whenever electric shock happens on any victim's body, as it becomes part of any electric circuit. Electrical shocks do happen in different kinds of way: when a direct contact occurs with both conductors in a circuit; where there is a path between grounded and ungrounded conductors; and where there exists a provision of path associated with the ground and a potential conducting element that is in contact with ungrounded conductor.

Also, the degree of damage to the human body as caused by electric shock relies on three major factors. The factors include: the level of electricity power going through victim's body, the link of potential current via the body, including the amount of time a victim is subjected to the potential electrical current. However, the rate of the moving energy relies on the victim moves from mild sensation to instant death, (Ralph,2006). The main injuries caused by exposure to electrical hazard (electric shock) consist of stoppage of the heart or breathing muscles or even both of them. Also, the shock heating effects can lead to serious burns when the current passing into the victim's body ceases or leaves simultaneously. More so, the additional effects are serious bleeding, ventricular fibrillation, and difficulty in breathing air. Electrical current is an electrical factor that is a potential killer to the human body caused by electrical shock coming from a low or high voltage of electrical energy.

Another source of electrical hazard is the step and touch potential hazard. This relays a condition of ground fault, in which current flows via the grounding system to steel structure and any wire vying to return current to its source. Meanwhile, this flow of electrical current can exist in or around the ground surface to some extent within the place that the earth absorbs energy. More so, there exists high flow of current to the conductors supplying the faulty point electrical current. However, the closer a worker is to the grounded device, the higher the amount of current and greater the voltage. This makes the worker exposed to the problematic effects of electrical hazards, (Ralph, 2006). This is to say that a worker standing nearer the place where fault current is stands the chance of electric shock. On the other hand, touch potential involves in a situation an existing fault allows to pass into the earth ensuring a potential dissimilarity between the potential earth contact and any nearby conductive hardware. This means that the employee should stay on a conductive mat to avoid any electrical risk.

There are several electrical problems or hazards having the characteristics interrelated with electric power arcs, and certain precautionary measures are meant to be taken to avert any occurrence of injury either by arc burns and blast. To this end, electrical workers do more frequently get closer to energized equipment in which power arcs regularly occur. And high power voltage can make current flow via the air from one conductive part to another. During electrical work, an arc can happen where these exists a potential difference between two points.

The arc occurrence can result to serious shock and burns, or as the case may be result to igniting explosive blasts. However, electrical workers need to be familiar of the hazardous nature of electric arcs when using tools, metal or other equipment close to energized power-lines and electrical conductors. Making adherence to using personal protective equipment (PPE) ensures the workers safety depending on the extent of electrical energy available. More so, arc burns are very fatal, even when the worker is some feet away the arc, clothes may be burnt and it will be harmful to remove.

Another electrical hazard to workers in the electrical industry is injury caused by arc blast. This condition is when the electrical energy has high voltage resulting to arcing which present injury and heat to the worker. Precisely, extremely high – voltage arcs can result to damage of equipment, making metal to fly in surrounding space at different directions, while low-voltage power causes severe explosions in the atmospheres making gases, vapors and combustible dusts visible in the atmosphere, (Ralph,2006). This can also affect the worker's ability to breath in such situation, and inhaling the combustible dust becomes hazardous to the worker. The blast results to serious collapse to the worker's respiratory system, thereby hurting the lungs, esophagus and throat. However, there is the lack of adequate protection for electrical workers that are vulnerable to electrical problems or hazards effects caused by arc blasts.

3.0 Arbitration Strategy

Arbitration as a form of dispute resolution in companies cannot be overemphasized; globally, it's a way accepted for resolution of disputes without the judiciary or the courts at the initial stage. The disputes are usually decided by top management representatives or any internal department in the organization. Argument persists on the importance and adoption of arbitration strategy in handling issues in corporate entities and providing medium for workplace conflict management. The arbitration strategy may proffer sufficient remedy to corporate bodies, and can be an intervening substitute between workers and management conflict in organizations. There are concerns about the acceptance of elements of arbitration into the potential process of hazard management approach, administrative costs and loss of work time, hinging on avoidance of workplace accidents. Despite the decision on smashing away most of the blockades to enforcing of arbitration strategy, many organizations are far from having unitary approach to applying arbitration strategy. However, arbitration is seen as the only vital element in a corporate programme that may enhance organizational performance through its systematic approaches; resolution of workplace conflict and the management of workplace problems (Stipanowich & Lamare, 2013). Furthermore, reported cases of workplace problems can be evaluated, assessed and analyzed to provide an appropriate resolution to such issues by one or more superiors in the organization.

Besides employing arbitration, mediation or other intervention strategies, several companies may rarely experiment variety of other systemic tools and approaches toward taming workplace variances through adapting strategies to workplace problem solving. These may comprise integrated, systematic and hazard control approaches to the management on workplace conflict and risks through early case identification and assessment. This constitute a range of approaches directed at, and effectively handling and managing corporate resolution of workplace conflict and disparities by acidulously and systematically evaluating and analyzing every purview of a problem and determining appropriate strategies that are in accordance with organizational goals. However, a large majority of corporate entities apparently rely on ad hoc strategies and approaches for conflict resolution and risk management (Stipanowich & Lamare, 2013).

3.1 Electrical Accidents

Accidents in electrical work leads to varieties of problems, and electrical accidents cause loss of lives of several electrical workers and others over times. However, injury can be reduced and lives saved if timely rescue strategies and medical treatment are properly implemented. Accidents could occur at any given time or location, pending on the proximity of the potential hazard. On the occurrence of electrical accident, the associated effect of severe muscle clamping makes the victim incapable of releasing or moving away from the electrical conductor. To this regard, any possible move to help a victim poses great danger or hazard for the person attempting to rescue the victim. At this point caution must be considered whenever an outbreak of electrical emergency or potential accident situation occurs or evolves. It is therefore, recommended to adopt a schedule for instant emergency response and rescue plan before any electrical work or related maintenance activities at work sites (NFPA, 2000).

A worker who becomes victim of electrical injury may suffer vision problems, fractured bones, paralysis, swollen tongue, irregular heart beat or restlessness, cardiac instability or loss of consciousness, painful convulsions, breathing problem, muscle tenderness and possible itching. Considering that electrical accidents can happen anytime, certain factors should be properly considered, this include appropriate safety techniques that save lives, and actions that are regarded necessary or taken to rescue an electrical accident victim, using tools or protective equipment certified appropriate for such rescue. It is required that the rescuer do not rush into the event, should call for the aid of trained personnel who can approach the accident scene with caution. Also, the trained electrical worker needs to visually check the victim to determine if still in contact with the current conductors. It may not be proper to touch the victim or any conductive surface while they are still energized with current. On rescuing the victim, it is required not to stand on wet surface, and ascertain that the feet and hands are dry, then use non-conductive objects to remove a victim from the conductive surface. More so, it is important not to touch the conductive object nearer to the victim until the current is isolated, and a victim may require treatment with cardio-pulmonary resuscitation. Also, if the victim has a heart-beat, it will be adequate to give first aid for injuries and treatment for electrical shock (NFPA, 2000).

4.0 Electrical Policies/Rules

There are prescribed basic electrical policies or rules that ensure the prevention or elimination of electric hazards to certain degree at the worksites. These rules are the regulation for Occupational Safety and Health Administration Standards, and which regulates or ensures electrical safe practices. There are two vital points of the regulation that control electrical hazards at worksites. The initial main safety rule emphasizes that every live parts associated to a given task shall be properly de-energized before going to work on or around them. The next basic rule states that even after the live parts have been totally de-energized, these exposed parts should still be assumed energized till the arc are actually locked out or tagged out (Electrical Protection Handbook, (EPH), 1990).

To ensure safe practices in electrical worksite, the basic policy of procedure, state that “all electrical circuit conductors bare or insulated, are assumed energized until proven otherwise. They shall regularly be de-energized, closed, locked out as well as tested for the absence of high or low voltage prior to working nearby them. Working on electricity conductors should only be done or performed by qualified and certified personnel who have received authorization to carry out electricity work” Electrical hazards awareness (EHA, 2018).

The way that workers can prevent electrical hazards is to de-energize the electrical conductors intending to engage on or get close to, and ensure that none is re-energized while being worked upon. However, the first consideration for any electrical work is to first put all conductors in isolation from current as to assure it is on electrically safe situation and work condition. The process to determine that the work condition is electrically safe include: check on all potential sources of current supply to actual equipment, updated drawings, design diagrams and tags for equipment maintenance information; After isolating or de-energizing electricity current supply, open the device; remove the circuit breakers to full disconnected condition; tag out equipment in relation with the regulating administrative and engineering control policies; make use of certified voltage probing detector to ascertain that each phase conductor is properly de-energized; and in a situation where stored current exists, observe that the power phase conductors are grounded before handling them, (Electrical hazards awareness, 2018).

Certain rules are provided to ensure safety on working with or around energized equipment or parts. Electrical circuit parts or conductors having over 49 volts to ground cannot be worked upon energized with current, unless under appropriate preventive conditions. Workers are allowed to work on energized circuit equipment whenever there is prove that de-energizing the parts may result to increased risk or hazards, this may happen due to equipment nature or operational limitations. However, workers with adequate training, qualification and work hazards experience may be allowed to work around or sit near to electrical conductors energized. Such employees are trained to be conscious of electrical hazards, and have been also trained to escape injuring making use of basic safe practices, protective equipment and precautionary methods or techniques. To this effect, it requires purposive planning, as well as top level management recommendations and approvals to work on or approach overhead energized power lines.

4.1 Policy Formulation Process

According to (Hogwood & Peters, 1983), policies are being designed in work environment to replace existing policies should be improved. Policy development are in various stages involving intelligence stage, promotion, prescription, invocation, application, termination stage and appraisal stage, (Jann & Wegrich, 2007). However, policy evolves, and it is apparently a group of measures or tools, and activities prescribed to solve lingering issues in the location for work, (Freeman, 2013). Policies are required in organizations to enhance work design and methods to carry out work with safety consciousness, particularly in the electrical energy distribution industry where there are multi-dimensions of hazards. Policy making process begins with the setting of issue or problem identification and may end with appraisal or evaluation, (Howard, 2005). The identification of workplace problem encourages the formulation of policies. The initial step in policy making is problem identification which is generally political and not in control of a single person. There is usually limited capacity within organizations to handle all apparent policy responses to identified policy issues.

However major actors promote these issues as being prominent for active debate within the organization, (Birkland, 2007). Policy formulation, issue analysis and solving of identified problems are all events that occur within interest groups, policy think tanks, government ministries, special commissions, legislative committees and all work organizations, (Dye, 2008). The required policy making approach and process comes before decision making, and it remains key actors or policy experts who evaluates potential solutions and arrange them to be streamlined into regulation or legislation. The analytical evaluation of its acceptability, costs and benefits will be readily made available within the firm. In policy formulation, policy experts have the

responsibility of interacting with workers, policy networks and other stakeholders in proper consultation for the enhancement or reshaping policy proposals. As the proposal is formulated and presented to decision makers in the organization, parliament and ministers for consideration, once it is approved becomes binding or active on all social actors in the wider society.

The implementation of policy follows after the planning stage. It is therefore, a practical stage of attending to solve the identified problem, (Howlett & Ramesh, 2003). At this stage, resources are usually allocated to recipients within the organization, and responsibilities are also assigned in various departments and required rules or regulations have been provided and agencies are assigned the task of translating the potential laws into designed operational procedures which will help employees to pattern their work behaviour to required standard, (Dye, 2008). The implementation phase provides guidance to work activity, and ensures in solving every day work problem through developed strategies as enshrined in the rules and regulate on structure, (Pulzl & Treib, 2007).

The evaluation and analytical stage tends to determine the success or outcomes of the spelt out policy, and any visible unintended consequences of such policy. Evaluation of policy helps to establish if a policy should be redesigned (improved) or terminated due to result of changes in policy goals or any newly identified problems. Such evaluation is mostly undertaken by government agencies, legislators, policy experts, think thank committee and decision makers in organizations who review policy problems and seek further solutions. However, evaluation of policy may take administrative, political, judicial or all three process to influence the emergence of any new policy, (Howlett & Ramesh, 2003).

4.2 Theoretical framework

In this research, the goal theory is adopted to elaborate more on its importance to work performance in organizations'. Goal theory was propounded by Latham and Locke (1979) which asserts that effective motivation and performance goes higher in conditions that individuals are set specific goals, when goals are difficult but accepted, and when there is feedback on performance, (Armstrong, 2009 p.327). Goal refers to what an individual consciously is trying to do or achieve. A goal has the capability to affect one's behaviour or job performance, and directs attention or action. Goals can mobilize an individual's energy, directs higher efforts, and increasing effort persistently. However, goals help individuals to develop strategies that can enable them perform up to required and standard goals levels. Thus, achieving the required goal can result to job satisfaction, in addition, further motivation, or lower motivation and frustration if it is not accomplished.

Practically, goal, setting is like a powerful tool for motivating organization workers. It enhances motivation, concentration and performance, (Newstrom, 2011). More so, goal motivates and organization workers perform at levels that are higher when given a task to achieve a particular goal. Giving mandate to organization workers to improve, do their best or even work harder is not necessary, because such kind of goal may not give them a specific target. The link between goal and performance is that no matter how difficult goal is to the organization members, it must be attainable. When goal is too difficult, it will make performance suffer because workers can reject it, and view it as being unreasonable and thinks it to be unattainable. The main factor in attainment of any goal is the quality of self-efficacy as posited by (Bandura, 1997). Moreover, goals must be accepted and must be given commitment till its accomplishment. To achieve acceptance of goals among workers, organizations must allow employees to contribute in the goal setting process, because their involvement in goal setting enhances their commitment, and

ensures that goals are achieved. Organization members work as teams, groups or committees for increase in productivity. Finally, goals allow workers to show commitment to their routine tasks even in work environments with the chances of having potential hazards.

5.0 Methodology

The research adopted descriptive research approach to harness maximization of organization performance. Studying wider number of individuals provides a general descriptive knowledge upon which further research could be built on the future. The survey design allows a researcher to collect, present, analyze or interpret data for the intent of describing practical beliefs, attitudes and on-going processes relating social change. In this regard, detail investigations were carried out with a view to obtaining relevant information from useful sources that provides the grounds for data assembling and analysis.

6.0 Discussion and Conclusion

As the workplace is seen to have life threatening conditions, some workers usually take the option of avoiding work due to the negative attitude they have developed in their mind. This may likely reduce or lower their work performance toward realizing set goals or targets in the organization. To have higher performance, there is likely an essential need for every organization to engage in identifying the peculiar work hazards that are associated to their kind of operations. It is also required that organizations should strategize against all potential hazards related to or is prevalent in the work area or workplace, thereby ensuring that credible efforts are taken for the safety and wellbeing of employees.

Consequently, where all care was taken and disputes arises, the study have shown the such disputes could be strategically handled by way of industrial arbitration. This approach is faster and may not result the issuance of Court orders that may likely impede the progress of the work. Further, the study also reveals that policy making is vital within the industry. The reason of ineffectiveness in policy formulation could be hinged on the non-competiveness in the electricity distribution industry. In addition, the study reveals that electricity hazards have several effects on employees which causes painful sensation, muscular contraction, burns, as well as electrocution to victims in workstations.

7.0 Recommendations

1. Improving organizational performance in electricity distribution company, a strategy is key in identifying and reducing potential hazards by constituting measures supported by best international practice in the use or arbitration strategies in the resolution of industrial disputes arising from electricity distribution efforts.
2. Employers in electricity distribution industry should adopt multifaceted approach to create awareness to employees through routine work safety and health induction or training on working in hazard prone work environment.
3. Management need to set up safety and compensation policies for employees' wellbeing, commitment and motivation to increase electricity service delivery.
4. Government should allow other private electricity distribution companies to join force in electricity distribution industry to ensure regular power supply and eliminate non-competiveness currently affecting the industry in Nigeria.

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