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The Effect of Employees' Orientation on Risk Management in Leigh and Lloyd Mining Firm

Eniowo Olushola D.[1], Onafadejiadeniyi. O.[2],Olusanmi John O.[3]Ogundejititobiloluwa Y.[4]

[1, 2,4] *Department of Project Management Technology, Federal University of Technology Akure, Nigeria*
[2] *Department of Business Administration, Federal University of Technology Akure, Nigeria*
Corresponding Author: Eniowo Olushola D

ABSTRACT:*It is an undisputable fact that the world is changing at a very fast pace. There is therefore an urge for organizations and institutions to respond to these changes. It is for these reasons that organizations need to orientate their employees to prepare and equip them with current skills and knowledge. This study was conducted to find out the effects of employee orientation on risk management in Leigh and Lloyed Ltd, a sand mining firm in Lagos, Nigeria. The methodology that was used in collecting the research data was a survey design that used a purposive random sampling technique where copies of a well-structured questionnaire were distributed. The results of the assessments indicated that the organization needs quality orientation programmes for its employees. It also pointed out that an orientation practice in the company is facing many problems. However, there are certain factors that affect orientation practices in the study area. Based on the findings, a number of recommendations have been made. Among these include, frequent orientation programme with improved quality to be organized for employees alongside the provision of suitable working environment and motivation such as promotion for high performance to be used to enhance effectiveness of the programmes on employee performance to adopt a more comprehensive approach to orientation. Therefore, Leigh and Lloyed Ltd can use the orientation program to manage Risk and develop a team atmosphere.*

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I. INTRODUCTION

Orientation is the process of communicating to a new employee the duties of the job and how to accomplish them. The induction and orientation of new employees in an organization is a very important personnel function that is frequently neglected. Once an organization has employed qualified and competent staff to perform those jobs for which they were hired, it is necessary to embark upon an effective orientation and development programs. In carrying out such a program, management seeks to create favourable attitudes towards the company, its policies and its personnel. It is customary to provide information about those matters that are of immediate concern to them, such as history and general policies of the organization, descriptions of the enterprise, services and products, organization of the enterprise, safety measures, and regulation, personnel policies and practices, services, daily routine and regulation, personnel policies and practices, services, daily routine and regulations.Orientation itself is an act of making oneself familiar and adaptive to a new situation. It is a driving force that encourages an employee to put in his best in the activities of the organization in an acceptable manner to the new environment he finds himself.

Risk is part of all our lives. As a society, we need to take risks to grow and develop. From energy to infrastructure, supply chains to airport security, hospitals to housing, effectively managed risks help societies achieve. In our fast paced world, the risks we have to manage evolve quickly. We need to make sure we manage risks so that we minimize their threats and maximize their potential. Risk management involves understanding, analyzing and addressing risk to make sure organizations achieve their objectives. So it must be proportionate to the complexity and type of organization involved. Enterprise risk management (ERM) is an integrated and joined up approach to managing risk across an organization and its extended networks. Because risk is inherent in everything we do, the type of roles undertaken by risk professionals are incredibly diverse. They include roles in insurance, business continuity, health and safety, corporate governance, engineering, mining, planning and financial services. (Novel Six Sigma Approaches to Risk Asseement, 2017) Institute of Risk Management's mission is to build excellence in risk management, in all sectors and across the world Riskmanagement.

ISO 31000 is a family of standards relating to risk management codified by the International Organization for Standardization. According to ISO 31000:2009, Risk management provides principles, framework and a process for managing risk. It can be used by any organization regardless of its size, activity or sector. Using ISO 31000 can help organizations increase the likelihood of achieving objectives, improve the

identification of opportunities and threats and effectively allocate and use resources for risk treatment. (International Organisation For Standardization, 2017)

Safety simply means freedom from any form of accident and therefore, is indispensable in the operation of any industrial plant. Obedience to safety rules and regulations is a condition for employment and a legal requirement for successful operation. The ultimate objective in organizations is to remind workers about safe working condition. As Williams (1977) observed, accidents are caused by human element and human errors. Changes in behavior can reduce human error and human elements in accidents. The importance of providing safe workplace has been reiterated by various related studies because of the intrinsic hazard and risk factors that undoubtedly underlie every work situation and their negative impact on a company's overall performance. While risk is the chance or probability that a person will be harmed or experience an adverse health effect if exposed to a hazard, hazard on the other hand refers to the situation or source (which could be biological, chemical, physical or ergonomic) of potential damage to somebody, property or equipment, Nwachukwu (1998) noted that every employee, old or new likes to know about opportunities for advancement available to him. It must be made clear to him, that employees, who do particularly well, will be recognized accordingly. These are made known to new employees during orientation programs. It is the aim of this study therefore, to find out if there is actually a tie between orientation of new employees and risk management, and the significance of this tie on the organizational performance or productivity.

Industrial operations generally are often carried out not without its own risks and safety hazards. Sand mining operations in particular is known to be risky and full of hazards of different nature. Post (2017) reported the case of a mine accident in a sand mine at Khadgabhanjyang in Nuwakot involving three mine workers, where eyewitnesses indicated that the three men involved were buried when a massive sand mound caved in while they were quarrying sand using shovels and picks. It should be noted that during orientation, an organization eliminates potential problems, even before they occur, by answering the individual's question about job duties, allowing him to express reservations, and providing a gradual introduction to the work.

The objective of this study is therefore to assess the effect of employee's orientation on risk management, taking Leigh and Lloyed limited, a sand mining company in IgbogboBayeiku area of Ikorodu, Lagos, Nigeria as a case study.

II. LITERATURE REVIEW

1.1 The Concept of Employee Orientation

Orientation can be viewed as a special kind of training designed to help new employees to learn about their tasks, to be introduced to their co-workers and to settle in their work situation – a vital ingredient of internal corporate communication (Bennet, 2001). Employee orientation can be broadly defined as the familiarization with, and adaptation to, new work environment. It refers to the process by which a new employee is introduced to the organization, to the work group, and to the job. Traditionally, organizations approach orientation by describing to the new employee the organization's history, structure, fringe benefits, rules and regulations. The first few months within any organization represent the critical period during which an employee will or will not learn how to become a high performer. According to (Mathias, 1991) it is this principle of learning that ensures that productivity potential enhanced, while, simultaneously, both the company and employee expectations are integrated.

Employee orientation is the procedure of providing new employees with basic background information about the firm and the job. It is more or less, considered as one component of the employer's new-employee socialization process. The socialization process could be seen as an ongoing process of initialling in all employees the prevailing attitudes, standards, values, and patterns of behaviour that are expected by the organization. Socialization is important for employee performance and for organizational stability. For new employees, work performance depends to a great extent on knowing what they should or should not do. In the western world, for example United States of America, United Kingdom etc., a person is hired and reports to work. After completing the documentation required, he/she is expected to perform the role with minimal introduction.

To achieve employee focus, a firm with a high degree of employee orientation cultivates a set of shared values and beliefs about putting the employee first and reaps results in the form of a defendable competitive advantage, decreased costs and increased profits. It would appear, therefore, that the term 'orientation' should mean some reflection or representation of the total motivational state of an individual at a particular point in time. Apart from being a means of defining the situation, orientation will also define the person. It therefore becomes the link between the individual and his situations - both of which are variables which may change and may then change the orientation (Bennett, 2001). The reasoning for orientation is, in the main, to alleviate fear or anxiety which can be experienced by newcomers in relation to how well they would fit into the organization and how well they would perform. The components of an effective orientation system include preparing for new employees, determining what information is needed ad when it is needed, presenting information about the

workday, the organization itself, its policies, rules and benefits, all to be evaluated and followed up (Mathis and Jackson, 1991). Most importantly and to the fore, employees would be introduced to the channels of communication in the workplace and, thus, leading to effective coordination.

Knowing how to perform a job properly includes knowing how to do it safely. New employees have to learn the rules and the specific requirements for doing a good, safe job. Even if they have experience doing a certain kind of job somewhere else, they may not know how to do the job your way.

Orientation begins the training process that eventually creates safe, competent workers. But orientation is only the first step. Ongoing safety training has to do the rest. Effective, consistent training develops good safety attitudes, builds expert knowledge about the job and its hazards, and teaches the precautions that must be taken to prevent accidents and injuries.

2.1.1.An Overview ofRisk Management

Dredging can probably claim the greatest familiarity with risk of all the major industry sectors. The possible risks in the case of River sand mining projects are erosion, inundation/floods, accidents due to vehicular movement, Drowning, accident during sand loading and transporting etc. Mining and allied activities are associated with several potential hazards to both the employees and the public at large. A worker in a mine should be able to work under conditions, which are adequately safe and healthy. At the same time the environmental conditions should be such as not to impair his working efficiency.The very real danger to life and limb faced by the earliest miners remains a feature of modern operations, but explicit attention to risk is now spreading to other areas of dredging, from process operation and projects through to the strategic management of a business.

The traditional focus on safety has expanded to encompass the social and environmental effects of mining and mineral processing, and risk management has made its way into project planning and investment analysis, as well as being a central plank of good corporate governance. Formal risk management practices now extend to all aspects of mining and processing, and the larger operators are beginning to integrate all their risk management practices under a unified corporate strategy.Risk management focuses on identifying and assessing the risks to the project and managing those risks to minimize the impact on the project. There are no risk-free projects because there are an infinite number of events that can have a negative effect on the project. Risk management is not about eliminating risk but about identifying, assessing, and managing risk(ProjectmanagementInstituteInc, 2008)

According to ISO 31000 a family of standards relating to risk management codified by the International Organization for Standardization. ISO 31000:2009, Risk management provides principles, framework and a process for managing risk. It can be used by any organization regardless of its size, activity or sector.An organization may use risk assumption, risk avoidance, risk retention, risk transfer, or any other strategy (or combination of strategies) in proper management of future

2.3 Theoretical Review

2.3.1 Risk Management Theory

Risk management is the identification, assessment, and prioritization of risks followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities (Wenk, 2005). Effective risk management can bring far reaching benefits to all organizations, whether large or small, public or private sector (Ranong and Phuenngam, 2009). These benefits include, superior financial performance, better basis for strategy setting, improved service delivery, greater competitive advantage, less time spent fire fighting and fewer unwelcome surprises, increased likelihood of change initiative being achieved, closer internal focus on doing the right things properly, more efficient use of resources, reduced waste and fraud, and better value for money, improved innovation and better management of contingent and maintenance activities (Wenk, 2005). According to Dorfman (2007), ensuring that an organization makes cost effective use of risk management first involves creating an approach built up of well-defined risk management practices and then embedding them. These risk management practices include financial risks management practices, operational risk management practices, governance risk management practices, and strategic risk management practices.

2.3.2 Enterprise Risk Management Theory

According to Tseng (2007), Enterprise Risk Management (ERM) is a framework that focuses on adopting a systematic and consistent approach to managing all of the risks confronting an organization. Gordon et al. (2009) on the other hand define ERM as the overall process of managing an organization's exposure to uncertainty with particular emphasis on identifying and managing the events that could potentially prevent the organization from achieving its objective. ERM is an organizational concept that applies to all levels of the organization". In conducting ERM, the following are listed as some of the areas or aspects of the organization

that a risk manager need to look into namely: the people, intellectual assets, brand values, business expertise and skills, principle source of profit stream and the regulatory environment (Searle, 2008). This will help organization to balance the two most significant business pressures; the responsibility to deliver succeed to stakeholders and the risks associated with and generated by the business itself in a commercially achievable way. By doing so, the risk manager is constantly aware of the risks it faces and therefore constantly monitors its exposure and be positioned to change strategy or direction to ensure the level of risks it takes is acceptable.

2.3.4 Contingency Planning Theory

Contingency planning (CP) also known as business continuity planning is a crucial element of risk management. The fundamental basis of Contingency Planning (CP) is that, since all risks cannot be totally eliminated in practice, residual risks always remain. Despite the organization's very best efforts to avoid, prevent or mitigate them, incidents will still occur. Particular situations, combinations of adverse events or unanticipated threats and vulnerabilities may conspire to bypass or overwhelm even the best information security controls designed to ensure confidentiality, integrity and availability of information assets (Hisnson and Kowalski, 2008). In the context of this study, CP is defined as the totality of activities, controls, processes, plans etc. relating to major incidents and disasters.

It is the act of preparing for major incidents and disasters, formulating flexible plans and marshaling suitable resources that will come into play in the event, whatever actually eventuates. The very word 'contingency' implies that the activities and resources that will be required following major incidents or disasters are contingent (depend) on the exact nature of the incidents and disasters that actually unfold. In this sense, CP involves preparing for the unexpected and planning for the unknown. The basic purpose of CP is to minimize the adverse consequences or impacts of incidents and disasters.

The enterprise risk management theory is a theory that focuses mostly on all type of risk that an organisation may face during the course of production. Therefore, this study adopt the enterprise risk management theory.

2.3 Review of Empirical Literature

In a study carried out by James and Kepha (2013), on "Effects of Risk Management Practices on the Performance of Insurance Firms in Kenya: A Case of AIG Insurance Company Ltd" in which the objectives are to determined, examine, established the extent to which financial, operational, governance and strategic risk influence the performance of insurance firm in Kenya. The study was conducted within six general managers, ten assistant general managers, thirteen service/underwriting managers, and twenty two professional staff of AIG Insurance Company Ltd. The output for this study was presented using descriptive statistics such as the mean score and standard deviation, graphs, bar charts and pie charts were also used for further representation. All the respondents indicated that AIG has a risk management department with exception of two who did not understand how the risk department really worked and which implies that AIG understands the importance of identifying, assessing, and prioritizing of risks in its line of business. The company therefore has a department to assist in the coordination and economical application of resources to minimize, monitor and control the probability and/or impact of unfortunate events and maximize the realization of opportunities. The study therefore recommended that a transparent account of the firm's risk management objectives and resources is required to implement the objective to be put in place.

Also another study carried out by Njenga and Osiemo (2013) on the "Effect of Fraud Risk Management on Organization Performance: A Case Of Deposit-Taking Microfinance Institutions in Kenya". The main objective of the study was to investigate effect of fraud risk management on performance of deposit taking micro financial institutions in Kenya and it adopted a descriptive survey design. The target population of this study was all deposit-taking microfinance institutions in Kenya. The study adopted stratified sampling with the sample been drawn from the senior management, middle management and lower management staff of the head office branches of the 8 deposit-taking microfinance institutions. Descriptive statistics such as frequencies, percentages, means and standard deviation was used to report and present the data. The results of the study indicate that fraud risk management was significant in affecting the various indicators of profitability where Growth in Deposit Accounts had the highest t-values at 2.212, followed by profitability at 1.557, then balance sheet strength at 1.263, while ROA had the least t-value at 0.971. Based on the results, all the explanatory variables are statistically significant ($p= 0.0411$, $p=0.0364$, $p= 0.0409$ and $p=.0270$). In statistics, a significant level of $p <0.05$ is significant. The study recommends that all banks must have a fraud risk officer who will be responsible of interpreting fraud and anti-money laundering policies to the employee so as to ease their understanding on the policies.

III. METHODLOGY

The study area for this study is Leigh and Lloyed limited, which is a sand dredging company located at IgbogboBayeiku area ofIkorodu, Lagos, Nigeria. The population for the study comprises of all the staff of Leigh

and Lloyed Ltd in IgbogboBayeikuIkorodu, Lagos State which is made up of 70 employees. Purposive sampling technique was used to select respondents because it seek to get all the possible cases that fits the criteria.Purposive sampling was appropriate in this situation because; it enabled the selection of unique cases that were especially informative; it also allowed in-depth investigations into the entire issue of employees' orientation among the workers in the sand dredging companies.

A sample size of 60 was computed from the population using the formula for calculating sample size in research activity as stated in Yamane (1967).

Primary source of data was used as gathering instrument for the survey using a structured questionnaire which was designed with the adopted conceptual framework of the study as the backbone and was personally administered by the researcher. Interview and discussion was also used to augment the survey questionnaire. Responses were ranked on a five-point scale to give an indication of the degree of the aspect being measured. The scale was used as it is simple to construct, easy to read and complete and likely to produce highly reliable data.

The data collected from the field survey were subjected to descriptive statistics such as Percentage, frequency table mean and standard deviation, Relative importance index (RII), Linear Regression Analysis, ANOVA, and Pearson Product Moments Correlation Coefficient were used for the analysis of the research questions. The analysis was carried out both during and at the end of the data collection. SPSS (Statistical Package for Social Sciences) version 20 was used to analyse the data.

IV. RESULTS AND DISCUSSION

4.1. Effect of Induction Process on Employees

Table 1.shows that employees are able to cope on the job after induction process. 3.5% of respondents disagree to this notion, 14% are undecided about it. 31.6% agree to it and 50.9% strongly agree to the notion that employees are able to cope on the job after induction process.

Table 1.Employees are able to cope on the Job after Induction Process

	Frequency	Percent
Strongly disagree	0	0
Disagree	2	3.5
Undecided	8	14.0
Agree	18	31.6
Strongly agree	29	50.9
Total	57	100.0

Source: Field Survey, 2017

4.2. Effect of On-the-Job Experience on Employees

Table 2 shows that employees are less prone to mistakes as they spend more time on the job. 3.5% of respondents disagree to this notion, 3.5% are undecided about it. 35.1% agree to it and a further 57.9% strongly agree to the notion that employees are less prone to mistakes as they spend more time on the job.

Table 2.Employees are less prone to Mistakes as they spend more time on the Job

	Frequency	Percent
Strongly disagree	0	0
Disagree	2	3.5
Undecided	2	3.5
Agree	20	35.1
Strongly agree	33	57.9
Total	57	100.0

Source: Field Survey, 2017

4.3. Effect of Workshops and Seminars on Employees

Table 3 shows that workshops and seminars are organised by the firm for all employees (both new and long serving). 17.5% of respondents strongly disagree to this notion, 3.5% disagree to it, 15.8% agree to it and a further 63.2% strongly agree to the notion.

Table 3.Workshops and Seminars are organised by the Firm for all Employees (both new and long serving)

	Frequency	Percent
Strongly disagree	10	17.5
Disagree	2	3.5
Undecided	0	0

Agree	9	15.8
Strongly agree	36	63.2
Total	57	100.0

Source: Field Survey, 2017

Table 4 shows that workshops done increases the competencies of the employees. 10.5% of respondents strongly disagree to this notion, 3.5% disagree to it, 7% are undecided about the argument, 61.4% agree to it and a further 17.5% strongly agree to the notion that workshops and seminars held for the employees increase their competencies on the job.

Table 4.Workshops done Increase the Competencies of the Employees

	Frequency	**Percent**
Strongly disagree	6	10.5
Disagree	2	3.5
Undecided	4	7.0
Agree	35	61.4
Strongly agree	10	17.5
Total	57	100.0

Source: Field Survey, 2017

4.4. Identification of Safety Measure Employed to Manage Risk on Sites

Table 5 shows the safety measure provided to manage risk on site in the study area

Please Note that:

SA = Strongly Agree, A = Agreed, U = Undecided,

SD = Strongly Disagree, D = Disagree N = Respondents Size

Some safety measures were identified by the researcher and respondents were asked to select which of these measures were provided for them. Provision of face mask with mean score of 2.2281 is ranked 1st, while Provision of safety gloves and Provision of ear muffler both with the same mean score of 2.0526 are ranked 2nd. Provision of safety helmet, Provision of nose cover, and Provision of first aid facilities all with the same mean score of 1.9825 are ranked 4th, Provision of safety shoes with mean score of 1.9474 is ranked 7th, and Provision of safety signs with mean score of 1.7719 is ranked 8th as safety measures provided by the firm to combat identified risks. However, given the low mean of all measure in table 4.16, it shows that these safety measures are not adequately provided by the organization, thus the employees' lives are endangered in the process.

Table 5. Safety Measures Provided to Manage Risk on Site

	SD	**D**	**U**	**A**	**SA**	**N**	**Mean Score**	**Rank**
Provision of face mask	26	12	6	6	7	57	2.2281	1
Provision of safety gloves	28	14	4	6	5	57	2.0526	2
Provision of safety helmet	30	14	2	6	5	57	1.9825	4
Provision of nose cover	34	6	6	6	5	57	1.9825	4
Provision of safety signs	30	20	2	0	5	57	1.7719	8
Provision of safety shoes	30	14	4	4	5	57	1.9474	7
Provision of first aid facilities	26	18	6	2	5	57	1.9825	4
Provision of ear muffler	32	10	2	6	7	57	2.0526	2

Source: Field Survey, 2017

4.5. Hypothesis Testing

The hypothesis tested in this study is to determine if Employee's orientation has effect on risk management. The result is shown in table 6 - 8.

H_0: There is no effect of employee's orientation on risk management

H_1: There is an effect of employee's orientation on risk management

The effect of employee's orientation on risk management was tested using regression analysis. Table 6, R value = 0.721 represents the simple correlation which indicates a high degree of correlation between employee's orientation and risk management in the study area. R Square value = 0.519 shows risk management is affected by 52% of employee's orientation on the job.

Table 7, shows that the regression model predicts the risk management significantly well as $p = 0.044 < 0.05$. We therefore reject the null hypothesis and accept the alternative.

Table 7 shows that risk management can be predicted from employee's orientation by the formula below;

$Y = 2.441 – 0.113X$

Where Y = Risk Management, and

X = Employee's orientation

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.721[a]	.519	.439	.0952538	.519	6.485	1

a. Predictors: (Constant), employee's orientation

Source: Field Survey, 2017

Table 7. Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.059	1	.059	6.485	.0044[b]
	Residual	.054	6	.009		
	Total	.113	7			

a. Dependent Variable: safety and risk management

b. Predictors: (Constant), employee's orientation

Source: Field Survey, 2017

Table 8. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.441	.176		13.835	.000
	employee's orientation	-.113	.044	-.721	-2.547	.044

Dependent Variable: safety and risk management

Source: Field Survey, 2017

V. CONCLUSION AND RECOMMENDATION

This study examines the effect of employees' orientation on risk management in Leigh and Lloyd mining company. The result of the assessment carried out to investigate the safety measures employed to manage risk on site in the study area reveal that; provision of face mask ranks top of all the safety measures provided by the firm to manage risk on site. This assessment also reveal that the use of safety signs to manage risk is less prominent.

The result of the test carried out to assess the effect of orientation on risk management in the study reveals that workshops which were conducted by the firm has positive effect on the competences of the employees and as such they could better protect themselves on site by virtue of these workshops.

Based on the findings of this study, it is therefore recommended that a well-structured employees' orientation curriculum that will capture various safety measuresshould be created by the firm in order to ensure that its employee orientation program is adequate. Furthermore, it is recommended that adequate safety gadgets be provided for employees to protect themselves while on site. It is also recommended that frequent orientation programmes with improved quality should be organised and personnel carrying out training during orientation should have vast experience on safety measures, for this reason private and public consultants could be consulted.

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