

**Safety Culture as a Predictor of Job Satisfaction among Secretaries in ICT Polytechnics,  
Ogun State, Nigeria**

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## **Abstract**

Employee's job satisfaction is pivotal for job performance and overall achievement of the organizational goals, aims and essence of existence failure of which may result in eventual extinction from the competitive front. Several studies have been carried out to find out the possible factors that influences job satisfaction. This study aimed at finding out the influence of office safety culture on job satisfaction. A descriptive survey design was adopted. The population comprises of 186 secretaries in ICT Polytechnics, Ogun State. The study adopted a descriptive survey design. The instrument for data collection was questionnaire. The empirical data was analyzed using descriptive statistics, the hypothesis were tested using simple linear regression. The study found a moderately high level (Mean=3.5) Job satisfaction among secretaries. A moderate level of office safety culture (Mean=3.1) was found, which means there is need for improvement in the safety culture of the study area (employees). The test of hypothesis revealed that office safety culture ( $R = 0.510$ ,  $p < 0.05$ ) have significant positive influence on job satisfaction. The study recommends that institution of higher learning should consider advancement into safety programmes that will facilitate a smooth running, healthy and safe workspace.

**Key words:** Job Satisfaction, Office safety culture, organizational culture, Employee satisfaction, Employee well-being.

**Word Count:** 206

## Introduction

In spite of the invention of machines and robots, organizations still cannot succeed without humans. It is sad to note that the health and wellbeing of workers are most times sidelined by employers having forgotten that these humans are responsible for the achievements of set organizational objectives hence the reason the work should be made meaningful, valuable, comfortable and safe for employees. In a competitive organizational environment, high-performance employees are needed in order to enhance organizational productivity. The health and safety of employees are to be of significant concern to employers and therefore need be paid adequate attention to.

Recent surveys among office employees across the globe revealed the fact that employees' occupational health and safety have suffered some decline(Quible,1996). Reviewed statistics on occupational accidents, hazards, injuries, diseases, time loss, law suits and many others revealed that more than 2.3 million people die as a result of occupational accidents or work-related diseases per year and 317 million accidents occur on the job annually around the world(Wasonga, 2004). The Social Security Institution reported 221,366 occupational accidents, 494 occupational diseases and 1,626 fatal occupational accidents were reported in Turkey in 2014(Tengilimoglu, Celik, &Guzel, 2016). Recently, it has been estimated that work days lost to occupational safety and health-related causes represent almost four percent of global GDP, and some six percent in some countries while the greatest proportion of current work-related deaths, 86 percent come from occupational-related diseases(Tompa, Mofidi, van den Heuvel, van Bree, Michaelsen, Jung, Porsch, & van Emmerik, 2021).These could have been the reason the observed general loss and decline of job satisfaction among office workers, and in particular, secretaries in ICT Polytechnics, Ogun State, Nigeria.

As human behaviours (and thus at an individual level, safe or unsafe behaviours) are partly guided by personal beliefs, values, and attitudes, continued workplace safety may have its base in individuality, and organizationally constructed shared beliefs that safety is important (Misnan, HaNim, Yusoff, & Mahmood, 1902). The safety culture of an institution is the product of both individual and group values, attitudes, perceptions, competencies and patterns of behaviour that determine the commitment to, and the style and proficiency of, an institution's health and safety management (Bisbey, Kilcullen, Thomas, Ottosen, Tsao, & Salas, 2021). Institutions with a safety culture are characterized by communications founded on mutual trust, by shared perceptions of the importance of safety and by confidence in the efficacy of preventive measures as well as the situational and behavioural factors derived from the Pathogen Model of safety culture that was considered for this study (Marsden, 2021).

### **Statement of the Problem**

A healthy safety culture in an organization will prioritize the psychological, sociological as well as the mental wellbeing of its employee. Considering the inevitable role(s) of office secretaries, it was observed that little or no attention has been given to employee's health and this has the tendency of having a ripple effect(s) of delay in the discharge of duties of these secretaries which invariably downplay their job satisfaction thereby resulting in low job performance. However, the research questions are:

- i. What is the level of job satisfaction of secretaries in ICT Polytechnics, Ogun State, Nigeria?
- ii. What is the prevalent safety culture in ICT Polytechnics, Ogun State, Nigeria?

The hypothesis for this study is: there will be no significant influence of safety culture on the job satisfaction of secretaries in ICT Polytechnics, Ogun State, Nigeria.

## **Literature review**

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment(Tsui, 2019). Job satisfaction can also be defined as the extent to which a worker is contented with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation(Afshari, 2020). The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction<sup>3</sup>. Job satisfaction is the collection of feeling and beliefs that people have about their current job.

The safety culture of an academic institution reflects the broad spectrum of established safety related to human, organizational or contextual, and technological aspects prevailing in the entire organization. It entails observable, tangible factors, being the safety management of an organization, the physical working environment, and how individuals behave in relation to safety. In addition, it entails non-observable, less tangible factors, being the values and attitude of individuals in relation to safety, and the shared perceptions of safety. All these safety-related aspects interact with each other in a dynamic way(Choudhry, Fang, & Mohamed, 2007). Differences within an organization can manifest themselves into different sub-cultures. The rationale behind this definition originates from both experiences in the work field and commonalities among safety culture definitions that can be found in the literature.

Safety culture assessments often place the main emphasis on human behaviour, while diminishing the importance of other human aspects, such as the safety values and attitude, and the organizational and technological aspects prevalent in an organization(Glendon, & Stanton,

2000). Aside from experiences from the work field, the used definition originates in commonalities among safety culture definitions which abound in the safety literature. Disentangling the different parts mentioned in the definition above, the 'broad spectrum of safety-related aspects' refers to the multidimensionality of the concept of safety culture. The broad spectrum also means the inclusion of both type I-safety (which addresses possible accidents with a high probability and a low impact) and type II-safety (which addresses possible accidents with a low probability and a high impact). The trichotomy of 'human, organizational and technological aspects' is assumed as a fundamental safety principle (Ochieng, & Stephen, 2020). The trichotomy is based on systems view and emphasizes interactions and interdependencies between the three aspects, and it is also seen as an approach to understanding complex systems. The 'established' aspects refer to the characteristics of a safety culture (or the broader organizational culture) as being relatively stable and resistant to change (Ismail, Ahmad, Janipha, & Ismail, 2017). A recurrent characteristic in the academic literature is that a safety culture is shared between people.

A model of safety culture that has three distinct, dynamic and interactive factors (person, behaviour, and environment) was developed. Ten principles that form the foundation for a total safety culture was presented and these ten principles for achieving a 'total safety culture' within the workplace include: employee-driven safety rules and procedures, a behavior-based approach, a focus on safety processes; not outcomes, a view of behaviour being directed by activators and motivated by consequences, focus on achieving success, not on avoiding failure, observation and feedback on work practices, effective feedback through behavior-based coaching, observation and coaching as key activities, the importance of self-esteem, belonging and empowerment and safety as a priority rather than a value (Geller, 1994). Three years later, Total Safety Culture model that includes 'the safety triad' and recognizes the dynamic and interactive relationship between person, environment and behaviour was formulated (Moraru, & Babut, 2012). Again, the

ten principles or values that form the basis of a total safety culture was advocated for (Merino-Salazar, Artazcoz, Cornelio, Iñiguez, Rojas, Martínez-Iñigo, & Benavides, 2017).

Scholars looked at two twin plants (owned by the same company) which manufacture wind turbines (Nejad, Keller, Guo, Sheng, Polinder, Watson, & Helsen, 2021). Despite being owned by the same company and producing the same products, one plant (Plant B) had significantly more errors than the other (Plant A). Plant A, prior to the study, was involved in a comprehensive work environment project based on worker involvement and one focus was on safety related issues. Employees from both plants attended a one week introductory course on safety. Accident data (self-reported) was collected at both plants from one year prior to baseline and until six months after the study. Audits were conducted at T0 and T1 and questionnaire data was collected as well. The researchers did not have a formal intervention but the intervention Plant A learned was transferred to Plant B over the course of the study. The researchers found that the self-reported accident data decreased in Plant B. Unfortunately, it is unclear what the work environment project entailed and exactly what knowledge was transferred from Plant A to Plant B. Thus, it is hard to interpret the researchers' results and make a definite statement about a change in safety culture.

A scholar examined the consistency of safety climate factor structure and safety climate questionnaires over a three year period at a Chinese construction company (Loosemore, Sunindijo, & Zhang, 2020). Construction workers at the Chinese construction company were given a survey of safety climate in 2004 and again in 2007. The survey consisted of 87-items asking about key aspects of safety climate within the organization. The researchers performed a factor analysis on the items for both years and found that both years comprised the same four-factor structure of safety culture; safety regulations, safety supervision, safety training and work mates' support, management commitment and safety attitude. In addition, the confirmatory factor analysis established that the second-order factor of safety climate was unchanged. While

this study found a change in perception over time, the study did not identify a particular safety issue and implement an intervention or training to address this issue. This study does not shed any light onto any quantitative behavioral safety change.

A scholar performed a field study on a large multinational company in which the production workers were employed on a continuous, three-shift, seven day week, 10-day cycle(Kilcullen, Bisbey, Ottosen, Tsao, Salas, & Thomas, 2022). The researchers analyzed the company's accident records and performed in-depth, semi-structured interviews with a random sample of 15% of the workforce. Based on this information, the researchers developed departmental checklists. Safety observers were recruited and undertook two days' training. Following a practice period, a copy of the checklist for each department was displayed in the respective department. The department was also asked to set safety 'goals' for critical behaviors in that department. The observations in each department took about 10 minutes to complete and were done on every shift by the observer touring the department. The results of the weekly observations were posted in each department to make explicit to the workforce where to focus their attention the following week. The researchers found a steady global improvement in safe behavior performance across the factory as a whole; however, these results were attributed to the goal-setting and awareness exercises (e.g., posting the results of the weekly observations). Further, there was no tie to safety performance explored. Once again, this study does not show any quantitative behavioral change.

## **Methodology**

This study adopted a descriptive survey design. The population of this study comprised one hundred and eighty-six (186)secretaries of ICT Polytechnics, Ogun State, Nigeria which include; Gateway (ICT) Polytechnic, Saapade, Abraham Adesanya (ICT) Polytechnic, Ijebu-Igbo, D.S. Adegbenro (ICT) Polytechnic, Itori and Gateway (ICT) Polytechnic, Igbesa. Total enumeration



was used meaning that all the 186 secretaries were sampled for the study. A four-point likert structured questionnaire was used as instrument for gathering data with a Cronbach alpha of 0.76. Descriptive and Inferential statistics was used to analysis the data gathered. A total of one hundred and eighty-six (186) copies of questionnaire were administered, and one hundred and thirty-two (132) copies responses were received all duly-filled. The usable questionnaire represented 71% response rate.

### Analysis

The demographic breakdown of a group of 132 respondents based on several characteristics, including gender, age, qualification, and work experiences showed that there are 57 male, , age, qualification, and work experiences showed that there are 57 male which 43.2% of the total sample. The majority are female with 75(56.8%). More so, majority 67(50.8%) of the respondents fall within the age range of 25 to 35 years, representing 50.8% of the total sample. There are 38 individuals who fall within the age range of 36 to 50 years, representing 28.7% of the total sample. There are 27 respondents who are 51 years old or older, representing 20.5% of the total sample. Furthermore, there are 37 (28%) have HND. 46 (34.8%) have B.Sc. qualifications, 12(9.2%) have MBA qualifications. 23(17.5%) M.Sc. qualifications, while 9(6.8%) have PhD qualifications. Other qualifications are 5(3.7%). For work experience, majority 68(51.5%) individuals with 1 to 10 years of work experience,. There are 42(31.8%) individuals have 11 to 20 years of work experience, There are 22(16.7%) individuals with 21 years or more work experience.

**Question One: What is the level of job satisfaction of secretaries in Polytechnics, Ogun State, Nigeria?**

Table 1: Level of Job Satisfaction of Secretaries in Polytechnics, Ogun State, Nigeria

Physiological Needs	Very High	High	Low	Very Low	Mean
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I perceive that the pay I receive is fair and equitable.	91 (68.9%)	41 (31.1%)	-	-	3.71
My job is mentally challenging with variety of job responsibilities.	73 (55.8%)	59 (44.2%)	-	-	3.56
Canteen facility is well-provided for in my workplace.	77 (58.3%)	50 (37.8%)	5 (3.7%)	-	3.60
<b>Weighted Mean</b>					<b>3.6</b>
<b>Safety and Security Needs</b>					
The job I am doing is interesting.	78 (60.0%)	54 (40.0%)	-	-	3.60
I always go beyond what is expected of me to make students happy.	65 (49.2%)	67 (50.8%)	-	-	3.49
My work gives me a feeling of being around the polytechnic always.	75 (57.5%)	57 (42.5%)	-	-	3.57
<b>Weighted Mean</b>					<b>3.5</b>
<b>Social Needs</b>					
I am satisfied with the amount of pay and financial compensation I receive.	68 (51.7%)	64 (48.3%)	-	-	3.52
My supervisor is friendly and cares for me.	65 (49.2%)	67 (50.8%)	-	-	3.49
My colleagues and the institution management do not segregate base on tribe, race, gender and age when performing duties.	73 (55%)	39 (30.0%)	16 (12%)	4 (3.0%)	3.46
<b>Weighted Mean</b>					<b>3.5</b>
<b>Respect</b>					

I am satisfied with opportunities of being promoted to a better position and advancement.	65 (49.3%)	51 (38.6%)	12 (9.1%)	4 (3.0%)	3.43
People with whom I work or meet in connection with my work are polite.	56 (42.4%)	40 (30.3%)	28 (21.2%)	8 (6.1%)	3.15
My supervisor at work gives me enough support.	46 (34.8%)	61 (46.2%)	17 (12.9%)	8 (6.1%)	3.21
<b>Weighted Mean</b>					<b>3.3</b>
<b>SelfEsteem</b>					
I have the necessary factual knowledge and information of the job.	59 (44.6%)	44 (33.4%)	23 (17.5%)	6 (4.5%)	3.25
I have the required procedural knowledge and skills in actually knowing what should be performed.	53 (40.2%)	51 (38.6%)	23 (17.4%)	5 (3.8%)	3.22
I have the motivation to exert more effort into the job I am doing.	73 (55.3%)	54 (40.9%)	5 (3.8%)	-	3.60
<b>Weighted Mean</b>					<b>3.6</b>
<b>Grand Mean</b>					<b>3.5</b>

**Source: Field Survey, 2023**

**Decision rule:** 1.0.-1.49 = very low, 1.50-2.49 – low, 2.50 -3.49 = High, 3.50-4.00 = Very high

The table is organized into different categories, which align with Maslow's Hierarchy of Needs (physiological needs, safety and security needs, social needs, respect, and self-esteem). The overall weighted mean for physiological needs is 3.6, suggesting a fairly high level of satisfaction in this category. The weighted mean for safety and security needs is 3.5, indicating a moderate level of satisfaction in this category. The weighted mean for social needs is 3.5, suggesting a moderate level of satisfaction in this category. The weighted mean for respect is 3.3, indicating a moderate level of satisfaction in this category. The weighted mean for self-esteem is 3.6, indicating a high level of self-esteem in this category. The overall grand mean for all categories is 3.5, suggesting a moderate level of overall job satisfaction among the respondents.

**Question Two: What is the prevalent safety culture in ICT Polytechnics, Ogun State, Nigeria?**

Table 2. Prevalent Safety Culture in ICT Polytechnics, Ogun State, Nigeria

Psychological Factor	Always	Very Often	Rarely	Never	Mean
The safety policy statement defines and reinforces the safety objective expressed in the mission statement.	66 (50%)	53 (40.2%)	9 (6.8%)	4 (3.0%)	3.46
The safety policy statement describes the institution's core beliefs, commitments and responsibilities regarding safety, therefore connecting these successes to the success of the institution overall mission	64 (48.5%)	54 (40.9%)	7 (5.3%)	7 (5.3%)	3.41
Structures of the institution are established to define and communicate to members the responsibility, accountability and authority of persons who identify, evaluate or control hazards and risk.	57 (43.2%)	54 (40.9%)	14 (10.6%)	7 (5.3%)	3.32
<b>Weighted Mean</b>					<b>3.4</b>
Situational Factor	Always	Very Often	Rarely	Never	Mean
Good performance is recognized more often than criticism for poor performance.	21 (15.9%)	37 (28.0%)	53 (40.2%)	21 (15.9%)	2.43
The training programmes are reviewed regularly to ensure their relevance and effectiveness.	21 (15.9%)	35 (26.5%)	57 (43.2%)	19 (14.4%)	2.43
Secretaries are trained regularly and thoroughly in specific job techniques and in more general practices.	23 (17.4%)	49 (37.1%)	41 (31.1%)	19 (14.4%)	2.58
<b>Weighted Mean</b>					<b>2.5</b>
Behavioural Factor	Always	Very Often	Rarely	Never	Mean

The Directors are supportive and helpful to subordinates in their day-to-day activities.	57 (43.2%)	56 (42.4%)	19 (14.4%)	-	3.32
The Directors involve people in setting and achieving their goals.	57 (43.2%)	56 (42.4%)	19 (14.4%)	-	3.32
There is a reward system (compensation, recognition, promotion) that is directly related to performances rather than personal relationships among others.	56 (42.4%)	62 (47%)	14 (10.6%)	-	3.35
<b>Weighted Mean</b>					<b>3.3</b>
<b>Grand Mean</b>					<b>3.1</b>

**Source: Field Survey, 2023**

Decision rule: 1.0.-1.49 = very low, 1.50-2.49 – low, 2.50 -3.49 = High, 3.50-4.00 = Very high

The overall weighted mean for psychological factors is 3.4, indicating a relatively high level of satisfaction and alignment with safety policies and communication within the institution. The weighted mean for situational factors is 2.5, indicating a relatively low level of satisfaction in this category. The weighted mean for behavioral factors is 3.3, indicating a moderate to high level of satisfaction with behavioral aspects in the workplace. The overall grand mean for all categories is 3.1, indicating a moderate level of overall satisfaction with these factors in the workplace.

**Test of Hypothesis**

**H<sub>02</sub>: There will be no significant influence of safety culture on the job satisfaction of secretaries in ICT Polytechnics, Ogun State, Nigeria.**

Table 4.6 (a-c) influence of safety culture on the job satisfaction of secretaries in ICT Polytechnics, Ogun State, Nigeria.

**Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.510 <sup>a</sup>	.260	.254		4.85075

a. Predictors: (Constant), safety culture

Table 3 above presents the results of the simple regression analysis for the relationship between safety culture and job satisfaction of secretaries in ICT Polytechnics, Ogun State, Nigeria. From the results, safety culture has a significant relationship with job satisfaction of secretaries in ICT Polytechnics, Ogun State, Nigeria. ( $R = 0.510$ ,  $p < 0.05$ ). The coefficient of determination (Adj.  $R^2$ ) of 0.254 also shows that safety culture explains 25.4% of job satisfaction of secretaries in ICT Polytechnics, Ogun State, Nigeria, while the remaining 74.6% discrepancy in the job satisfaction of secretaries in ICT Polytechnics, Ogun State, Nigeria is explained by other variables which are included in this study.

### **Discussion of Findings**

The study found a moderate level of overall job satisfaction among the respondents. In the study titled “Abraham Maslow's Hierarchical Need Fulfillment and Herzberg's Two-Factor Theory for Creating Worker Loyalty”, the study through associative analysis, found that the physiological results are 49.1% well-fulfilled, sense of security is 47.4% fulfilled, social 43.8% is fulfilled, self-esteem 72.5% is fulfilled, and self actualization is 49.1% also fulfilled in the bank, this condition is enough to make their employees loyal in contributing energy, time and thoughts. Overall 93.7% of Maslow's hierarchical needs and Herzberg's maintenance are able to create a sense of employee loyalty to the workplace. The fulfillment of 72.5% hierarchical needs is dominated by the fulfillment of self-esteem, then in terms of maintenance theory, Herzberg is dominated by self-esteem and self-actualization (Artaya, Kamisutara, Muchayan, & Deviyanti, 2021).

The research question which is ‘What is the prevalent safety culture in ICT Polytechnics, Ogun State, Nigeria’ found a moderate level of overall satisfaction with office safety culture among secretaries in ICT Polytechnics, Ogun State, Nigeria. Scholars believed that safety culture, as a discursive practice, promotes normative homogeneity of values, beliefs, and behaviors,

disciplinary enforcement, bio-political control, and governmentality in accident prevention. Safety culture is the assembly of characteristics and attitudes in an organization and the individuals in it which determines the extent to which safety issues receive the attention warranted by their significance (Tweeddale, 2001).

The test of hypothesis two revealed that office safety culture has significant positive influence on the job satisfaction of secretaries in ICT Polytechnics, Ogun State, Nigeria. This resulted in the rejection of the null hypothesis which states that there will be no significant influence of office safety culture on Job satisfaction of secretaries in ICT Polytechnics, Ogun State, Nigeria. This means that organizations with a balanced office safety culture have directly and indirectly created an atmosphere of job satisfaction. For instance a study titled towards a model of the Linkages Between Safety Culture and Employee Performance in Gold Mining Companies found that a strong safety culture positively impacts employee performance in gold mining companies by enhancing motivation and job satisfaction (Widyanty, & Kasmu, 2019). The implication of this finding is that corrective action is needed to optimize the factors that influence safety culture. Prioritizing safety culture, providing training and development for employees, creating a compensation system that encourages employees to excel, and setting clear quality standards are steps that need to be carried out. A study on analysis of job satisfaction in relevance to the Maslow's needs of self-financed college lecturers in Madurai City uses Chi square test for the hypothesis testing purely evinced that the self-financed lecturers were deprived of safety needs thus such lecturers are not satisfied with their job (Vignesh, 2016).

## **Conclusion**

The safety culture within the ICT Polytechnics varies across departments. Some offices have a strong commitment to safety measures and regular training, while others lack a comprehensive safety culture. However, a positive relationship between safety culture and job satisfaction emphasizes the need to foster a strong safety culture throughout the institution to enhance

employee well-being thereby creating an atmosphere for higher productivity as well as job performance.

### **Recommendation**

Based on the findings of this study regarding job satisfaction, safety culture, and its influence on secretaries in ICT Polytechnics, Ogun State, Nigeria, the following recommendations were put forth to enhance the working conditions and job satisfaction of secretaries:

1. Comprehensive safety policies and procedures need be developed and implemented among secretaries ensuring they are consistently enforced across all departments. Provision of regular safety training and awareness programmes should be made available to all employees thereby emphasizing the importance of safety in the workplace. Employees are to be encouraged to actively participate in safety initiatives and report potential hazards or safety concerns.
2. Workload assessments should be conducted to ensure that secretaries are not overburdened with excessive tasks. Tasks redistribution should be considered or hiring of additional staff when necessary. Career development should be created for secretaries as well as advancement opportunities, such as training programs, mentorship, and pathways for professional growth within the institutions.
3. Implementation of a system of recognition and rewards to acknowledge the hard work and dedication of secretaries need be in place. Recognition of the contributions of this category of workers can boost morale and job satisfaction. Provision of opportunities for promotions based on merit and performance.

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