

## Workplace Safety Culture and Compliance with Occupational Safety Standards in Indomie Company, Port Harcourt, Nigeria

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### Abstract

*Workplace safety culture has become a critical determinant of occupational safety performance, particularly in manufacturing industries where employees are exposed to operational hazards arising from machinery, production processes, and industrial activities. This study evaluated workplace safety culture and compliance with occupational safety standards in Indomie Company, Port Harcourt, Rivers State, Nigeria. The study specifically examined the influence of management commitment, employee involvement, and safety communication on workplace safety culture. A descriptive cross-sectional survey design was adopted. The population of the study comprised 1,200 employees of Indomie Company, Port Harcourt, from which a sample size of 370 respondents was determined using the Taro Yamane formula. A stratified random sampling technique was employed to ensure adequate representation of employees across production, packaging, quality control, maintenance, warehouse, health and safety, and administrative departments. Data were collected using a structured questionnaire validated by experts and tested for reliability, producing a Cronbach's Alpha coefficient of 0.88. Data analysis was conducted using descriptive statistics and Pearson Product Moment Correlation with the aid of SPSS. Findings revealed that management commitment significantly influenced workplace safety culture ( $r = 0.996$ ,  $p = 0.000$ ), while employee involvement and safety communication also had a significant relationship with workplace safety culture ( $r = 0.976$ ,  $p = 0.000$ ). The study concluded that Indomie Company maintained a relatively strong safety culture due to effective management support, employee participation, and communication systems. However, improvements were required in consistent enforcement of safety regulations, refresher training, and continuous monitoring mechanisms. The study recommended stronger safety audits, improved job-specific training, and enhanced employee participation in safety governance.*

**Keywords:** Workplace, Occupational Safety, Management Commitment, Employee Involvement, Industry.

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### Introduction

The increasing complexity of industrial operations has made workplace safety culture an essential component of organisational performance, particularly within manufacturing environments where employees interact with machinery, production systems, chemicals, and

other workplace hazards. Manufacturing industries depend not only on technological advancement and operational efficiency but also on effective safety management systems that protect employees from occupational injuries and illnesses. A strong workplace safety culture reflects the shared values, beliefs, attitudes, and behavioural patterns that influence how employees and managers perceive and respond to safety issues within an organisation (Guldenmund, 2000; Zohar, 2010). In this regard, safety culture extends beyond compliance with written procedures because it represents the collective commitment of an organisation toward preventing accidents and promoting continuous improvement in safety performance.

In Nigeria, occupational safety remains a significant concern due to challenges associated with regulatory enforcement, inadequate monitoring systems, limited safety awareness, and inconsistent implementation of occupational health and safety standards. Although legislation such as the Factories Act (2004), Labour Act (2004), and Employee Compensation Act (2010) provide regulatory frameworks for protecting workers, several manufacturing organisations continue to experience difficulties in achieving full compliance with occupational safety requirements. The International Labour Organization (ILO, 2017) noted that developing countries often experience occupational safety challenges because of weak enforcement institutions, inadequate resources, and limited organisational commitment to safety management. Consequently, organisations are increasingly encouraged to develop internal safety cultures that complement formal regulatory frameworks.

Safety culture is widely recognised as a multidimensional concept involving management commitment, employee participation, safety communication, training, reporting systems, and continuous learning. According to Reason (1997), organisations with strong safety cultures demonstrate shared commitment toward identifying hazards, reporting unsafe conditions, and learning from incidents rather than assigning blame. Management commitment remains one of the most important dimensions of safety culture because employees often interpret management priorities through visible actions such as resource allocation, safety policy enforcement, workplace inspections, and leadership participation in safety activities. Where management places strong emphasis on safety, employees are more likely to develop positive safety attitudes and comply with established safety procedures.

Employee involvement and safety communication are also essential elements of workplace safety culture. Employees who participate in safety decisions, report hazards, and contribute to safety improvement initiatives develop a stronger sense of responsibility toward workplace safety. Neal and Griffin (2006) argued that employee safety knowledge and motivation are important predictors of safety compliance and safety participation. Effective communication channels enable organisations to share safety information, communicate hazards, and establish trust between management and employees. Conversely, poor communication can result in misunderstanding of safety procedures, underreporting of hazards, and increased workplace risks. The manufacturing sector, including food-processing industries, requires effective safety systems because production activities involve mechanical equipment, electrical systems, repetitive operations, and workplace environmental risks. Indomie Company, operated by Dufil Prima Foods, represents one of Nigeria's major food-processing organisations with large-scale production activities requiring strict adherence to occupational safety standards. The Port Harcourt facility employs workers across production, packaging, maintenance, quality control, logistics, and administrative units, making workplace safety culture essential for protecting employees and sustaining operational performance.

Previous studies have established that organisations with effective safety cultures experience improved compliance, reduced workplace accidents, and enhanced employee productivity (Mearns, Fleming & Fleming, 2003; Neal & Griffin, 2006). However, limited empirical studies have examined the relationship between safety culture dimensions and occupational safety compliance within specific manufacturing organisations in Nigeria, particularly food-processing companies. Most existing studies have focused on construction and oil and gas sectors, leaving a gap regarding manufacturing firms such as Indomie Company. Therefore, this study evaluates workplace safety culture and compliance with occupational safety standards in Indomie Company, Port Harcourt, with emphasis on management commitment, employee involvement, and safety communication. Despite the existence of occupational health and safety regulations in Nigeria, workplace safety compliance remains a major challenge within many industrial organisations. Manufacturing companies continue to experience occupational risks associated with inadequate safety practices, inconsistent enforcement of safety procedures, insufficient training, and poor employee adherence to safety requirements. Although organisations are expected to comply with occupational safety regulations, practical implementation often differs from regulatory expectations due to weak monitoring systems, limited enforcement capacity, and competing organisational priorities. The problem is further complicated by weaknesses in organisational safety culture. A workplace may possess safety policies and procedures, yet experience poor safety outcomes if management commitment, employee participation, and safety communication are inadequate. Research has shown that organisations with weak safety cultures often experience higher accident rates because employees may perceive safety as secondary to production objectives (Reason, 1997; Guldenmund, 2010). In contrast, organisations where management demonstrates visible commitment and employees actively participate in safety processes tend to achieve higher levels of safety compliance. Within the Nigerian manufacturing environment, limited empirical evidence exists regarding how safety culture influences occupational safety standards in food-processing industries. While studies have examined safety practices in sectors such as construction and oil and gas, fewer studies have investigated large-scale food manufacturing organisations. This creates a knowledge gap concerning how management commitment, employee involvement, and safety communication influence workplace safety culture in companies such as Indomie Company, Port Harcourt. Therefore, this study addresses this gap by evaluating the prevailing safety culture and occupational safety compliance practices within the organisation. The objectives of the study are to; examine the level of management commitment to workplace safety culture in Indomie Company, Port Harcourt, and investigate the extent to which employees' involvement and safety communication contribute to workplace safety culture in Indomie Company, Port Harcourt. The study raised the following questions; what is the level of management commitment to workplace safety culture in Indomie Company, Port Harcourt? And to what extent do employee's involvement and safety communication contribute to workplace safety culture in Indomie Company, Port Harcourt? Accordingly, the following hypotheses will be tested at 0.05 level of significance:

**H<sub>01</sub>:** Management commitment has no impact on workplace safety culture in Indomie Company, Port Harcourt.

**H<sub>02</sub>:** Employees involvement and safety communication do not impact on workplace safety culture in Indomie Company, Port Harcourt.

## Method

The study adopted a descriptive cross-sectional survey research design to evaluate workplace safety culture and compliance with occupational safety standards in Indomie Company, Port Harcourt, Rivers State, Nigeria. The design was considered appropriate because it enabled the study to obtain data from employees at a specific period and assess their perceptions regarding management commitment, employee involvement, safety communication, and compliance with occupational safety standards. The study was conducted at Indomie Company, Port Harcourt, which is one of Nigeria's major food-processing facilities involved in large-scale production, packaging, quality control, maintenance, logistics, and administrative operations. The population of the study consisted of 1,200 employees across various departments of the organisation, including production, packaging, quality control, maintenance, warehouse, Health, Safety and Environment (HSE), and administration. Using the Taro Yamane formula at a 5% margin of error, a sample size of 370 respondents was determined. A stratified random sampling technique was applied to ensure proportional representation of employees from the different departments, particularly considering that employees experience different levels of occupational exposure and safety risks. Data were collected using a structured questionnaire developed from existing workplace safety culture and occupational safety standards literature. The instrument consisted of sections covering respondents' demographic characteristics, management commitment, employee involvement, safety communication, safety practices, and compliance with occupational safety requirements. Responses were measured using a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). The instrument was validated by experts in occupational health and industrial safety from Rivers State University, while a pilot test conducted among 20 workers from a similar manufacturing organisation produced a Cronbach Alpha reliability coefficient of 0.88, indicating high internal consistency. The collected data were analysed using the Statistical Package for Social Sciences (SPSS). Descriptive statistics such as frequency, percentage, mean, and standard deviation were used to answer the research questions, while Pearson Product Moment Correlation (PPMC) was employed to test the hypotheses at a 0.05 level of significance.

## Results

**Research Question One:** What is the level of management commitment to workplace safety culture in Indomie Company, Port Harcourt?

**Table 1: Management Commitment to Workplace Safety Culture**

| Items                                        | Mean        | Standard Deviation |
|----------------------------------------------|-------------|--------------------|
| Management prioritizes workplace safety      | 3.90        | 0.80               |
| Safety resources are adequately provided     | 4.52        | 0.97               |
| Safety rules are consistently enforced       | 3.18        | 1.17               |
| Management responds promptly to hazards      | 3.55        | 0.96               |
| Management participates in safety activities | 3.65        | 0.94               |
| <b>Grand Mean</b>                            | <b>3.76</b> | <b>0.97</b>        |

**Source: Field Survey, 2026**

The results in Table 1 showed that management commitment to workplace safety culture in Indomie Company was relatively high, with a grand mean of 3.76. The highest-rated item was the provision of safety resources (Mean = 4.52), indicating that respondents agreed that management provided adequate support for safety practices. Management prioritization of safety

also recorded a high mean score (3.90), showing that safety was considered an important organisational responsibility.

However, consistent enforcement of safety rules recorded the lowest mean score (3.18), suggesting that some employees perceived gaps in the uniform application of safety regulations. Overall, the findings indicate that management demonstrated commitment to safety through resource provision and involvement, although stronger enforcement mechanisms are required to improve safety consistency.

**Research Question Two:** To what extent do employee's involvement and safety communication contribute to workplace safety culture in Indomie Company, Port Harcourt?

**Table 2: Employees Involvement and Safety Communication**

| Items                                      | Mean        | Standard Deviation |
|--------------------------------------------|-------------|--------------------|
| Employees participate in safety decisions  | 4.54        | 0.77               |
| Safety committees are effective            | 4.09        | 0.87               |
| Employees can stop unsafe work activities  | 4.37        | 0.88               |
| Employees accept responsibility for safety | 3.90        | 1.10               |
| Management responds to safety suggestions  | 4.12        | 0.98               |
| <b>Grand Mean</b>                          | <b>4.19</b> | <b>0.92</b>        |

**Source: Field Survey, 2026**

Table 2 revealed that employee involvement and safety communication contributed greatly to workplace safety culture, with a grand mean of 4.19. Employee participation in safety decisions recorded the highest mean score (4.54), indicating that workers were actively involved in safety-related activities and decision-making processes. The ability of employees to stop unsafe work also recorded a high mean score (4.37), suggesting that workers were empowered to prevent unsafe practices. The findings further showed that safety committees and management responses to employee suggestions supported effective communication within the organisation. Although responsibility for safety recorded the lowest mean score (3.90), it still indicated a positive perception among employees. Overall, employee participation and effective safety communication were important factors strengthening workplace safety culture.

### Hypotheses Testing

H<sub>01</sub>: Management commitment has no impact on workplace safety culture in Indomie Company, Port Harcourt.

**Table 3: Pearson Product Moment Correlation between Management Commitment and Workplace Safety Culture**

| Variables                                          | r-value | p-value | Decision | Interpretation                    |
|----------------------------------------------------|---------|---------|----------|-----------------------------------|
| Management Commitment and Workplace Safety Culture | 0.996** | 0.000   | Rejected | Very strong positive relationship |

**Note: Significant at  $p < 0.05$**

Table 3 showed a very strong positive relationship between management commitment and workplace safety culture ( $r = 0.996$ ,  $p = 0.000$ ). Since the p-value was less than 0.05, the null hypothesis was rejected. This indicates that management commitment significantly influenced workplace safety culture in Indomie Company, Port Harcourt. The finding implies that increased

management support, resource allocation, and leadership involvement contributed to stronger safety practices.

H<sub>02</sub>: Employee involvement and safety communication do not impact on workplace safety culture in Indomie Company, Port Harcourt.

**Table 4: Pearson Product Moment Correlation between Employees Involvement, Safety Communication and Workplace Safety Culture**

| Variables                                                              | r-value | P-value | Decision | Interpretation                    |
|------------------------------------------------------------------------|---------|---------|----------|-----------------------------------|
| Employee Involvement/Safety Communication and Workplace Safety Culture | 0.976** | 0.000   | Rejected | Very strong positive relationship |

**Note: Significant at  $p < 0.05$**

Table 4 indicated a very strong positive relationship between employee involvement, safety communication, and workplace safety culture ( $r = 0.976$ ,  $p = 0.000$ ). The null hypothesis was rejected because the p-value was below the 0.05 significance level. This means that employee participation and effective communication significantly improved safety culture within Indomie Company.

## Conclusion

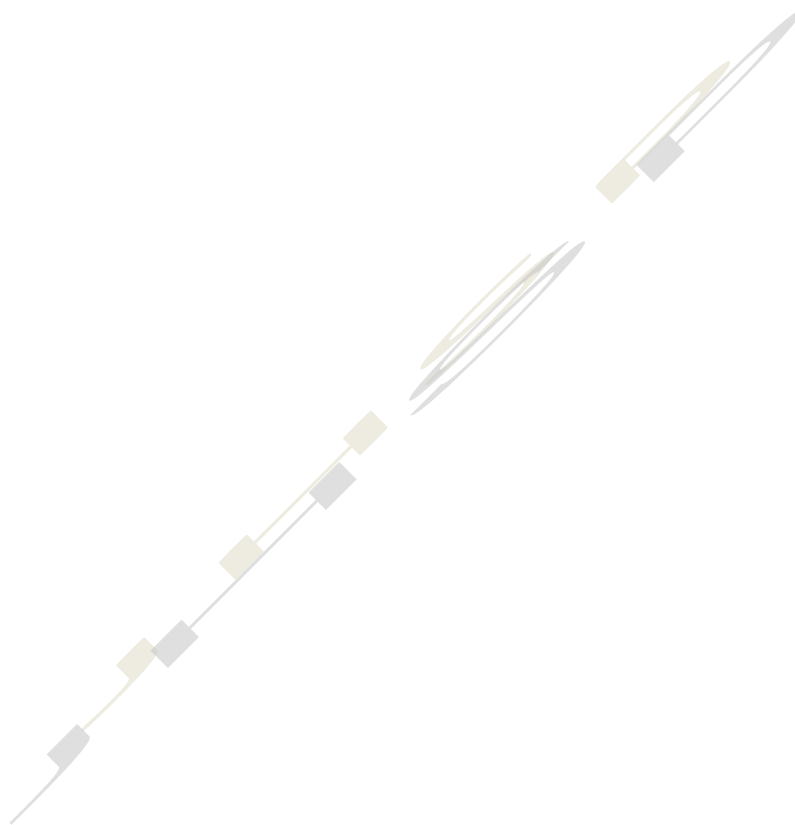
The study concluded that workplace safety culture in Indomie Company, Port Harcourt, was relatively strong, with management commitment, employee involvement, and safety communication serving as major factors influencing safety practices and compliance with occupational safety standards. The findings demonstrated that management commitment had a significant positive influence on workplace safety culture through the provision of safety resources, prioritisation of safety activities, and leadership involvement. Similarly, employee participation and effective safety communication contributed significantly to creating a safer work environment by encouraging workers' involvement in safety decisions, hazard reporting, and compliance with safety procedures. However, the study identified that consistency in enforcing safety rules remained an area requiring improvement. Therefore, sustaining a positive safety culture in the organisation requires continuous management support, effective communication, employee participation, regular training, and strict adherence to occupational safety standards to reduce workplace risks and enhance overall organisational performance.

## Recommendations

Based on the findings of the study, the following recommendations are made:

1. Management of Indomie Company should improve the consistency of safety policy enforcement across all departments. Regular workplace inspections, safety compliance monitoring, and accountability measures should be strengthened to ensure that all employees comply with established occupational safety procedures.
2. The organisation should enhance continuous safety training and employee development programmes. Refresher training, job-specific safety education, and practical emergency response exercises should be regularly provided to improve employees' safety knowledge, skills, and compliance behaviour.
3. The company should strengthen employee participation and safety communication mechanisms. Management should encourage workers' involvement in safety decision-

making, maintain effective hazard reporting systems, and promote open communication channels that allow employees to contribute to workplace safety improvement initiatives.



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