



## Job Safety: Innovative Strategy to Achieve Employees' Motivation and Productivity at Tertiary Institutions in South West, Nigeria

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### Abstract

A descriptive survey research design was adopted for the study. The population of the study comprised, employees from six public Universities in South West, Nigeria. The sample size of the study was One hundred and eighty (180) respondents that were selected through, a simple random sampling technique through, ballot paper Thirty (30) respondents were selected from each of the universities. Two research questions were raised to guide the conduct of the study. Data were generated for the study through a self-structured research instruments by the researcher and titled, "Questionnaire on Job Safety: Innovative Strategy to Achieve Employees' Motivation and Productivity at Tertiary Institutions in South West, Nigeria (QJSISAEMPTISWN)". It was fashioned in four Likert rating scale; Strongly Agreed (SA), Agreed (A), Disagreed (D) and Strongly Disagreed (AD) and rated on 4,3,2, and 1 point, respectively. It was complemented with qualitative research instrument (Focus Group Discussions "FGDs") while, its reliability was done through, test-retest method at two weeks interval. 0.68 was obtained as coefficient reliability. The quantitative data obtained were analyzed using descriptive statistics (simple percentages, frequency counts and mean, while qualitatively were collected, collated and analyzed quantitatively. Based on the results of the study, conclusions were made that job safety have positive influence on staff's commitment to goals achievement and dedication to job performance at tertiary institutions in South West, Nigeria. Recommendations were therefore made, based on the conclusions that in any organization physical safety environment and employee' security should be prioritized, and so on.

**Keywords:** Job Safety, Innovative, Strategy, Employees, Motivation, Productivity

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### Introduction

To achieve organization goals requires that assets and human personnel are safeguarded. Safety is a crucial factor that can ginger workers morale to work assiduously in other to meet the set-out goals of any sector or organization. A safe workplace, employment security and safety management programs are necessary in minimizing risks and ensuring immunization, safety, and health of workers.

Job safety refers to the measures put in place to prevent employees from injuries, illnesses, and hazards at the workplace. It entails constant assessment of hazards identification and risk assessment to aid diversification of safety procedures and the use of protective equipment. The ultimate goal is to enhance a safe and healthy workplace environment where, employees can conveniently carry out their duties without fear and undue risk (Moses and Ejiofor, 2022) <sup>[5]</sup>.

In the contemporary global community, every organization are facing challenges of job safety. Business operations can be performed at peak levels only when, employees are feeling safe at workplace. The challenge of safety at workplace across organizations has been the bane of managements both in developed and developing nations, alike.

In Nigeria, workplace safety is recognized, and is primarily governed by the Factories Act of 1987, which mandates employers to provide a safe working environment. This includes; ensuring safe machinery, providing necessary safety gears, and conducting risk assessments. It also includes; the Labor Act, the Occupational Safety and Health Act (OSHA).

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The federal Ministry of Labor and Employment is responsible for enforcing these regulations while, the National Industrial Safety Council of Nigeria (NISCN) plays a role in promoting safety awareness.

Moreover, there are number of key regulations and compliance which include; Factors Act, Labor Act, Occupational Safety and Health Act. (OSHAD), Employees' compensation Act, National Industrial Safety Council of Nigeria (NISCN) among others. The Nigerian Safety Act (NSA) saddled organizations and employers of labor with the following responsibilities; provision a safe working environment, necessary safety equipment, training and supervision, conduct risk assessments and provision of first aids and rehabilitation (Federal Ministry of labor, 2022).

In the same spirit, the NSA also outlined employees' responsibilities as follows: follow safety procedures, use safety procedures, report hazard and not interfere with safety measures. The essence of NSA is to create a safer and healthy work environment for the employees, ultimately, contributing to a more productive, sustainable workforce and organizations (FML, 2022).

Work hazards in Nigerian tertiary institutions has been a growing concern of stakeholders in the provision of tertiary education. Work hazards and risks include; physical, chemical, biological and psychological risks. These hazards have led to various health issues, injuries and reduced productivity within the system. hazards and unsafe workplace in Nigerian tertiary institutions has caused a lot of challenges to the management of many tertiary institutions. The situation has result to employee's absenteeism at workplace, legal and financial tussles, low morale, low productivity and dwindling in the numerical strength of labor force (FML,2022).

Tennant (2001)<sup>[7]</sup>, noted that unsafe workplace or lack of job safety can cause a stressful and unfriendly work environment thus, reduces workers. Ability to give optimal performance where, there is no job safety performance will be a mirage. From the available existing researches on tertiary institutions the researcher observed that much study empirically, have not been done on job safety as innovative strategy to achieve personnel motivation and productivity at tertiary institutions in South West, Nigeria. It was against this backdrop this study was carried out.

### Statement of the Problem

Job safety is an impetus to ginger human resources (Employees) in any organization towards achieving higher performance and productivity. There are several labor Safety Acts on job safety which comprises the physical safety environment and the job security in which the roles of organization employer and employees are outlined.

The researchers however, observed that job hazards, lack of safety and employment security in tertiary institutions in Nigeria as a protracting issue which has several negative consequential effects on Employees. Commitment to organization goals. It was against this backdrop this study was carried out on job safety as innovative strategy to achieve employee's motivation and productivity at tertiary institutions in South West, Nigeria.

### Objectives of the Study

The broad objective of the research was on job safety as innovative strategy to achieve employee's motivation and productivity at tertiary institutions in South West, Nigeria. Specifically, objectives were to:

1. investigate influence of job safety on staff commitment to goals achievement at tertiary institutions in South West, Nigeria.
2. determine the impact of job safety on psychological dedication of employees to job performance at tertiary institutions in South West, Nigeria.

### Research Questions

Two research questions were raised to guide the conduct of the study. They were;

1. Can job safety influence staff's commitment to goals achievement at tertiary institution in South West, Nigeria?
2. Does job safety have impact on employee's dedication to job performance at tertiary institutions in South West, Nigeria?

### Significance of the Study

The findings of the study will be of immense importance to stakeholders in the provision of tertiary institutions education in Nigeria in the following ways:

Firstly, the findings of the study will enable the managers of tertiary institutions in Nigeria to know the effects of job safety to goals achievements. Moreover, the findings of the study will establish the need to priorities job safety the managers of tertiary institutions in Nigeria.

The study will add to literature within the confine of the study and serve as a good source of reference to researchers in future.

### Theoretical Framework

#### Job Safety Motivation Theory (JSMT)

The theory (JSML) was developed by Fredrick Herzberg (1925-2000). He was a Clinical Psychologist. The theory is also known as two factor theory. The theory posits that job satisfaction and dissatisfaction are not opposite end of the same spectrum rather, both are influenced by distinct sets of factors; hygiene and motivation factors.

Job Safety Motivation Theory further, suggests that employees' willingness to engage in safe behaviour is a function of their motivation to avoid harm and embrace the perceived value of safety practices. Further, the theory stresses that safety is not just about rules and regulations, but also about creating a work environment where employees feel motivated. The practical implications of JMST is that when employees are very safe at work place they will display willingness full loyalty to organizations goals, work optimally and productivity to achieve organization success. Also, their commitment and dedication will be at high level. Bandit. Mohan, Nittala, Jadhar, Bhadauria and Saxena (2024). The JMST choice for the study hinges on the fact and truth that the theory emphasis on job safety and it perceived benefits to organization which aligns with the focus of the study i.e job commitment to organizational goals and dedication to job performance.

#### Conceptual Framework Motivation

In any organization employees' motivation is important to achieve organization goals. Motivations is one of the most important factors affecting human behaviour (Elibariki, 2016,6)<sup>[2]</sup>. Motivation has influence on individuals in different ways and affect their total performance in organizational setting. Managers should therefore, attach importance to personnels' motivations (Prasad, 2005)<sup>[9]</sup>.

When employees are motivated, they are more productive, engaged and committed to their work but, lack of motivation can result into decreased productivity, increased absenteeism, poor quality of work among others. Motivation could be in form of reward, conducive workplace or environment, good salary and other packages and incentives, when all these are giving to personnel in the organization the outcomes is organizational success.

### Methodology

Descriptive survey research design was adopted for the study. The population of the study comprised, employees at tertiary institutions in South West, Nigeria. The sample size of the study was One hundred and eighty (180) respondents selected through, a simple random sampling technique using ballot paper. From each of the six states in South West, Nigeria (Ekiti, Ondo, Ogun, Osun, Oyo, and Lagos), Thirty (30) subjects were selected from each of the selected six public universities used for the study. The universities were;

1. Adekunle Ajasin University, Akungba- Akoko, Ondo State.
2. Adebisi Onabanjo University, Osun State
3. Osun State University, Osun State
4. University of Ibadan, Oyo State.
5. Ekiti State University, Ekiti State
6. University of Lagos, Lagos State

Two research questions were raised to guide the conduct of the study. Data were generated through self-structured research instruments and titled, "Questionnaire on Job Safety. Innovative Strategy to Achieve Personnels' Motivation and Productivity at Tertiary Institution in South West, Nigeria. It was fashioned on four likert rating scale of four; Strongly Agreed (SA), Agreed (A), Disagreed (D) and Strongly Disagreed (SD), rated on 4,3,2 and 1 points, respectively. It was complemented by quantitative research instrument (Focus Group Discussion "FGDs"). The research instruments were validated by two experts in psychometrics at the university of Ibadan, Oyo state measurement, Nigeria. Its reliability was done through test- retest method at two weeks interval. 0.68 coefficient reliability was obtained. Data obtained quantitatively was analysed using, descriptive statistics (simple percentages, frequency counts and mean ( $\bar{x}$ ), while data obtained qualitatively were collated, transcribed and analyzed, qualitatively.

### Presentation of Findings and Discussion Results Presentation of Findings

**Research Questions One:** Can job safety influence staff's commitment to goal achievement at tertiary institution in South West, Nigeria?

**Table 1:** Showing simple percentage frequency counts and mean ( $\bar{x}$ ) on can job safety influence staff's commitment to goals achievement at tertiary institutions in South West, Nigeria.

N=180, C=2.5

S/N	Items	SA (%)	A (%)	D (%)	SD (%)	N	MEAN $\bar{X}$	DECISION S
1	Job safety will boost my morale for optimal productivity	156 86.66	13 7.22	2 1.11	9 5	180	3.75	Accepted
2	My productivity has nothing to do with job security	1 0.55	3 1.66	17 9.44	159 88.33	180	1.14	Rejected
3	Physical safe work place gives me satisfaction to work	166 92.22	7 3.88	3 1.66	4 2.22	180	3.86	Accepted
4	Without employment security, I can still work, very well	6 3.33	7 3.88	19 10.55	148 82.22	180	1.28	Rejected
5	My dedication to work is due to safe workplace	171 95	4 2.22	2 1.11	3 1.66	180	3.90	Accepted
6	If there is no job safety, I will not be dedicated to my work	19 10.55	6 3.33	11 6.11	144 80	180	1.44	Rejected
	Total Weight	519 48.05	40 3.70	54 5	467 43.24		2,56	Accepted

#### Keys:

N= Total number of respondents C= Cut off point

SA= Strongly agreed A= agreed

D= Disagreed

SD= strongly disagreed Source: Field Survey, 2025

Table 1 above, shows the findings on research question one as follows: on item (1) the following responses were obtained; 156 (86.66), 13 (7.22), 2 (1.11) and 9 (5) for strongly agreed, agreed, disagreed and strongly disagreed. On item (2) responses got were 1 (0.55), 3 (1.66), 17 (9.44) and 159 (88.33) for strongly agreed, agreed, disagreed and strongly disagreed respectively. On item (3), 166 (92.22), 7 (3.88), 3 (1.66) and 4 (2.22) responses were obtained for strongly agreed, agreed, disagreed and strongly disagreed. On items (4), responses got were 6(3.33), 7(3.387), 19 (10.56) and 148 (82.22) for strongly agreed, agreed, disagreed and strongly disagreed, also. On item (5) the following responses

were got; 171 (95), 4 (2.22), 2 (1.11) and 3 (1.66) for strongly agreed, agreed, disagreed and strongly disagreed respectively. Finally, on item (6), responses got indicated 19 (10.55), 6 (3.33), 11(6.11) and 144 (80) for strongly agreed, agreed, disagreed and strongly disagreed.

The total weight of the findings on research question one indicated that the average rating scale of four ( $\bar{x} = 2.5$ ) was lesser than the mean of average rating scale of four (four ( $\bar{x} = 2.5$ ), thus, job safety could positively influence staff's commitment to goals achievement at tertiary institutions in South West, Nigeria.

**Research Questions Two:** Does job safety has influence on employees' dedication to job performance at tertiary

institution in South West, Nigeria.

**Table 2:** Showing simple percentages, frequency counts and mean ( $\bar{x}$ ) on can job safety influence employees' commitment to goals achievement at tertiary institutions in South West, Nigeria.

N = 180, C = 2.5

S/N	Items	SA (%)	A (%)	D (%)	SD (%)	N	MEAN $\bar{X}$	DECISION S
7	Job safety makes me to be always punctual at workplace	155 86.11	16 8.88	3 1.66	6 3.33	180	3.77	Accepted
8	Campus security does not inform my punctuality at work place for work	11 6.11	9 5	11 6.11	149 82.72	180	1.34	Rejected
9	My carrying out my roles well is a function of safe working hours	161 89.44	9 5	4 2.22	6 3.33	180	3.80	Accepted
10	Without job assurance, I can still be carrying out my roles well	6 3.33	2 1.11	19 10.55	153 85	180	1.22	Rejected
11	I am carrying out my job tasks without been forced due to safe job and facilities	171 95	6 3.33	1 0.55	2 1.11	180	3.92	Accepted
12	If there is no union representation, I will be reluctant to perform my tasks	11 6.11	1 0.55	29 16.11	13 7.22	180	1.35	Rejected
	Total Wiegth	515 47.88	43 3.98	67 6.20	455 42.12		2.56	Accepted

#### Keys:

N= Total number of respondents C= Cut off point

SA= Strongly agreed A= agreed

D= Disagreed

SD= strongly disagreed Source: Field Survey, 2025

Table 2 above, presents the findings on research questions two. On item (7), responses got were 155(86.11), 16(8.88), 3(1.66) and 6(3.33) for strongly agreed, agreed, disagreed and strongly disagreed. on item (8), the following responses were obtained; 11(6.11), 9(5), 11 (6.11) and 149 (82.77) for strongly agreed, agreed, disagreed and strongly disagreed, respectively. On item (9) responses got were 161(89.44), 9 (5), 4 (2.22), and 6 (3.33) for strongly agreed, agreed, disagreed and strongly disagreed, respectively.

On item (10), the following responses were obtained; 6(3.33), 2 (1.11), 19(10.55) and 153(85) for strongly agreed, agreed, disagreed and strongly disagreed. on item (11), responses got were 171 (95), 6 (3.33), 1 (0.55) and 2 (1.11) for strongly agreed, agreed, disagreed and strongly disagreed. Finally, on item (12), the following respondents were got; 11 (6.11), 1 (0.55) 29(16.11) and 139 (77.22) for strongly agreed, agreed, disagreed and strongly disagreed, respectively.

The total weight of findings on research question thus revealed that average rating scale of four scale of four ( $\bar{x}$  = 2.5) was lesser than the mean of averagerating scale of four (four ( $\bar{x}$  = 2.56). Therefore, this indicated that job safety could impact positively on personnels' dedication to job performance at tertiary institutions in South West, Nigeria.

#### Discussion of Results

The result on research questions aligns, with the submission of Kaynak Towu Eki and Tokke (2016)<sup>[4]</sup> safety at workplace would make employees to be more loyal and committed to organization goals achievement. In the same vein, the result aligns with Omudakwar (2013)<sup>[8]</sup>, opinion that when employees have feeling that they are secured at work place, consequently, their commitment level to their job tasks would be very high. The above submissions also aligns with the responses of some discussants during the focus group discussion FGD sessions. A discussant had this to say,

*There is no employee who will not work satisfactorily and committed to there is a feeling of safety*

A male discussant at University of Ibadan, Ibadan - FGD  
Another discussant said that,

*My safety while, discharging my duties is very important and once this is guaranteed, nothing will disturb me optional commitment to my job.*

#### A female discussant at Osun State university, Osun State-FGD

The result on research question two also, was in consonance with the submission of Muah, Add Kyei, trinpony and Boakye (2021)<sup>[6]</sup> that job safety has a positively significance relationship with employees' dedication to job performance. Similarly, Kaynak et, al (2016)<sup>[4]</sup> stated that organizational safety practice could influence staff dedication to job. The submissions above was corroborated by response of a discussants that,

*Honestly speaking my dedication to my work, apart from salary is always determined when I safe to do my job.*

A male discussant at University of Lagos, Lagos State - FGD.

#### Conclusion

Based on the results of the study conclusions were made that job safety could positively influence personnels' commitment to goals achievement and dedication to job performance at tertiary institutions in South West, Nigeria.

#### Recommendations

Based on the conclusion the following recommendations were made by the researcher;

1. In any organization employee's safety should be prioritized.
2. Safety apparatus should be adequately made available at workplace and organization.
3. Employees in any organization should comply with safety instructions.

There should be enough fund for procurement of safety gadgets and so on.

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