Employees' safety training and management support: Safety management Critical Success Factors (CSFs) for organisational performance in Champion Breweries Plc, Uyo, Akwa Ibom State

Augustine Brendan Inyang* and Madubuike, Emmanuel Soludo

Department of Business Administration, Faculty of Management and Social Sciences, Topfaith University, Mkpatak, Nigeria.

*Corresponding author. Email: ab.inyang@topfaith.edu.ng; austinbrendan@gmail.com; Tel: +234 9060002881; +2348051086298; ORCID ID: 0000-0002-6262-1596.

ABSTRACT: In today's contemporary business landscape, safety management is strategic towards the attainment of organisational aims and objectives. As safety management critical success factors, employees' safety training and management support contributes immensely towards the actualization of a safe work system in an organisation. The main objective of this study is to examine employees' safety training and management support as safety management critical success factors (CSFs) for organisational performance of Champion Breweries Plc, Uyo, Nigeria. One research objective, which was transformed into a research question and research hypothesis was designed for the study. A survey research design was adopted for the study. The population of the study was 347 and was adopted as the sample size with the aid of the census sampling technique. Multiple regression analysis was used for data analysis. Results from the analysis showed that employees' safety training and management support have a significant positive combined influence on the performance of the studied firm ($R^2 = 0.814$, P<0.05). It was concluded that employees' safety training and management support are safety management critical success factors that could enhance the performance of Champion Breweries Plc, Uyo, Nigeria. The researchers recommended that the management of the firm should ensure that safety training that is designed for employees is tailored to their safety needs as this will naturally elicit active involvement and participation among them. Also, safety training should be arranged periodically in the organisation as this will help management to acquire needed safety skills, competencies, and abilities that will enable them to support safety efforts in the organisation.

Keywords: Safety management culture, safety leaders, safety-conscious attitudes, safety behaviours.

INTRODUCTION

Employees are important assets in any corporate organisation. By carrying out assigned tasks, they help an organisation realise its pre-determined goals effectively and efficiently. It has been emphasised that employees are unlikely to put in their best performance in an unsecured work environment (Okechukwu *et al.,* 2021). Thus, discussions about employee safety show how committed employees will be to achieving corporate goals and objectives when their lives and working conditions are properly taken care of. A safe work environment not only ensures the realisation of a cost-effective approach to work operations but also boosts employees' confidence and morale, knowing that the risks associated with their jobs and in the work, environment could be controlled to the barest minimum.

Taderera (2012), cited in Nzuve and Ndolo (2020), opined that safety management entails all efforts towards promoting and maintaining optimum safety standards of workers in terms of physical, mental, and social well-being. Elsewhere, Ladewski and Al-Bayati (2019) submitted that

safety management practices are corporate actions and functions that organisations put in place to promote occupational health and safety measures in organisations. From the above conceptual overviews, it is obvious that the concept of safety management is all-encompassing, covering all measures that corporate entities put in place to ensure the safety of their employees, regardless of their levels. Effective safety management measures that are consciously followed by the employees could be instrumental in reducing work-related accidents, thus enhancing the employees' performance as well as the competitiveness of the organisation (Zhao *et al.,* 2022).

In safety management studies, employees' safety training and management commitment are among the various safety management measures used to reduce accidents in the workplace (Hanafi *et al.*, 2018; Ajmal *et al.*, 2021). Toole (2002), cited in Empeh (2019), submits that employees' safety training refers to safety programs in an organisation that help shape employees' safety behaviours and attitudes. Haryanti *et al.* (2024) view it as the entire process that equips employees with the necessary skills and knowledge required to work safely while carrying out assigned tasks. Proper safety training in any organisation can stimulate positive safety behaviours among employees. It is widely agreed that safety training is especially needed by newly recruited employees to help them become familiar with the organisation's safety culture and practices (Vinodkumar and Bhasi, 2010). Together with experienced employees, safety work practices in an organisation ultimately require that employees are reminded to be safety-conscious through periodic safety drills, workshops, and seminars. When employees are properly trained in this regard, they easily develop safety-conscious attitudes and behaviours, making it easier for them to take responsibility for promoting safety practices within the organisation.

Effective safety management culture and practice among employees in an organisation may be difficult without management support. Ojuola *et al.* (2020) see it as a set of behaviour where organisational leaders influence employees on safety issues to achieve safety goals. Berumen-Flucker *et al.* (2019) further conceived it as a leader's interactions with employees to encourage them to reach safety goals as well as maintain a safety culture in an organisation. The emphasis on management as the driver of safety design, implementation, and support stems from the fact that the experience, skills, abilities, and competencies they have gathered over the years place them in a better position to pull all employees in the same direction (Akpaetor and Madubuike, 2023). These executives not only design strategic safety direction for their employees, but also constantly emphasise to the employees the importance of safety measures among themselves and the continuous survival of the business. Safety leaders in an organisation include departmental heads, supervisors, foremen, managers, and experienced employees. These individuals oversee safety concerns as well as guide other employees on safety measures. Thus, their roles include providing employees access to safety information, creating the conditions that allow employees to report hazards, and ensuring that safety policies and regulations in an organisation are regularly reviewed to reduce the occurrence of accidents and injuries.

Recently, the harsh reality is that several employees in manufacturing organisations, such as Champion Breweries Plc in Uyo, Akwa Ibom State, commonly experience work-related accidents or injuries, which sometimes lead to body impairment or disability. Although accidents are an integral part of industrial workplaces, management has the responsibility to protect their employees from accidents that may pose serious threats to their safety and health (International Labour Organisation [ILO], 2009). Most employees are recruited into an organisation with little or no knowledge about the accidents, dangers, and injuries that are common in a certain work environment. Therefore, it is pivotal that organisations strive to assist their employees in achieving corporate goals and objectives by eliminating anything that might pose a danger to their health. Hence, a greater responsibility is expected from organisations to ensure that workplace accidents and injuries are avoided. Given the importance of this subject, the aim of this study is therefore to assess the influence of employees' training and management support as critical success factors (CSF) of safety management for organisational performance in Champion Breweries Plc., Uyo, Akwa Ibom State, Nigeria. Many empirical studies in the literature have assessed safety management factors in manufacturing firms, but none have been able to consider employees' safety training and management commitment as safety management critical success factors (CSFs) in a study.

Statement of the problem

Safety management is an integral part of any manufacturing firm. Employees are the most prized assets in any organisation, as they determine how successful an organisation will be. Owing to this reason, corporate organisations must design and implement safety management strategies that ensure the health and safety of all employees as they routinely carry out assigned tasks. Doing so would ameliorate the accident and injury-prone nature of work environments, thus facilitating effectiveness in work operations and processes.

However, work-related accidents, injuries, and casualties are still common occurrences in many manufacturing firms; Champion Breweries Plc., Uyo, Akwa Ibom State, Nigeria, is not an exception. A careful observation by the researchers shows that most employees appear casual without their safety kits, while safety rules and policies are not strictly adhered to. In terms of management support in Champion Breweries Plc., Uyo, Akwa Ibom State, the safety management

concerns of most managers only stop at attending safety training courses and discussing management support plans with employees. These actions alone are not enough for effective safety management, as the attitudes and choices of executives influence employees' behaviour and trust in safety practices in an organisation.

Over time, these concerns have led to an increase in work-related mishaps, often resulting in work operations being shut down until a suitable safety management strategy is designed. Consequently, work operations become stagnant, and the general morale of employers and workers is diminished. Employees' safety training and management support are crucial for improving safety management practices, as these measures can positively reduce lost time injury (LTI) and minor injury rates, which are critical behavioural outcomes in any manufacturing firm. Given these concerns, this study examines employees' safety training and management support as critical success factors (CSFs) for organisational performance in Champion Breweries Plc., Uyo, Akwa Ibom State, Nigeria.

Objectives of the study

The objective of the study is to assess the influence of employees' safety training and management support as critical success factors (CSFs) on organisational performance in Champion Breweries Plc., Uyo, Akwa Ibom State, Nigeria.

Research hypotheses

The following hypothesis was formulated to guide this study:

H_{01}: Employees' safety training and management support have no significant positive combined influence on organisational performance in Champion Breweries Plc., Uyo, Akwa Ibom State, Nigeria.

Significance of the study

At the completion of this study, the findings would be beneficial to the management of the studied firm, the employees, as well as to researchers that may embark on studies in this direction so as to expand the frontiers. The findings from this study would identify safety management implementation gap in the studied firm. This would enable the management to design action plans that would assist them in strongly implementing and strengthening safety management measures in the firm. To future researchers, findings in this study represent an important contribution to studies in safety management, especially in manufacturing firms. Going forward, this would enable them to build on

this body of knowledge so as to emphasise employees' safety training and management support towards improved safety management culture and practices in manufacturing firms.

REVIEW OF RELATED LITERATURE

Overview of safety management

A safe and healthy work environment is essential as it serves as an important indicator of a successful firm. Through safety policies, strategies, programmes, procedures and action plans, the management of an organisation ensures that the work environment is safe for all employees. Safety concerns are not only peculiar to the management of an organisation, but to all employees too. Most employees would be willing and ready to engage in work operations to any extent as long as they are aware they would be taken care of in case of any eventuality. Since employees need to be in good condition so as to carry out assigned tasks effectively, there is a need for functional safety management measures to curb any actual or potential work-related accidents or injuries that may arise in the process of doing so.

Vredenburg (2002), cited in Marzuki (2019), defined safety management as management safety practices that comprise management commitment, employees' safety involvement, employees' safety training, safety rewards and feedback communications. Elsewhere, the International Civil Aviation Organisation (ICAO, 2009) in Dim et al. (2018) defined safety management as a systematic approach that is used by organisations to manage employees' safety in the areas of organisational structures, management, safety accountability, safety policies and procedures. The above conceptual overviews point to the fact that safety management is not just an important concern in contemporary business organisations. The understanding of safety management is attracting some elements of a paradigm shift, making it an all-around concept rather than a concept with descriptive connotations. By implication, safety management concern is the primary concern of all employees in an organisation, both the management and low-level employees. It equally gives an insight into the fact that successful safety management practices do not stop at designing safety management action plans; rather, the design must be followed through to implementation and safety feedback phases. This contemporary approach to safety management ensures that a proactive approach to safety management is taken rather than a preventive approach. Collaboratively, the efforts of all employees towards successful safety management measures in an organisation would help to improve safety concerns in an organisation as well as enhance corporate performance in general.

Safety Management Critical Success Factors (CSF)

Employees' safety training

Law *et al.* (2006), cited in Baridei and Emeti (2023), see employees' safety training as the systematic dissemination of safety information to employees and how the information is understood in a way that would help employees carry out assigned tasks efficiently and effectively, without exposing them to any form of risk. Moreover, Rempillo (2024) defined it as the entire process that involves educating employees in an organisation about potential work-related hazards, safety management practices, emergency procedures, and pragmatic guide-lines for maintaining a safe and healthy work environment.

The essence of employees' safety training is to encourage employees' active involvement in safety concerns within an organisation and to develop a culture of responsibility and accountability among them (Lu and Yang, 2011; Vredenburgh, 2002, cited in Marzuki, 2019). In practice, safety training designed for employees aims to influence their safety behaviours in two major ways: safety compliance and safety participation. Safety compliance helps employees act safely while discharging their duties by adhering to safety measures, while safety participation describes employees' conscious efforts to be involved in safety concerns within an organisation (Broadbent, 2004, in Vik-Benibo *et al.,* 2024). The active participation of employees in safety issues, using the behavioural approaches mentioned above, helps them remain engaged in critical safety matters within an organisation. In other words, as involved and satisfied employees perceive safety training as a strategic activity within an organisation, they become more conscious and responsible regarding safety issues. This level of safety consciousness, awareness, responsibility, and accountability among employees helps reduce the occurrence of accidents and injuries during work processes and operations.

Safety needs analysis is usually a strategic consideration when designing employees' training needs in an organisation. This is because the type of safety training that is given to employees largely depends on both the employees' and the training needs of the organization. Moreover, the safety needs of individual employees and functional units differ significantly since job descriptions and expectations among the functional units also differ. Therefore, the choice of employees' safety training should be tailored to the unique needs of each employee or group of employees, taking into consideration their safety experiences, knowledge, skills, and the various departments from which they come. As opined by Pilbeam and Karanika (2022), this would help to achieve strategic fit in safety management efforts, as the training efforts would be consistent with the perceived training needs, objectives, and structures of both the employees and the organisation. Thereafter, there is a need for safety training evaluations and feedback. Though it is referred to as the last stage of employees' safety training, safety training evaluations and feedback are necessary to ensure that safety training serves the desired purpose (Ansari *et al.,* 2015, cited in Bęś and Strzałkowski, 2024).

Management support

Management has a huge role to play in ensuring that employees adhere to safety concerns in an organisation. In fact, Hosny *et al.* (2017) maintained that management commitment to safety management culture and practices in an organisation is the hallmark of safety management participation, employees' involvement in safety training, and the desirable considerations given to safety management among employees while carrying out assigned tasks. Thus, improving safety behaviour among employees significantly hinges on safety leadership efforts in any organisation. Jiang and Probst (2016), cited in Wei and Kuo (2023), conceived safety management support as the concerted efforts of management in an organisation to develop and promote safety concerns to achieve human care. According to Wu *et al.* (2017), it represents a kind of leadership that shows the level of significance management attaches to safety concerns in organisations, which would have a positive influence on work safety. From the foregoing, the essence of management support is to lead and influence others toward realising the safety goals and objectives of an organisation.

One strategic way managers could support safety issues in an organisation is to act as role models. By being role models, designated managers for safety concerns are not only interested in designing safety management plans within an organisation; they want to lead by example. In certain instances, this would practically entail wearing suitable personal equipment (PPE) during work operations, motivating others to do the same, creating awareness of safety measures, and encouraging other employees to be safety-conscious. As Posner *et al.* (1994), cited in Saleem and Malik (2022), rightly observed, the behavioural disposition of employees towards safety issues in an organisation, the safety values and choices they make, the people they trust, and the safety appeals they respond to are closely linked to a leader's safety management value system. Thus, on the grounds of social identity theory (SIT), management personality and safety value system act as moderators in the relationship between employees' safety training, management support, and organisational performance (Choi and Lee, 2022).

To become a successful safety leader, management in different organisations should not only lead by example but also know when to take needed actions. To that end, Kim and Gausdal (2017) suggested that having coercive, reward, legitimate, expert, and reference powers could help executives to influence their subordinates appropriately to improve safety behaviours, involvement, and participation. Borrowing from leadership style

theories, the work of Bass (1985) could assist managers in designing a suitable leadership style to apply while trying to support safety management practices in an organisation. Bass (1985) divided safety leadership into safety transformational leadership (STFL), safety transactional leadership (STAL), and safety passive leadership (SPL) (Zhao *et al.,* 2022).

STFL refers to a safety leadership style where management discusses safety concerns with employees, considers their contributions, and motivates them to take safety actions that align with the goals of the organisation (Barling *et al.,* 1996, cited in Zhao *et al.,* 2022). STAL entails management safety actions that involve acting proactively before work-related accidents occur, while SPL is synonymous with management-by-exception, also known as the laissez-faire style of leadership (Avolio *et al.*, 1999, cited in Zhao *et al.,* 2022). To support safety management in an organisation, corporate managers must understand that different safety leadership styles have varying influences on employees and the organisation as a whole. Therefore, since corporate managers want to lead in a manner that is beneficial for all, adopting a safety leadership style that aligns with the needs of employees and the realisation of corporate goals should be a top priority.

The concept of organisational performance

Doval (2020) sees organisational performance as the actual results an organisation achieves compared to its intended results. According to Randeree and Al Youha (2009), in Sharma (2021), this entails the ability of an organisation to achieve corporate goals and objectives efficiently and effectively. In this study, we conceive organisational performance as how well an organisation performs when measured against corporate goals and objectives. Due to the applicability of organisational performance in various academic fields, efforts to operationalise the concept often take different dimensions. For instance, organisational performance could be assessed using specific performance indicators like efficiency, effectiveness, quality of services/products/outputs, timeliness, and safety (TRADE, 2000, cited in Ondoro, 2015). This study assessed organisational performance in terms of safety performance using indicators such as the number of accidents, injuries and hazards recorded, accident rates, the number of workdays lost per employee due to accidents, and the number of working/human hours lost due to accidents.

Altogether, evidence from meta-analytic studies in this direction suggests that employee safety training and management support significantly affect organisational performance (Marzuki, 2019; Empeh, 2019; Nzuve and Ndolo, 2020; Haryanti *et al.,* 2024). For instance, Vinodkumar and Bhasi (2010), as cited in Marzuki (2019), maintained that employee safety training enhances

employees' safety knowledge and skills, which significantly improve their work performance. Similarly, Liu *et al.* (2021) revealed that certain safety support styles, such as the passive safety leadership style, negatively affect employees' safety compliance behaviours, while safety training and feedback leadership (STFL) enhance such behaviours.

Theoretical review

Operant conditioning theory

This theory was propounded by B.F. Skinner in 1984. The basic assumption of this theory is that behaviours that attract positive consequences are likely to be repeated, while behaviours that attract unpleasant consequences are less likely to be repeated. Generally, Skinner's operant conditioning theory is said to have evolved from Thorndike's (1927) law of effect. In that law, Thorndike maintained that responses that produce satisfying outcomes are likely to occur again in the same situation, while responses that produce dissatisfying outcomes are less likely to occur again in the same context. Building from these early assertions, Skinner (1984) introduced the idea of reinforcement, indicating that pleasant behaviours are reinforced, while unpleasant behaviours are punished.

Within the context of safety management, desired safety management goals and objectives of an organisation could hardly be achieved if left for the employees to decide and implement. Taking into consideration the fact that most employees may be inexperienced regarding safety management measures, safety training, and management support seem pivotal in that regard. Yet, not all employees will act according to the safety management plans that have been designed by management. In this study, it has been emphasised that management could assume different leadership styles to ensure that employees adhere to the safety plans of an organisation. Depending on the situation, some safety leadership styles encourage the use of reinforcement or punishment when employees act in certain ways. The appropriate use of reinforcement and punishment helps shape employees' safety choices, actions, involvement, and behaviours toward safety concerns in an organisation, which in turn would help improve work processes and operations. Thus, operant conditioning theory serves as the best theory for explaining safety management and organisational performance.

Empirical review

Vik-Benito *et al.* (2024) carried out a study on the impact of safety leadership on occupational health and safety performance in selected oil companies in Rivers State. The objective of the study was to assess safety leadership qualities that define a safety leader in the studied firm, and

to assess the influence of safety leadership on the safety performance of selected oil companies in Rivers State. Descriptive survey research was used in the study. The population of the study was 3,800 workers of two oil companies operating in Rivers State, while the sample size was 380 as determined using Taro Yamane's sample size determination technique. Generated primary data were analysed using Analysis of Variance (ANOVA) and t-test. Results from the analysis showed that there is a significant positive relationship between safety leadership and health and safety performance in the studied companies. It was concluded that safety leadership is a strategic aspect of occupational and safety management requirements as it allows organisational leaders to showcase their emotional commitment and values toward the well-being of their employees. The researchers recommended that the management of the two studied oil firms should concentrate on improving the safety leadership qualities of their personnel, especially those of frontline supervisors and line managers. The reviewed study is different from the present study in geographical scope, firm assessed, and methodology.

Haryanti *et al.* (2024) examined the effect of management commitment and training on safety performance through safety behaviour as a mediation in Rocktree Logistics. An explanatory survey research design was adopted in the study. A total of 70 employees were selected as the population of the study, while the same number of employees served as the sample size of the study, as supported by the census sampling technique. The primary data generated for the study were analysed using Structural Equation Modelling (SEM). Results from the analysis showed that management commitment and training have a significant effect on safety performance through safety behaviour. It was concluded, among others, that management commitment has an insignificant negative effect on safety performance in Rocktree Logistics Company, while training has a significant positive effect on safety performance in Rocktree Logistics Company. Both studies are different in the areas of geographical scope as well as methodology used.

Lelei *et al.* (2022) carried out a study on the effect of employee safety training on employee performance in Almasi Beverage Company in UasinGishu County, Kenya. A descriptive survey research design was adopted in the study. A total of 60 employees were selected as the population of the study, while the entire 60 employees served as the sample size of the study. Generated primary data were analysed using both descriptive and inferential statistics. Using simple regression analysis, the results from the analysis showed that employee safety has a significant positive effect on employee performance in Almasi Beverage Company in UasinGishu County, Kenya. It was concluded that there is a significant relationship between employee health, safety policy, and employee performance in the studied Company. The researchers recommended that the managers in the company should consider introducing health-related programs that are compulsory for all employees. This reviewed study was carried out in Kenya, and the analysis was done using simple linear regression. These served as areas of dissimilarity with the present study.

Negoro *et al.* (2022) studied safety leadership to drive workplace safety. A literature review approach was adopted in the study. Evidence from the reviewed studies showed that safety leadership has significant positive impacts on employees' safety attitudes, safety behaviour and significant reductions in work-related accidents. The reviewed study adopted a review approach, while the present study applied a quantitative data analytical method (multiple regression).

Nzuve and Ndolo (2020) conducted a study on organisational safety support practices and employee performance in the Department of Health Services in Makueni County, Kenya. The objective of the study was to provide answers to the question: Does organisational safety support employee performance? A descriptive survey research design was adopted in the study. A total of 428 staff from the Department of Health Makueni Services in Makueni County, Kenya, were selected as the population of the study, while 207 of them served as the sample size of the study, as determined using the Slovin sample size determination technique. Generated primary data were analysed using both descriptive and inferential statistics. Results from the analysis showed that the majority of the respondents agreed that employee performance in the Department of Health Services in Makueni County, Kenya, has improved due to organisational support, employees' adherence to organisational safety rules, and the presence of a favourable work environment. It was concluded that there are signs of organisational safety support in the Department of Health Services in Makueni County, Kenya, through employee wellness programs, budgetary support, and information-sharing policy. Both studies differ in terms of geographical scope.

METHODOLOGY

A descriptive survey research design was used in this study. The population of this study consisted of 347 employees of Champion Breweries Plc., Uyo, Akwa Ibom State. Given that this population size is large enough for data analysis, it was adopted as the sample size of the study with the help of a census sampling technique. The questionnaire used to generate the needed responses for the study was self-designed. Structurally, the questionnaire was designed using a 4-point rating scale, where Strongly Agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2, and Strongly Disagree (SD) = 1. Face, content, and construct validity were carried out on the research instrument, while the test-retest method and internal consistency test were used to determine the reliability of

Table 1. Summary of Multiple Regression Analysis showing the combined influence of   employees' safety training and management support on organisational performance.

Parameters	B_1	SE	B_2	t-value	Significant (2 tailed)
Constant	0.312	0.072	-	4.330	0.000
EST (X_1)	0.371	0.034	0.258	6.383	0.000
MS (X_2).	0.622	0.040	0.679	16.803	0.000
Dependent Variable: Org. Perf.					
R	0.902				
R^2	0.814				
Adjusted R-Square	0.812				
Std. Error of estimate	0.18144				
F-statistics	750.311				
Probability (Significant p-value)	0.000[b]				

*Significantly related at 5% ($p < 0.05$). B_1 = unstandardized beta, B_2 = standardized beta, SE = standard error (**Source:** The Researcher's Computation, 2025).

the research instrument. A cumulative Cronbach alpha value of 0.646 (for employees' safety training, management support, and organisational performance variables) indicates that the research instrument is reliable.

The null hypothesis formulated for the study was analysed using multiple regression. The multiple regression model was stated as follows:

$$Y = f (X_1, X_2) + e_0 \qquad \text{Eqn. 1}$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2\ e_0 \qquad \text{Eqn. 2}$$

$$OP = \beta_0 + EST_1 + \beta_2\ MS_2 + e_0 \qquad \text{Eqn. 3}$$

Where: OP = Organisational Performance; EST = Employees' Safety Training; MS = Management Support; β_0 = The regression intercept; β_1, β_2 = The regression parameters; X_1, X_2 = Changes in EST and MS; e_0 = Stochastic term, white noise or error term.

RESULTS

Multiple regression analysis showing the combined influence of employees' safety training and management support on organisational performance is shown in Table 1. The regression coefficient of $R^2 = 0.814$ means that the independent variable accounted for approximately 81.4% of the variation in organisational performance in the studied firm. Also, the F-statistics of 750.311 at p = 0.000 ($p < 0.05$) indicates that the overall model is significant in predicting the influence of employees' safety training and management support on organisational performance in Champion Breweries Plc., Uyo, Akwa Ibom State, Nigeria. More so, a beta value of $\beta x_1 = 0.371$ and 0.622 for βx_2 with p-values of 0.000 for both variables indicates that a unit change in employees' safety training and management support will result in a 37.1% and 62.2% change in organisational performance of the studied firm. Based on the decision rule, since the generated p-value (0.000) is

less than 0.05 (p-value = 0.000<0.05), the null hypothesis is rejected. It is therefore concluded that employees' safety training and management support have no significant positive combined influence on organisational performance in Champion Breweries Plc., Uyo, Akwa Ibom State, Nigeria.

DISCUSSION

Safety management plans cannot be implemented in an organisation without training employees to understand safety management concerns, as well as the goals and objectives of the organisation. When this is done, employees can easily involve themselves in the safety management efforts of the organisation by willingly developing a culture of responsibility and accountability (Lu and Yang, 2011; Vredenburgh, 2002, in Marzuki, 2019). Equally, management support plays a significant role in enhancing employees' safety management participation and commitment levels. Depending on the type of management support style that management chooses to adopt, a suitably designed approach can motivate employees to engage in safety behaviours that are consistent with the goals of the organisation.

Findings from this study showed that employees' safety training and management support have a significant positive combined influence on organisational performance, with a regression coefficient of $R^2 = 0.814$ and a p-value = 0.000 ≤ 0.05. As a result, the null hypothesis was rejected in favour of the alternative hypothesis. This outcome is consistent with the findings of Broadbent (2004) in Vik-Benibo *et al.* (2024). They maintained that safety compliance helps employees act safely while discharging their duties by adhering to safety measures, while safety participation describes employees' conscious efforts to be involved in safety concerns in an organisation. Additionally, Hosny *et al.* (2017) submit that management commitment to a safety management culture and practices in an organisation is the hallmark of safety

management participation, which includes employees' involvement in safety training and the considerations given to safety management among employees while carrying out assigned tasks.

Conclusion

Based on the findings of the study, it is evident that employees' safety training and management support have a significant positive influence on the performance of the studied organisation. Therefore, it was concluded that employees' safety training and management support are critical success factors (CSFs) in safety management that could enhance the performance of the studied firm.

Recommendations

Based on the findings and conclusions of this study, the following recommendations were made: management of the studied firm should ensure that safety training designed for employees is tailored to their specific safety needs, as this will naturally elicit active involvement and participation among the employees. Additionally, safety training should be arranged periodically in the organisation, as this will help management acquire the necessary safety skills, competencies, and abilities that will enable them to support safety efforts in the organisation.

Contribution to knowledge

Most corporate organisations typically view any training as an expense that increases organisational costs. Therefore, instead of investing in safety management efforts, they often resort to punishment and abusive behaviours when employees experience injuries while discharging assigned tasks. The recognition that employees' safety training and management support could enhance safety efforts and performance in an organisation remains the major contribution of this study.

Suggestions for further research

Before poor safety management strategies could negatively affect the performance of an organisation, in most cases, they have already impaired employees' performance on a large scale. Future studies should be conducted to determine the veracity of this assertion. A comparative study should be carried out to ascertain whether the results achieved in this study can be generalised to service firms. Additionally, using other safety management proxies, future studies should assess their effects on the performance of an organisation.

CONFLICT OF INTEREST

The authors declare that they have no conflict of interest.

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