

## Safety Promotional Policies and Organizational Performance in the International Oil and Gas Companies in Nigeria

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### Abstract

This study examined the relationship between safety promotional policies and organizational performance of international oil and gas companies in Nigeria. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through structured questionnaire. The population for the study is fifty (50) management staff of five (5) registered international oil and gas companies in Nigeria according to the website of the Department of Petroleum Resources (2019). The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level. Findings from the study revealed that there is a significant relationship between safety promotional policies and organizational performance of international oil and gas companies in Nigeria. The study concludes that safety promotional policies significantly relates with organizational performance of international oil and gas companies in Nigeria. Therefore the study recommends that international oil and gas companies should have well-structured policies and have a mechanism to enforce these policies so that employees can be able to comply and ensure work safety is adhered to.

**Keywords:** *Safety Promotional Policies, Product/Service Quality, Innovativeness, Timely Delivery.*

### Introduction

The discourse on organizational performance has received attention from policy makers, researchers and managers in the past years. Different views exist however of what constitutes organizational performance in the 21st century. Several concepts constitute organizational performance, such as business model effectiveness, efficiency, and outcomes (Almatrooshi, Singh, & Farouk, 2016; Boyatzis & Ratti, 2009). Kipleting (2017) reports that performance is seen as an umbrella term for all concepts that consider the success of a firm and its activities. Performance thus can refer to actual results or outputs of certain activities, how an activity is carried out, or an ability to achieve results eventually. The decline in performance of firms, according to Zafari (2017) cut across developed, emerging and developing countries due to poor occupational hazard management and response to microeconomic and macroeconomic factor challenges like performance industry environmental factors, task environment, natural and technological environments, social environments, economic and cultural environments, and political, law and security environments coupled with the management of marketing content and product marketing. In developing countries especially African countries, harsh economic and external conditions have placed pressure on organizational performance (Bredenhann, 2019). The challenges facing firms operating in Africa are diverse and numerous such as political interference, lack of transparency, regulatory uncertainty, policy instability, ongoing infrastructure deficit, uncertainty, delays in passing laws, energy policies and regulations into law are stifling growth, development and investment (Pricewaters Coopers, 2018).

According to Mahapatro (2013), organizational performance is the capability of a firm to accomplish its objectives and goals with the help of good governance and talented administration. Organizational performance is a sign which deals with how well a firm accomplish its goals. In an attempt to measure firm's performance, several scholars have proffered different measures such as customer satisfaction, product quality, employee satisfaction, organizational reputation, customer loyalty, competitive advantage, perceived image, capacity utilization, employee morale, operational efficiency, product innovations, inventory turnover and timeliness (Richard, Devinney, & Yip, 2009). Considering the various dynamism of the environment that could possibly affect firms' performance, it is thus imperative that organizations ensure the health and safety through effective occupational hazard management which seek to promote individual competency and training especially within the work setting (Occupational Health and Safety-Alberta, 2015).

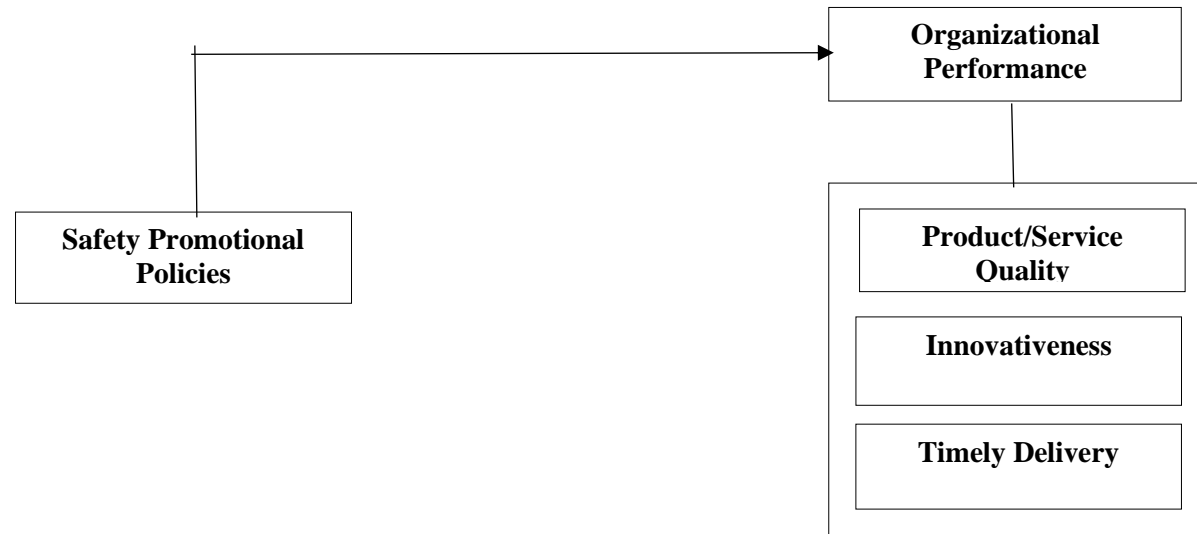
Performance is therefore, a critical factor in organizational success. There is increasing evidence that providing a healthy and safe working environment has the potential to increase labour productivity. Most businesses implement health and safety measures to keep compensation costs down (Massey & Perry, 2006 cited in Keraka, 2020). The level of growth in every organization is measured by the performance of the organization overtime. Employees' performance always translate to organizational performance and the performance becomes a benchmark where it supersedes industry expectation. Ogundare (2017) posit that every employee is always willing to give his best to his organization to justify his pay, but most time performance is always being hampered by occupational hazard. Work place environmental hazards are globally major cause of disability and mortality among working population. The International Labour Organization (ILO) estimates that 160 million people from the world's workforce suffer from work-related diseases such as musculoskeletal diseases and mental health problems, while 270 million fatal and non-fatal work-related accidents results in over 350, 000 casualties and over two million work-related deaths each year which are all attributable to occupational hazards (ILO, 2013). These findings are similar to the report of the World Health Organization (WHO) which estimated occupational diseases worldwide to be 217 million cases (World Health Organization, 2016). Evidence shows that many of these diseases are preventable but problems like under reporting, poor surveillance, poor factory setting, bad lightening system and several other factors have been known to influence occupational health hazards. The burden caused by work-related accidents and illnesses on workers' health are incalculable. According to International Labour Organization (ILO, 2013), 4% of the world's annual Gross Domestic Profit (GDP) is lost as a result of occupational hazards as employers are faced with loss of skilled staff, absenteeism, migration, early retirements and high insurance premiums due to exposure from occupational accidents and diseases (ILO, 2013). Although improvement in occupational health have been seen in many developed countries, however, the protection of workers from work-related disorders is not a priority in many developing countries, partly because several other health issues have competed with occupational health. This situation has existed for long owing to various socio-economic, cultural and political challenges which often make occupational health not prioritized. This has made occupational health and safety which is a fundamental right in maintaining workers' wellbeing to remain neglected in developing countries. The challenge is also exacerbated because of the porous health system and the near neglect of our health infrastructures and poor remuneration of our over- burdened health workers (Ogundare, 2020). To achieve the goal of maintaining sound occupational hazard management, safety promotional policies must be given a prominent place.

Safety policy establishes a senior management's commitment to continually improve safety; defines the methods, processes, and organizational structure needed to meet safety goals. Safety risk assessment involves determining the need for, and adequacy of new risk controls based on the assessment of acceptable risk. Safety promotion includes: training, communication, and 6 other actions to create a positive safety culture within all levels of the workforce (FAA, 2014). It has been argued that organizations that had safety promotional policies would greatly reduce accidents mainly caused by human error since employee would observe safety when doing their work at their workplace (Jhamb & Jhamb, 2003). A safety management system is woven into the fabric of an organization. Companies that had safety promotional policies such as, promoting a positive safety culture, management involvement, personnel competency and training, and communication successfully create a healthy safety climate. To reduce the risk of injury and promote job safety, many organizations have attempted to establish safety policies. (Huang, Chen, Krauss, & Rogers, 2004). Employees in companies that had safety promotional policies were likely to observe work safety procedures and perform better compared to their counterparts. Safety promotion policies set the tone that predisposed both individual and organizational behavior and fills in the blank spaces in the organization's policies, procedures and processes, providing a sense of purpose to safety efforts. Through safety promotion an organization adopts a culture that goes beyond merely avoiding accidents or reducing the number of incidents, although these are likely to be the most apparent measures of success. The purpose of this study therefore is to examine the relationship between safety promotional policies and performance of international oil and gas companies in Nigeria

This study was guided by the following research question:

- i. What is the relationship between safety promotional policies and product/service quality of international oil and gas companies in Nigeria?
- ii. What is the relationship between safety promotional policies and innovativeness of international oil and gas companies in Nigeria?
- iii. What is the relationship between safety promotional policies and timely delivery of international oil and gas companies in Nigeria?

### Conceptual Framework



**Figure 1:** 1 Conceptual framework for safety promotional policies and organizational performance  
**Source:** Desk Research, 2021

### Theoretical Foundation

#### Goal-Freedom Alertness Theory

The Goal-Freedom Alertness Theory was developed by Kerr (1950) and it states that safe work performance is the result of psychologically rewarding work environment. Under this theory, accidents are viewed as low-quality work behaviour occurring in an unrewarding psychological climate. This contributes to a lower level of alertness. According to the theory, a rewarding psychological climate is one where workers are encouraged to participate, set sustainable goals and choose methods or safety programmes to attain those safety and health goals. They must be allowed to participate in raising and solving problems. Goal-Freedom Alertness Theory essentially states that management should let workers have well defined goals and freedom to pursue those goals. The result is a higher level of alertness and focus on the tasks at hand. The theory suggests that managers and supervisors should try and make work more rewarding for workers. They may use a variety of managerial techniques including positive reinforcements, goal setting participative management and clear work assignments. Heinrich, Peterson and Roos (1980) supports the theory by stating workers will be safe in a positive work environment. They argue that safe performance is compromised by a climate that diverts the attention of workers. They confirm that hazards divert the workers attention during work hours and thus the diversion increases susceptibility to injury. Heinrich *et. al.* (1980) suggests that managers and supervisors can actively work to alleviate hazards in the work environment. Reaction of workers to unsafe conditions depends on the fact that whether the worker identifies the unsafe condition. The theory is adopted in the study because it has the potentials of predicting safety in the workplace which will in turn improve organizational performance. Goals Freedom Alertness theory of accident reflects the idea that the psychologically satisfying and desirable work environment lead to the safe performance of tasks and activities. The theory expresses the idea that accidents are low-quality activities due to unpleasant psychological work environment. A psychologically satisfying work environment is a place where the workers are encouraged for performing their best,

taking part, arranging achievable goals and innovating methods of achieving those goals. Thus, the relevance of this theory is substantiated in the value it provides in helping organizations identify, analyze and reduced all forms of workplace hazards.

### **The Concept Safety Promotional Policies**

Safety policies in general are those policies, which set out the general approach of an organisation in relation to safety, including their objectives and practices in order to manage the health and safety of their people (Direct Services, 2014). Safety policies would include policies on the commitment of the organisation to ensuring the safety of the employees, the consumers, and of other people. It would also include the party who shall be considered ultimately responsible for the health and safety of the organisation (Direct Services, 2014). Such safety policies would include specific responsibilities of staff and of other employees. The safety policies would also include the commitment of the firm towards consultations with employees on health and safety conditions in the workplace (Direct Services, 2014). According to Allen, H (2008), Measures for the prevention and control of occupational hazards in the workplace should be based upon a clear, implementable and well-defined policy at the level of the enterprise. This occupational safety and health policy represents the foundation from which occupational safety and health goals and objectives, performance measures and other system components are developed. It should be concise, easily understood, approved by the highest level of management and known by all employees in the organization.

The safety policy establishes a senior management's commitment to continually improve safety; defines the methods, processes, and organizational structure needed to meet safety goals. Safety risk assessment involves determining the need for, and adequacy of new risk controls based on the assessment of acceptable risk. Safety assurance evaluates the continued effectiveness of implementing risk control strategies; supports the identification of new hazards. Safety promotion includes: training, communication, and other actions to create a positive safety culture within all levels of the workforce (Federal Aviation Administration, 2014). The policy should be in written form and should cover the organizational arrangements to ensure occupational safety and health. In particular, it should: Allocate the various responsibilities for occupational hazard management within the enterprise; bring policy information to the notice of every worker, supervisor and manager; determine how occupational health services are to be organized; and Specify measures to be taken for the surveillance of the working environment and workers' health. To reduce the risk of injury and promote job safety, many organizations have attempted to establish safety policies. (Huang, Chen, Krauss, & Rogers, 2004). Employees in companies that had safety promotional policies were likely to observe work safety procedures and perform better compared to their counterparts. Safety promotion policies set the tone that predisposed both individual and organizational behavior and fills in the blank spaces in the organization's policies, procedures and processes, providing a sense of purpose to safety efforts. Through safety promotion an organization adopted a culture that goes beyond merely avoiding accidents or reducing the number of incidents, although these are likely to be the most apparent measures of success. It was more to do the right thing at the right time in response to normal and emergency situations (The Federal Aviation Administration, 2014). Safety promotion supports safety culture, communication, dissemination of lessons learnt and enables the continuous improvement process. The level of safety and health awareness or consciousness between employers and workers is a critical factor in securing safe and healthy workplaces. Thus creating and promoting a safety culture as a corporate culture is important in enhancing work performance.

### **The Concept of Organizational Performance**

Organizational performance also known as firms' performance is an indicator stating the extent to which the company runs its business, and is an important measurement for estimating the success or possibility and survival of the company (Chan, Chiu, Orr & Goldstein, 2007). According to Cascio (2014) organizational performance is the degree of attainment of work mission as measured in terms of work outcome, intangible assets, customer link, and quality services. According to Kaplan and Norton (2001) organizational performance is the organization's capacity to accomplish its goals effectively and efficiently using available human and physical resources. This definition provides the justification for organizations to be guided by objective performance criteria when evaluating employees' work based performance. This is also helpful in evaluating the achievement of the organizational goals as well as when developing strategic plans for the organizations' future performance (Ittner & Larcker, 2012).

The management of many firms are faced with the challenge to improve their performance and deal with the changing competitive arena (Williams, J. H. 2003). Firms have an important role in our daily lives, and successful firms are a key ingredient for developing nations like Nigeria. Academics and practitioners endeavor to understand and explain the differences in organizational performance in the face of the complexity of the market, competitive pressures and uncertainties. Firms must be able to cope with the increasingly number of challenges from the business environment, in order to increase their ability to adapt (Gavrea, Ilies & Stegorean, 2011). The concept of performance of a business firm is based upon the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose (Alchian & Demsetz, 1972; Barney, 1995; Carton, 2004).

### **Product/Service Quality**

According to Zeithaml (1988), "quality can be defined broadly as superiority or excellence". Here, Kotler and Armstrong (2012) described that "product is anything that can be offered to a market for attention, acquisition, use, or consumption that MIGHT satisfy a want or need ", while Aaker (1994), quoted Ehsani (2015), said that "quality of product is the customer's perception of the overall quality or superiority of the product or service, with respect to its intended purpose, relative to alternatives. Kotler and Amstrong (2012) assumed that product quality is the characteristic of a product or service that bear on its ability to satisfy stated or implied customer needs.

The measurement of quality is complex because there is no universal definition of quality. For quality to be evaluated, there must be clear definition, in the same vein, there are other measures designed using other approaches as posited by Sebastianelli and Tamini (2002) which include transcendent measures, user-based measures, product based measures, manufacturing based measures and value based measures. The quality of a product is the features of the product complemented with dimensions of a product which include; performance conformance, features, durability, reliability, aesthetics, serviceability and the perceived quality by customer. If the perceived product quality is in line with the expectation, then the customer will perceive the product quality as a good quality and also feel satisfied. Conversely, if the perceived product quality is not as expected, then the quality of the product as the customer perceived is qualified as a bad product quality.

### **Innovativeness**

Innovation refers to the process of translating an idea or invention into a good or service that creates value or for which customers will pay; it is finding a better way of doing something (Frame & White, 2004). Innovation can be viewed as the application of better solutions that meet new requirements, in-articulated needs, or existing market needs. Innovation is accomplished through having effective products, processes, services, technologies, or ideas that are readily available to markets, governments and society. The term innovation can be defined as something original and, as a consequence, new, that breaks into the market or society (Frankelius, 2009). The measures of innovation at the organizational level include financial efficiency, process efficiency, employees' contribution and motivation, as well benefits for customers. Measured values will vary widely between businesses, covering for example new product revenue, spending in research and development, time to market, customer and employee perception & satisfaction, number of patents, additional sales resulting from past innovations (Frankelius, 2009).

Innovation can be defined as an organizations tendency towards experimenting with new ideas and supporting creative processes which precede the actions of competitors. It is a concept that is concerned with the creative tendencies of the organization through the organized actions of workers and research activities carried by the organization (Coulthard, 2007). McFadzean, O'Loughon and Shaw (2005) defined innovation as a process that provides added value and novelty to the business, its suppliers and customers through the development of new procedures, solutions, products and services as well as new methods of commercialization.

### **Timely Delivery**

When the employees are productive, they accomplish more in a given amount of time. In turn, efficiency saves their company money in time and labour. When employees are unproductive, they take longer time to complete projects, which cost employee's more money due to the time lost (Olajide, 2000). The importance of higher productivity of the employees in public enterprise cannot be overemphasized, which include the following; Higher incomes and profit; Higher earnings; Increased supplies of both consumer and capital goods at lower costs and lower prices; Ultimate shorter hours of work and improvements in working and living conditions; Strengthening the general economic foundation of workers (Banjoko, 1996). Armstrong (2006) stated that productivity is the time spent by an employee

actively participating in his/her job that he or she was hired for, in order to produce the required outcomes according to the employers' job descriptions. Timeliness is recognized as an important component of work performance (Downs, 2008) Timeliness is a way of developing and using processes and tools for maximum efficiency, effectiveness, and productivity (Downs, 2008) It involves mastery of a set of skills like setting goals, planning and making decisions better. At the end we have better performance (Brogan, 2010).

Time is an essential resource since it is irrecoverable, limited and dynamic (Downs, 2008) Irrecoverable because every minute spent is gone forever, limited because only 24hours exist in a day and dynamic because it's never static (Claessens, Roe & Rutte, 2009) According to North (2004) time management is the organization of tasks or events by first estimating how much time a task will take to be completed, when it must be completed, and then adjusting events that would interfere with its completion is reached in the appropriate amount of time. Effective time management is the key to high performance levels. Effective time management not only affects the performance of employees, but also helps to cope with stress, conflicts and pressure more efficiently North (2004).

### **Safety Promotional Policies and Organizational Performance in the International Oil and Gas Companies in Nigeria**

A study done by Burke, Salvador, Smith-Crowe, Chan-Serafin, Smith and Sonesh (2011) found that development of safety culture or climates is an effective tool that promote safe working and reduce accidents. Safety Promotion supports safety culture, communication; dissemination of lessons learned and enables the continuous improvement process. Through safety promotion an organization adopts a culture that goes beyond merely avoiding accidents or reducing the number of incidents, although these are likely to be the most apparent measures of success. This study therefore would like to establish if there is a relationship between safety promotional policies and employee performance. According to ILO (2004) safety culture of an organization is the product of individual and group values, attitudes, perceptions, competencies and patterns of behaviour that determine style and commitment to and proficiency of an organization's health and safety management. A national preventative safety culture is one which the right to a safe and healthy working environment is respected at all levels, where governments, employers and workers actively participate in securing a safe and healthy working environment through a system of defined rights, responsibilities and duties and where principles of prevention are accorded the highest priority.

Based on the foregoing, the study thus hypothesized that:

**Ho1:** There is no significant relationship safety promotional policies and product/service quality of international oil and gas companies in Nigeria.

**Ho2:** There is no significant relationship safety promotional policies and innovativeness of international oil and gas companies in Nigeria.

**Ho3:** There is no significant relationship safety promotional policies and timely delivery of international oil and gas companies in Nigeria.

### **Methodology**

This study examined the relationship between safety promotional policies and organizational performance of international oil and gas companies in Nigeria. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through structured questionnaire. The population for the study is fifty (50) management staff of five (5) registered international oil and gas companies in Nigeria according to the website of the Department of Petroleum Resources (2019). The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics while the partial correlation was used to test the moderating effect of organizational culture. The tests were carried out at a 0.05 significance level.

### **Data Analysis and Results**

#### **Bivariate Analysis**

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ( $p > 0.05$ ) or rejecting the null hypothesis in ( $p < 0.05$ ). The level of relationship between safety promotional policies with each of the measures of organizational performance is to examine the extent safety promotional policies can impact on the outcome of each measure of organizational performance

**Table 1: Correlations Matrix for Safety Promotional Policies and Organizational Performance Measures**

			Safety Promotional Policies	Product/Service Quality	Innovativeness	Timely Delivery
Spearman's rho	Safety Promotional Policies	Correlation Coefficient	1.000	.751**	.743**	.857**
		Sig. (2-tailed)	.	.000	.000	.000
		N	42	42	42	42
	Product/Service Quality	Correlation Coefficient	.751**	1.000	.931**	.839**
		Sig. (2-tailed)	.000	.	.000	.000
		N	42	42	42	42
	Innovativeness	Correlation Coefficient	.743**	.931**	1.000	.813**
		Sig. (2-tailed)	.000	.000	.	.000
		N	42	42	42	42
	Timely Delivery	Correlation Coefficient	.857**	.839**	.813**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	42	42	42	42

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: SPSS Output**

**Interpretations:**

**RQ1:** What is the relationship between safety promotional policies and organizational performance of international oil and gas companies in Nigeria?

The correlation coefficient (rho) result in table 4.21 was used to answer research question 1. Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.751 on the relationship between safety promotional policies and product/service quality. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in product/service quality was as a result of the adoption of safety promotional policies. Therefore, there is a positive and strong correlation between safety promotional policies and product/service quality of international oil and gas companies in Nigeria.

Similarly, Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.743 on the relationship between safety promotional policies and innovativeness. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in innovativeness was as a result of the adoption of safety promotional policies. Therefore, there is a positive and strong correlation between safety promotional policies and innovativeness of international oil and gas companies in Nigeria.

Furthermore, Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.794 on the relationship between safety promotional policies and timely delivery. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in timely delivery was as a result of the adoption of safety promotional policies. Therefore, there is a positive and strong correlation between safety promotional policies and timely delivery of international oil and gas companies in Nigeria.

Therefore, to enable us accept or reject hypotheses 1, 2, and 3 as well as generalize our findings to the study population the p- value was used as shown below:

**H<sub>01</sub>:**There is no significant relationship between safety promotional policies and product/service quality of international oil and gas companies in Nigeria.

Similarly displayed in the table 1 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 1, the sig- calculated is less than significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between safety promotional policies and product/service quality of international oil and gas companies in Nigeria.

**H<sub>02</sub>:**There is no significant relationship between safety promotional policies and innovativeness of international oil and gas companies in Nigeria.

Also displayed in the table 1 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 4.21, the sig- calculated is less than significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between safety promotional policies and innovativeness of international oil and gas companies in Nigeria.

**H<sub>03</sub>:**There is no significant relationship between safety promotional policies and timely delivery of international oil and gas companies in Nigeria.

Also displayed in the table 4.21 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 4.21, the sig- calculated is less than significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between safety promotional policies and timely delivery of international oil and gas companies in Nigeria.

Therefore, the results for the first set of hypotheses with regards to the relationship between safety promotional policies and organizational performance measures are stated as follows:

- i. There is a positive and strong significant relationship between safety promotional policies and product/service quality of international oil and gas companies in Nigeria.
- ii. There is a positive and strong significant relationship between safety promotional policies and innovativeness of international oil and gas companies in Nigeria.
- iii. There is a positive and strong significant relationship between safety promotional policies and timely delivery of international oil and gas companies in Nigeria.

### **Discussion of Findings**

The findings as presented in table 1 revealed that there is a positive significant relationship between safety promotional policies and organizational performance in international oil and gas companies in Nigeria. This finding agrees with the study of Burke, Salvador, Smith-Crowe, Chan-Serafin, Smith and Sonesh (2011) who found that development of safety culture or climates is effective tools that promotes safe working and reduce accidents. Safety Promotion supports safety culture, communication; dissemination of lessons learned and enables the continuous improvement process. Through safety promotion an organization adopts a culture that goes beyond merely avoiding accidents or reducing the number of incidents, although these are likely to be the most apparent measures of success. Similarly, the study also agrees with the work according to ILO (2004) who stated that safety culture of an organization is the product of individual and group values, attitudes, perceptions, competencies and patterns of behaviour that determine style and commitment to and proficiency of an organization's health and safety management. A national preventative safety culture is one which the right to a safe and healthy working environment is respected at all levels, where governments, employers and workers actively participate in securing a safe and healthy working environment through a system of defined rights, responsibilities and duties and where principles of prevention are accorded the highest priority.



In like manner, the finding of this study corroborates the findings of a similar study conducted by Burke *et al.*, (2011) who found that development of safety culture or climates is an effective tool that promote safe working and reduce accidents. Safety Promotion supports safety culture, communication; dissemination of lessons learned and enables the continuous improvement process. Through safety promotion an organization adopts a culture that goes beyond merely avoiding accidents or reducing the number of incidents, although these are likely to be the most apparent measures of success. This study therefore would like to establish if there is a relationship between safety promotional policies and employee performance.

Effective safety communication is not just communicating rules and policies; it is about creating a culture of safety to prevent accidents and ill health. Effective communication is an integral part of achieving an injury-free workplace. Most injuries are due, in part, to risky behaviors, yet employees often are reluctant to provide safety-related feedback to coworkers. Communication needs to change employee beliefs, perceptions and behaviors by convincing them that it is worth the extra effort to work safely. General safety communication can be in the form of notices, warning signs, posters, memo, non-verbal communication, for example, gestures, hand signals, manager visiting the workplace. Other general safety communication include: communication of actions taken after accidents, audits and risk assessments, responsibilities in job descriptions.

### **Conclusion and Recommendations**

The safety policy establishes a senior management's commitment to continually improve safety; defines the methods, processes, and organizational structure needed to meet safety goals. The finding led to the conclusion that safety promotional policies positively and significantly relates with organizational performance of international oil and gas companies in Nigeria.

The study recommends that managers of international oil and gas companies should have well-structured policies and have a mechanism to enforce these policies so that employees can be able to comply and ensure work safety is adhered to. Proper safety promotional policies will cultivate good safety culture which is very crucial to attainment of organizational goals and objectives. The use of first aid kits is also an essential part of the safety promotional policies. First aid kits must always be available in the work site, and these kits must adequately fill the needs of the employees including possible and likely injuries they would encounter in the workplace.

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