

ANTECEDENTS OF SAFETY PERFORMANCE IN THE NIGERIAN OIL AND GAS INDUSTRY.

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Abstract

Among the various factors that contribute to accidents, some researchers in the safety domain have argued that organisational factors and how workers perceive them may be more responsible for safety accidents in the workplace than employee knowledge/skills. In an attempt to contribute to the body of knowledge in safety performance this study examined the antecedents of safety performance in the Nigerian oil and gas upstream industry. Sequential explanatory methods, involving both quantitative and qualitative methods were used in this study. A total of 181 samples was collected from questionnaire issued for the quantitative phase while five samples were collected from interview conducted in a case study firm. The study found that safety culture has a significant positive effect on safety performance. It also showed that employees' competence and motivation have significant positive effect on safety performance, while dysfunctional conflicts have a significant negative influence on safety performance. The study further revealed that employee competence, motivation and dysfunctional conflicts do not moderate the relationship between safety culture and safety performance. The study also established that in terms of strength of influence, safety culture has the highest positive influence on safety performance, followed by employee competence and then motivation. The negative influence of dysfunctional conflict on safety performance is slightly higher than the positive influence of safety culture on safety performance. Lastly, the study established the safety culture maturity level of the Nigerian oil and gas industry at proactive level (ie., level 4) on a 5-level safety culture maturity scale. Key recommendations for safety performance improvement are that oil and gas executives should emphasize on the improvement of their safety culture, workforce competence and motivation and pay attention to early identification and resolution of employee dysfunctional conflicts.

Keywords: Safety Culture, Safety Performance, Dysfunctional Conflicts, Employee Competence, Employee Motivation.