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WORKPLACE SAFETY MANAGEMENT PRACTICES AND EMPLOYEE COMMITMENT OF STEEL MANUFACTURING FIRMS IN PORT HARCOURT, RIVERS STATE

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ABSTRACT

This study examines the relationship between workplace safety management practices and employee commitment of selected steel manufacturing firms in Port Harcourt, Rivers State. The cross-sectional survey research design was adopted for this study. The design allows the collection of data using the questionnaire at a given point in time. The population is 9 steel manufacturing firms of 759 respondents and the source was gotten from Iron & Steel Senior Staff Association of Nigeria. For this study, the simple random sampling technique was used. Thus, the sample size of this study was 262 using the Taro Yemane formula. The questionnaire was design in a format that the respondents would respond without stress because they are in a 5-point likert scale starting from Strongly Agreed (SA), Agreed (A), Moderately Agreed (MA), Disagreed (D) strongly disagreed (SD) with relation to the formulated research questions. The Cronbach's Alpha indicates a reliability index of .896 which implies that the instrument was reliable. The study revealed that there is a significant relationship between safety training and employee commitment of selected steel manufacturing firms in Port Harcourt, Rivers State. There is a significant relationship between safety policy development and employee commitment of selected steel manufacturing firms in Port Harcourt, Rivers State. There is a significant relationship between risk identification and employee commitment of selected steel manufacturing firms in Port Harcourt, Rivers State. The study establishes a significant positive correlation between workplace safety management practices and employee commitment in steel manufacturing firms in Rivers State. This finding underscores the critical role of effective safety policies in fostering a committed workforce, suggesting that prioritizing safety not only protects employees but also enhances organizational loyalty and performance. The study recommended that Management of steel manufacturing firms should institutionalize regular and role-specific safety training programs to reinforce safety culture, enhance employee confidence in workplace protocols, and thereby strengthen their organizational commitment.

INTRODUCTION

Workplace safety management practices have emerged as an integral aspect of organizational sustainability, especially in high-risk sectors such as steel manufacturing. These practices encompass a broad range of activities, policies, and programs aimed at preventing work-related accidents, reducing health hazards, and promoting a culture of safety. Core dimensions of workplace safety management include safety training, safety policy development, and risk identification. Safety training equips employees with the knowledge and skills necessary to operate safely within hazardous environments, while safety policies provide structured guidelines and expectations for behavior and operations (Vinodkumar & Bhasi, 2010). Risk identification, on the other hand, enables organizations to proactively recognize and mitigate potential safety threats before they escalate into critical incidents (Mohamed, 2002). In environments such as steel manufacturing, where employees are exposed to high temperatures, heavy machinery, and toxic substances, the implementation of effective safety management practices is not just regulatory but essential for operational continuity and employee well-being.

Parallel to safety management, employee commitment plays a central role in organizational performance and workforce stability. Employee commitment is typically categorized into three

dimensions: affective commitment (emotional attachment to the organization), normative commitment (a sense of obligation to remain with the organization), and continuance commitment (perceived cost of leaving the organization) (Meyer & Allen, 1991). In manufacturing settings where the risk of workplace injuries is high, the degree of employee commitment can be influenced significantly by how organizations manage safety-related concerns. When employees perceive that their organization prioritizes their safety, they are more likely to develop a strong emotional bond with the organization, feel morally obligated to remain, and consider the benefits of continued employment (Clarke, 2010). Conversely, poor safety management practices can erode employee trust and diminish all forms of commitment, potentially leading to increased turnover, reduced morale, and decreased productivity.

Several studies have suggested a positive relationship between workplace safety management practices and employee commitment. According to Fernández-Muñiz, Montes-Peón, and Vázquez-Ordás (2007), organizations that foster a culture of safety often experience higher levels of employee engagement and loyalty. Safety training not only reduces workplace incidents but also demonstrates managerial concern for worker welfare, thereby enhancing affective commitment. Similarly, involving employees in the development of safety policies increases their sense of responsibility and normative commitment. Risk identification practices, particularly when they are participatory, may contribute to continuance commitment by enhancing employees' perception of job security and organizational support. These dynamics are especially pertinent in the steel manufacturing industry, where operational hazards demand a rigorous safety infrastructure to sustain workforce motivation and performance. This study, therefore, seeks to investigate the extent to which safety training, policy development, and risk identification affect affective, normative, and continuance commitment among employees in selected steel manufacturing companies in Rivers State.

Statement of the Problem

Steel manufacturing firms, are increasingly facing workforce-related challenges that threaten productivity, operational efficiency, and sustainability. One core issue is the declining level of employee commitment, which is essential for ensuring employee retention, performance, and engagement. Affective commitment, which is the emotional attachment employees have to their organizations, is particularly affected by poor workplace safety conditions. Steel production environments are inherently hazardous characterized by high temperatures, heavy machinery, and toxic substances. When adequate safety protocols are absent or poorly enforced, employees may develop anxiety and distrust toward management, eroding emotional attachment (Meyer & Allen, 1991). Workers in such unsafe environments are less likely to feel valued or emotionally connected to their employer, reducing their willingness to exert discretionary effort and increasing the likelihood of absenteeism or resignation.

Normative commitment is similarly impacted by deficiencies in workplace safety management. This form of commitment reflects a perceived moral obligation to remain with the organization, which is cultivated when employees believe that the employer genuinely cares for their well-being (Wiener, 1982). Unfortunately, many steel firms in Port Harcourt reportedly lack a robust safety culture, fail to involve workers in hazard assessments, and often neglect basic safety training and protective equipment provision. These oversights not only expose workers to physical harm but also diminish their sense of loyalty and moral responsibility toward the organization. Employees who perceive neglect or indifference from management—especially in matters as fundamental as their safety—are unlikely to feel compelled to stay out of obligation or conscience, further undermining normative commitment.

Finally, continuance commitment, which depends on the perceived costs of leaving the organization, is compromised when unsafe work environments outweigh the benefits of continued employment. In theory, workers may remain in a job due to financial constraints or limited alternatives (Allen & Meyer, 1990). However, in reality, persistent exposure to dangerous conditions can lead employees to reassess their options, even in the face of economic uncertainty. In Port Harcourt's steel sector,

the absence of comprehensive safety management systems—such as regular risk audits, incident reporting mechanisms, and emergency preparedness—makes it harder for workers to justify staying, despite limited employment opportunities elsewhere. Thus, the lack of effective safety management not only affects physical health but also significantly diminishes the three core components of employee commitment, contributing to high turnover rates, low morale, and reduced organizational performance.

Conceptual Framework

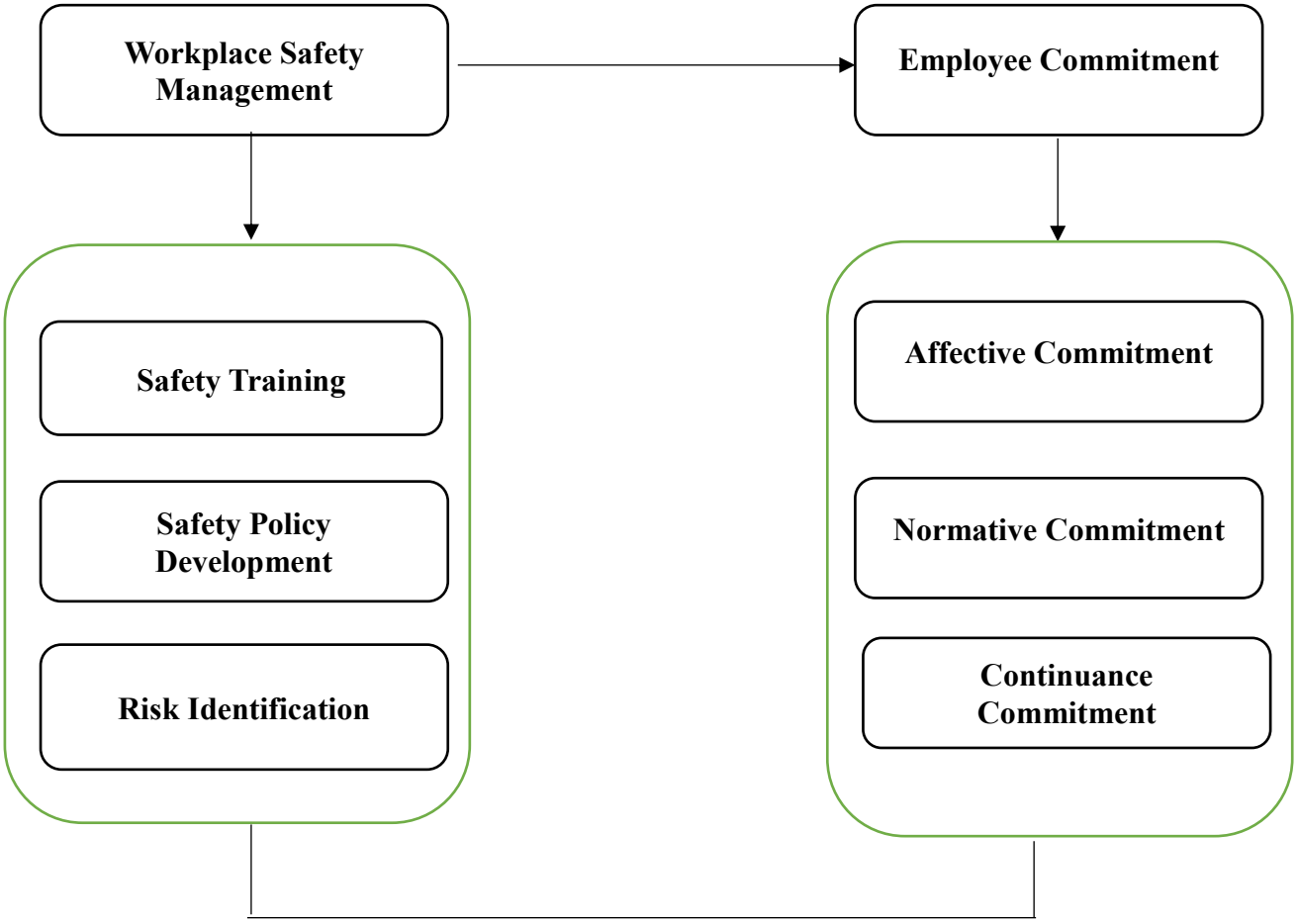

Figure 1: Conceptual Framework of workplace safety management practices and employee commitment of Steel Manufacturing firms in Rivers State
Source: Adapter from Geller, (2016); Goetsch, (2018) and Allen and Meyer (1991).

Aims & Objectives

The aim of this study is to examine the relationship between workplace safety management practices and employee commitment of selected steel manufacturing firms in Port Harcourt. The specific objectives are to:

i. Determine the relationship between safety training and affective commitment of selected steel manufacturing firms in Port Harcourt, Rivers State.
ii. Determine the relationship between safety policy development and normative commitment of selected steel manufacturing firms in Port Harcourt, Rivers State.
iii. Determine the relationship between risk identification and continuance commitment of selected steel manufacturing firms in Port Harcourt, Rivers State.

Research Questions

The following research questions were raised to guide the study.

i. What is the relationship between safety training and employee commitment of selected steel manufacturing firms in Port Harcourt, Rivers State?
ii. What is the relationship between safety policy development and employee commitment of selected steel manufacturing firms in Port Harcourt, Rivers State?
iii. What is the relationship between risk identification and employee commitment of selected steel manufacturing firms in Port Harcourt, Rivers State?

Hypothesis

The following null hypothesis were formulated and was tested at a significant level of 0.01.

Ho_1: There is no significant relationship between safety training and affective commitment of selected steel manufacturing firms in Port Harcourt, Rivers State.

Ho_2: There is no significant relationship between safety policy development and normative commitment of selected steel manufacturing firms in Port Harcourt, Rivers State.

Ho_3: There is no significant relationship between risk identification and continuance commitment of selected steel manufacturing firms in Port Harcourt, Rivers State.

Significance of the Study

The study will benefit the following categories:

Employees: Understanding workplace safety management practices enhances employees' awareness of their rights and responsibilities, fostering a safer work environment. This contributes to their well-being and builds trust, ultimately strengthening their emotional and professional commitment to the organization.

Managers: For managers, the study highlights effective strategies to promote a culture of safety, reduce accidents, and improve morale. It equips them with insights to align safety initiatives with organizational goals, thereby boosting employee engagement and productivity.

Steel Manufacturing Firms: In the high-risk steel manufacturing industry, this research underscores the critical link between robust safety practices and workforce commitment. Firms can leverage these findings to reduce operational disruptions, improve compliance, and sustain a loyal, high-performing workforce.

Researchers: This study provides a foundation for further academic inquiry into the dynamics between safety management and employee behavior. It enriches the body of knowledge and opens pathways for comparative studies across industries and regions.

Scope of the Study

The scope of the study will be discussed under content scope, geographical scope, and unit of analysis.

Content Scope: The content scope of the study is limited to workplace safety management practices and employee commitment. Discussions on workplace safety management practices are restricted to safety training, safety policy development and risk identification; while employee commitment as the dependent variable is measured and discussed through affective commitment, normative commitment and continuance commitment.

Geographical Scope: The geographical scope of this study is delimited to steel manufacturing firms operating in Port Harcourt, Rivers State.

Unit of Analysis: The unit of analysis of the study is individual employees are the respondents or participants that provides data in this study

REVIEW OF RELATED LITERATURE

This section reviews various extant literatures under the headings of conceptual review, theoretical review and empirical review.

Conceptual Review

Concept of Workplace Safety Management Practices

Workplace safety management practices encompass a range of strategies, policies, and procedures designed to ensure the health and safety of employees within an organization. The concept is rooted

in the recognition that a safe work environment not only protects employees from harm but also enhances productivity and morale. According to Goetsch (2018), effective safety management involves identifying potential hazards, assessing risks, implementing control measures, and continuously monitoring the effectiveness of these interventions. This proactive approach is essential for fostering a culture of safety within organizations.

The importance of leadership in workplace safety cannot be overstated. As noted by Zohar (2010), leaders play a critical role in shaping organizational culture and influencing employee behavior regarding safety practices. A strong commitment from management to prioritize safety can lead to improved compliance with safety protocols among employees. Furthermore, Zohar emphasizes that leaders should model safe behaviors themselves, as this sets a standard for others to follow.

Dimensions of Workplace Safety Management Practices

Safety Training

Safety training is a fundamental dimension of workplace safety management practices, as it directly influences employees' knowledge, attitudes, and behaviors concerning occupational hazards. It equips workers with the necessary competencies to recognize risks, respond to emergencies, and comply with safety regulations, thereby reducing the likelihood of accidents and injuries (Burke et al., 2006). Effective safety training programs contribute not only to the development of a safety-conscious workforce but also to the overall organizational safety culture (Vinodkumar & Bhasi, 2010). Moreover, when integrated into broader safety management systems, training enhances employee engagement and accountability in maintaining safe work environments (Robson et al., 2012). The relevance of safety training has been particularly emphasized in high-risk industries, where the consequences of inadequate preparedness can be severe (Cohen & Colligan, 1998).

Safety Policy Development

The development of safety policies is a critical dimension of workplace safety management practices, as it establishes the formal guidelines and frameworks that govern safety behavior, responsibilities, and procedures within an organization. A well-articulated safety policy not only communicates the commitment of leadership to protecting workers' health and safety but also sets the foundation for compliance with legal standards and the promotion of a proactive safety culture. According to Fernández-Muñiz et al. (2007), the existence and clarity of safety policies significantly influence employee perceptions and adherence to safe practices. Similarly, Hale et al. (2010) argue that effective safety policy development must align with organizational goals and involve participation from multiple levels of the workforce to ensure relevance and implementation success. Furthermore, Vinodkumar and Bhasi (2010) emphasize that safety policies serve as a precursor to other safety practices, such as training and hazard control, by providing a strategic vision that integrates safety into daily operations. Thus, the development and continuous refinement of safety policies are fundamental to effective workplace safety management.

Risk Identification

Risk identification is a foundational dimension of workplace safety management practices, serving as the initial step in proactively recognizing potential hazards that may jeopardize employee health and operational continuity. It involves systematically detecting and documenting sources of risk ranging from physical dangers to procedural inefficiencies—before they escalate into incidents (Mearns et al., 2003). This process is critical not only for compliance with occupational health and safety regulations but also for fostering a safety culture that prioritizes prevention over reaction (Fernández-Muñiz et al., 2007). Effective risk identification requires active participation from all organizational levels, integrating insights from frontline workers with managerial oversight to ensure that both evident and latent risks are addressed (Manuele, 2011).

Concept of Employee Commitment

Employee commitment, a pivotal concept in organizational behavior and human resource management, refers to the psychological attachment an employee has toward their organization, influencing their willingness to exert effort on behalf of the organization and remain with it over time. Meyer and Allen (1991) proposed a widely accepted three-component model of commitment affective, continuance, and normative—each capturing a distinct psychological state. Affective commitment relates to an employee's emotional attachment to, identification with, and involvement in the organization, whereas continuance commitment reflects the perceived costs associated with leaving the organization. Normative commitment, on the other hand, is driven by a sense of obligation to remain. These dimensions highlight the multifaceted nature of commitment and emphasize that not all forms of commitment are equally desirable from a managerial standpoint. For instance, while affective commitment typically correlates with positive outcomes such as higher performance and lower turnover, continuance commitment may be associated with lower job satisfaction due to the perception of constraint (Meyer & Allen, 1997).

Building on this foundation, other scholars have offered nuanced interpretations of employee commitment that focus on behavioral and attitudinal elements. Mowday, Porter, and Steers (1982) emphasized the attitudinal perspective, describing commitment as the relative strength of an individual's identification with and involvement in a particular organization. Their definition underscores three critical aspects: a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership. This conceptualization positions commitment not merely as a passive state but as an active psychological orientation toward the organization. Furthermore, Becker's (1960) "side-bet theory" introduced a more calculative angle, asserting that individuals remain committed because of the accumulated investments they have made, which would be lost if they left. These "side-bets" can include time, effort, relationships, and organizational-specific skills, making departure increasingly costly over time.

Reichers (1985) introduced the idea of multiple foci of commitment, arguing that employees may simultaneously exhibit varying degrees of commitment to different entities within the organization, such as supervisors, workgroups, or unions, beyond just the organization itself. This multidimensional view aligns with the increasingly complex and dynamic nature of modern workplaces, where loyalty is influenced by interpersonal relationships and perceived organizational support. Similarly, research by Eisenberger et al. (1986) highlighted the role of perceived organizational support in fostering affective commitment, suggesting that when employees feel valued and supported, they are more likely to reciprocate with higher levels of commitment. These contributions underscore the evolving nature of the concept, moving from static, one-dimensional models to more integrative frameworks that recognize the interplay between individual cognition, social exchange, and organizational context.

Measures of Employee Commitment

Affective Commitment

Affective commitment, as a dimension of organizational commitment, refers to an employee's emotional attachment to, identification with, and involvement in the organization (Meyer & Allen, 1991). It represents the extent to which employees remain with an organization because they *want to*, rather than because they *need to* or *ought to*. Employees with strong affective commitment are more likely to exhibit higher job performance, lower turnover intentions, and increased organizational citizenship behaviors (Meyer et al., 2002; Riketta, 2002). This form of commitment develops when employees perceive organizational support, value congruence, and meaningful work (Rhoades, Eisenberger, & Armeli, 2001). Affective commitment is often regarded as the most desirable type of commitment from an organizational perspective, as it is associated with positive workplace outcomes and sustained employee engagement (Meyer & Herscovitch, 2001).

Normative Commitment

Normative commitment refers to an employee's sense of obligation to remain with an organization, often stemming from internalized norms, socialization, or perceived moral duty (Meyer & Allen, 1991). This dimension of commitment implies that employees stay not because they want to (affective commitment) or need to (continuance commitment), but because they feel they ought to. Such feelings may arise from early socialization experiences, cultural expectations, or organizational investments that foster a sense of indebtedness (Wiener, 1982). Research has demonstrated that normative commitment can significantly influence organizational outcomes, particularly in environments that emphasize loyalty and long-term association (Jaros, 1997). While it may lack the emotional attachment of affective commitment, normative commitment still plays a critical role in predicting retention and compliance behaviors (Meyer et al., 2002).

Continuance Commitment

Continuance commitment refers to an employee's perceived cost associated with leaving an organization, which may include economic losses, loss of social connections, or the lack of available alternatives (Meyer & Allen, 1991). This form of commitment is primarily calculative in nature, driven by an awareness of what one would forfeit by departing rather than emotional attachment or moral obligation (Jaros, 1997). Employees with high continuance commitment may remain with an organization not because they want to, but because they feel they need to, due to the potential personal or professional sacrifices involved in leaving (Powell & Meyer, 2004). While this form of commitment can contribute to retention, it is often associated with lower levels of job satisfaction and organizational citizenship behavior compared to affective or normative commitment (Allen & Meyer, 2000; Meyer et al., 2002).

EMPIRICAL REVIEW

Okoro and Eze (2018) worked on the impact of safety management practices on employee commitment in Nigerian manufacturing firms. The primary aim was to investigate how the implementation of safety management practices influences employee commitment. This study employed a quantitative research design, utilizing a survey approach. Data were collected from a sample of employees in selected manufacturing firms in Nigeria through structured questionnaires. Statistical techniques such as correlation and regression analysis were used to analyze the relationships between the variables. The findings indicated a significant positive relationship between safety management practices (safety training, safety communication, and management commitment to safety) and all dimensions of employee commitment (affective, continuance, and normative). Specifically, robust safety training programs and clear safety communication were found to be strong predictors of increased employee commitment. The study concluded that effective implementation of safety management practices is crucial for fostering higher levels of employee commitment in Nigerian manufacturing organizations. Organizations that prioritize and invest in safety initiatives are likely to experience more dedicated and loyal employees. The researchers recommended that Nigerian manufacturing firms should prioritize and invest more in comprehensive safety training programs, establish clear and consistent safety communication channels, and demonstrate strong management commitment to safety. These actions are expected to enhance employee commitment, leading to improved organizational performance.

Adebayo and Olaniyan (2020) carried out study on the role of workplace safety culture in shaping employee commitment within the Nigerian oil and gas industry. The aim was to explore the influence of different facets of workplace safety culture on employee commitment. A mixed-methods approach was adopted, combining quantitative survey data with qualitative interviews. Questionnaires were administered to employees in various oil and gas companies in Nigeria, while a subset of employees and managers participated in semi-structured interviews to gain deeper insights into their perceptions of safety culture and commitment. Quantitative data were analyzed using descriptive and inferential statistics, while qualitative data were subjected to thematic analysis. The study

revealed a significant positive correlation between a strong workplace safety culture and higher levels of employee commitment. Management's visible safety leadership and active employee participation in safety initiatives were particularly strong determinants of affective commitment. A positive safety climate also contributed significantly to all forms of employee commitment. The study concluded that cultivating a robust and positive workplace safety culture is paramount for enhancing employee commitment within the Nigerian oil and gas sector. When employees perceive that their safety is genuinely valued and that they have a voice in safety matters, their commitment to the organization increases. The authors recommended that organizations in the Nigerian oil and gas industry should focus on developing and nurturing a strong safety culture through visible leadership commitment, empowering employees to actively participate in safety processes, and consistently promoting a positive safety climate. These efforts are expected to lead to improved safety outcomes and enhanced employee loyalty.

THEORETICAL REVIEW

Organisational Support Theory

Organisational support theory was originally propounded by Robert Eisenberger, Robin Huntington, Steven Hutchison, and Debora Sowa in 1986. The theory is based on the assumption that employees develop a general perception regarding the extent to which their organisation values their contributions and cares about their well-being. This perception, referred to as perceived organisational support, forms the basis of the social exchange relationship between the employee and the organisation. According to the proponents of the theory, when employees perceive high levels of support from their organisation, they feel an obligation to repay the organisation through increased commitment, better performance, and reduced intentions to leave (Eisenberger, Huntington, Hutchison, and Sowa, 1986). The theory has since become a central framework in understanding how organisational treatment affects employee attitudes and behaviours.

Organisational Support Theory is particularly relevant to the study of workplace safety management practices in steel manufacturing firms in Port Harcourt, Rivers State. Steel manufacturing environments are inherently hazardous, requiring strict adherence to safety protocols. When employees perceive that their organisation is committed to their safety by providing necessary equipment, training, and support, they are more likely to engage in proactive safety behaviours. Studies have demonstrated that perceived organisational support positively influences employee participation in safety programmes and their willingness to report unsafe conditions, which are essential elements of effective safety management (Shan, Chen, and Deng, 2021). Therefore, a strong perception of organisational support can help steel firms cultivate a safety culture that reduces accidents and enhances overall workplace wellbeing.

Organisational support theory also provides insight into employee commitment within steel manufacturing firms in Port Harcourt. Commitment, especially affective commitment, reflects the emotional attachment and identification an employee has with their organisation. Research suggests that when employees feel supported and valued, they are more likely to develop a strong sense of loyalty and dedication to their organisation’s goals (Rhoades and Eisenberger, 2002). In the challenging industrial context of steel manufacturing, where physical demands and safety risks are significant, fostering perceived organisational support can play a crucial role in enhancing employee morale, reducing turnover, and promoting a stable and committed workforce. This makes the application of Organisational Support Theory especially relevant for human resource and safety managers aiming to improve organisational outcomes.

METHODOLOGY

The research design adopted for this study is the cross-sectional survey research design. The design allows the collection of data using the questionnaire at a given point in time. the population is 9 steel manufacturing firms of 759 respondents and the source was gotten from Iron & Steel Senior Staff Association of Nigeria.

1. Aulsteel Investment
2. Donasulu Brothers
3. Comag Steel & Construction Co.
4. Delta Steel Fabrication Company Limited
5. Electromart
6. Jempire Services
7. Cue Exports
8. Nigerian Ropes
9. Syndicated Metal Industries

For this study, the simple random sampling technique was used. Thus, the sample size of this study was 262 using the Taro Yemane formula. The questionnaire was design in a format that the respondents would respond without stress because they are in a 5-point likert scale starting from Strongly Agreed (SA), Agreed (A), Moderately Agreed (MA), Disagreed (D) strongly disagreed (SD) with relation to the formulated research questions.

The questionnaire was independently subjected to content and construct validity by three Lecturers in the Department of Management, Faculty of Management Sciences, Ignatius Ajuru University of Education, Port Harcourt. The corrections and suggestions of the validators were affected on the finale copy of the instrument. The reliability of empirical measurement is indicated by the internal consistency, one of the most commonly used indicators of internal consistency is Cronbach's alpha coefficient. Questionnaire item statements with Cronbach's alpha reliability coefficient below the 0.70 threshold were eliminated. 262 copies of the questionnaire instrument were issue and some. The results were used in computation using Cronbach's alpha test of reliability.

Table 1: Reliability Statistics

Cronbach's Alpha	No of Items
.896	5

Source: Researcher Field Computation (2025) via SPSS Output Version 22

The Cronbach's Alpha indicates a reliability index of .896 which implies that the instrument was reliable.

DATA ANALYSIS

Ho_1: There is no significant relationship between safety training and affective commitment of selected steel manufacturing firms in Port Harcourt, Rivers State.

Table 2: Correlation on Safety Training and Affective Commitment

		Safety training	Affective commitment
Safety training	Pearson Correlation	1	.466**
	Sig. (2-tailed)		.000
	N	92	92
Affective commitment	Pearson Correlation	.466**	1
	Sig. (2-tailed)	.000	
	N	92	92

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

Table 2: correlation on safety training and affective commitment revealed that there is a significant relationship between safety training and affective commitment of selected steel manufacturing firms in Port Harcourt, Rivers State where (P. .466 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between safety training and affective commitment of selected steel manufacturing firms in Port Harcourt, Rivers State.

Ho_2: There is no significant relationship between safety policy development and normative commitment of selected steel manufacturing firms in Port Harcourt, Rivers State.

Table 3: Correlation on Safety Policy Development and Normative Commitment

		Safety policy development	Normative commitment
Safety policy development	Pearson Correlation	1	.555**
	Sig. (2-tailed)		.000
	N	92	92
Normative commitment	Pearson Correlation	.555**	1
	Sig. (2-tailed)	.000	
	N	92	92

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

Table 3: correlation on safety policy development and normative commitment revealed that there is a significant relationship between safety policy development and normative commitment of selected steel manufacturing firms in Port Harcourt, Rivers State where (P. .555 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between safety policy development and normative commitment of steel manufacturing firms in Port Harcourt, Rivers state.

Ho_3: There is no significant relationship between risk identification and continuance commitment of selected steel manufacturing firms in Port Harcourt, Rivers State.

Table 4: Correlation on Risk Identification and Continuance Commitment

		Risk identification	Continuance commitment
Risk identification	Pearson Correlation	1	.866**
	Sig. (2-tailed)		.000
	N	92	92
Continuance commitment	Pearson Correlation	.866**	1
	Sig. (2-tailed)	.000	
	N	92	92

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

Table 4: correlation on Risk identification and continuance commitment revealed that there is a significant relationship between Risk identification and continuance commitment of selected steel manufacturing firms in Port Harcourt, Rivers State where (P. .866 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between Risk identification and continuance commitment of selected steel manufacturing firms in Port Harcourt, Rivers State.

DISCUSSION OF FINDINGS

Table 2: correlation on safety training and affective commitment revealed that there is a significant relationship between safety training and affective commitment of selected steel manufacturing firms in Port Harcourt, Rivers State where (P. .466 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between safety training and affective commitment of selected steel manufacturing firms in Port Harcourt, Rivers State. Table 3: correlation on safety policy development and normative commitment revealed that there is a significant relationship between safety policy development and normative commitment of selected steel manufacturing firms in Port Harcourt, Rivers State where (P. .555 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between safety policy development and normative commitment of selected steel manufacturing firms in Port Harcourt, Rivers State. Table 4: correlation on risk identification and continuance commitment revealed that there is a significant relationship between

risk identification and continuance commitment of selected steel manufacturing firms in Port Harcourt, Rivers State where (P. .866 = sig. .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between risk identification and continuance commitment of selected steel manufacturing firms in Port Harcourt, Rivers State.

Similarly, Okoro and Eze (2018) worked on the impact of safety management practices on employee commitment in Nigerian manufacturing firms. The findings indicated a significant positive relationship between safety management practices (safety training, safety communication, and management commitment to safety) and all dimensions of employee commitment (affective, continuance, and normative). Specifically, robust safety training programs and clear safety communication were found to be strong predictors of increased employee commitment. The study concluded that effective implementation of safety management practices is crucial for fostering higher levels of employee commitment in Nigerian manufacturing organizations. Organizations that prioritize and invest in safety initiatives are likely to experience more dedicated and loyal employees. The researchers recommended that Nigerian manufacturing firms should prioritize and invest more in comprehensive safety training programs, establish clear and consistent safety communication channels, and demonstrate strong management commitment to safety. These actions are expected to enhance employee commitment, leading to improved organizational performance.

CONCLUSIONS

The study establishes a significant positive correlation between workplace safety management practices and employee commitment in steel manufacturing firms in Rivers State. This finding underscores the critical role of effective safety policies in fostering a committed workforce, suggesting that prioritizing safety not only protects employees but also enhances organizational loyalty and performance.

RECOMMENDATIONS

1. Management of steel manufacturing firms should institutionalize regular and role-specific safety training programs to reinforce safety culture, enhance employee confidence in workplace protocols, and thereby strengthen their organizational commitment.
2. Management of steel manufacturing firms should actively involve employees in the development and periodic review of safety policies to ensure relevance, improve compliance, and foster a sense of ownership that promotes stronger organizational commitment.
3. Management of steel manufacturing firms should establish a participatory risk identification framework that engages employees at all operational levels, enabling early detection of hazards and reinforcing their commitment through shared responsibility for workplace safety.

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