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Determinants of Effective Safety Communication and Employee Performance in Hotels in Akure, Ondo State, Nigeria

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Abstract

Effective safety communication is critical to workplace safety and employee performance, yet it remains systematically understudied in Nigeria's hospitality sector, where occupational hazards are prevalent and regulatory oversight is limited. This study examined the factors affecting effective safety communication in hotels in Akure, Ondo State. A cross-sectional survey design was employed, collecting primary data via structured questionnaires from 202 respondents drawn from 10 purposively selected hotels using stratified random sampling. Ordinary Least Squares (OLS) regression analysis was applied to assess the effects of organizational factors, communication channels and technology, employee-related factors, management involvement and support, and training and awareness programs on three dimensions of employee performance. The task efficiency, service quality, and job satisfaction. Findings revealed that training and awareness programs $\beta=0.722$ ($p<0.001$), $\beta=0.465$ ($p<0.001$), $\beta=0.321$ ($p<0.001$) and employee-related factors $\beta=0.328$ ($p<0.001$), $\beta=0.234$ ($p<0.01$), $\beta=0.234$ ($p<0.01$) are the most significant direct determinants of effective safety communication and employee performance. Management involvement and support significantly influence service quality and job satisfaction $\beta=-0.009$ ($p=0.903$), $\beta=0.209$ ($p<0.05$), $\beta=0.345$ ($p<0.001$) but not task efficiency. Communication channels and technology = −0.032 ($p=0.456$), $\beta=0.073$ ($p=0.148$), $\beta=0.074$ ($p=0.147$), while perceived as useful, do not exert statistically significant direct effects on any performance dimension. The study concludes that safety communication in Akure hotels is moderately developed but not uniformly implemented, and that its effectiveness depends primarily on behavioral and cultural factors employee engagement, management commitment, and continuous training rather than on technological infrastructure alone. Recommendations include redesigning training programs for practical application, strengthening management commitment, institutionalizing two-way feedback mechanisms, and adopting inclusive, multi-channel communication strategies that transcend literacy and language barriers.

Keywords: employee performance; hospitality industry; safety communication

1 Introduction

The hospitality industry in Nigeria is a vital economic driver, contributing approximately 48.96% to the real Gross Domestic Product (RGDP) between 1981 and 2021 (Olanipekun and Jiboku, 2021). Despite its growth, the sector is characterized by significant occupational hazards including slips and falls, musculoskeletal injuries from lifting, cuts and burns from kitchen equipment, and exposure to hazardous cleaning chemicals that routinely affect the welfare and productivity of frontline workers (Singh and Ansari, 2024; Alliah et al., 2022). The International Labour Organization (2023) recognizes a safe and healthy working environment as a fundamental workplace right, and the evidence is

unequivocal: when employees feel safe and organizationally supported, their motivation, engagement, and productive output improve measurably (Zhenjing et al., 2022).

Central to occupational health and safety (OHS) management is safety communication the systematic, ongoing exchange of information about workplace hazards, safety procedures, incident feedback, and corrective actions between organizations and their employees (Zara and Md Nordin, 2023). Safety communication functions at two levels: instrumentally, by transferring procedural knowledge that enables employees to execute tasks safely; and symbolically, by signalling managerial priorities and shaping the organizational safety climate (Kim et al., 2021; Naji et al., 2022). When safety communication is clear, frequent, credible, and participatory, it reduces workplace incidents, reinforces safety-conscious habits, and creates conditions for sustained employee performance. Conversely, inadequate or inconsistent safety communication leads to confusion, non-compliance, and preventable accidents that diminish productivity.

In Nigeria, preliminary observations and empirical reports suggest that many hotel establishments lack formal, structured safety communication programs (Nwaichi et al., 2023; Nwankwo and Agbasiere, 2021). Safety briefings are conducted irregularly, signage is minimal, and a culture of 'learning-as-you-go' prevails, particularly in smaller establishments that prioritize customer service and profit margins above employee safety (Abubakar, 2020; Ajayi, 2023). This institutional gap is compounded by weak regulatory oversight of the hospitality sector, limited research on workplace safety in Nigerian hotels, and a tendency in existing OHS studies to focus on high-risk industries such as manufacturing, construction, and oil and gas, to the relative neglect of the hospitality context (Olanipekun and Jiboku, 2021; Okoro et al., 2024).

Safety communication practices in many Nigerian hotels are characterized by informality, inconsistency, and inadequate reach. Safety briefings are rarely institutionalized; safety signage is minimal; feedback and reporting systems are often absent or punitive; and employees particularly shift workers, housekeeping staff, and kitchen personnel frequently lack access to the safety information they need to perform their duties safely. These communication failures generate preventable hazards that cumulatively erode employee morale, attendance, and productivity (IHasco, 2024; Moreaux, 2022). While global and regional evidence increasingly documents the link between safety communication and employee performance, empirical investigations of the specific factors that enable or constrain effective safety communication in Nigerian hospitality establishments remain almost entirely absent. The absence of such evidence leaves hotel managers and regulators without an adequate evidence base for designing safety communication interventions tailored to local institutional realities. This study directly addresses this gap.

Akure, the capital of Ondo State, is a growing commercial and administrative hub with a diverse hospitality landscape that includes budget lodgings, mid-range hotels, and upscale business-class hotels. It provides an ideal setting for examining safety communication in a medium-sized Nigerian city where the normative pressures and compliance infrastructure of metropolitan markets are less pronounced. This study addresses the identified knowledge gap by empirically investigating the factors affecting effective safety communication in Akure hotels and examining how those factors, through their influence on safety communication quality, affect employee performance in three dimensions: task efficiency, service quality, and job satisfaction.

The study is significant as it provides evidence-based insights into the specific organizational, interpersonal, and technological factors through which safety communication can be strengthened to

enhance employee productivity, service quality, and job satisfaction, framing employee safety not merely as an ethical or legal obligation but as a strategic business imperative

2 Literature review

2.1 Conceptual review of safety communication

2.1.1 Definition and dimensions of safety communication

Safety communication refers to the systematic processes by which organizations convey, exchange, and reinforce safety-related messages covering hazards, procedures, incident reviews, and corrective actions to employees, and the channels and feedback loops through which employees contribute to safety dialogue (Zara and Md Nordin, 2023). It encompasses both intentional and unintentional exchanges that influence employees' knowledge, attitudes, and behaviours regarding workplace safety (Kim et al., 2021). Safety communication is therefore both a process the ongoing exchange of safety information and a system the formal structures that facilitate those exchanges.

Recent empirical reviews identify five interrelated dimensions that collectively define the scope and quality of safety communication: clarity and accuracy, frequency and timeliness, feedback and interactivity, trust and credibility, and participation and openness. Clarity ensures that messages are understandable, role-specific, and consistent with current safety standards, reducing ambiguity and the risk of misinterpretation (Segbedzi et al., 2024). Frequency and timeliness sustain situational awareness and demonstrate managerial commitment; hotels that issue prompt and regular safety updates maintain higher staff trust and operational stability, as documented during pandemic responses (Pennington-Gray and Lee, 2024). Feedback and interactivity are especially important in dynamic hospitality environments, where frontline staff possess firsthand safety observations that can improve policy relevance; reporting mechanisms that provide timely, constructive responses foster organizational learning and compliance (Naji et al., 2022). Trust and credibility depend on the perceived competence and integrity of communicators; a psychologically safe climate marked by fairness and openness encourages employees to report hazards without fear of blame (Kim et al., 2021). Finally, participation and openness reflect the degree to which employees are involved in shaping safety policies; participatory communication fosters resilience during crises and generates behavioral accountability (Zara and Md Nordin, 2023).

2.1.2 Mechanisms linking safety communication to employee outcomes

Safety communication influences employee performance through four interdependent mechanisms. The cognitive mechanism involves knowledge transfer: clear, frequent, and accurate messages ensure employees understand hazards and preventive measures, reducing cognitive overload and facilitating safer decisions (Zara and Md Nordin, 2023). The affective mechanism operates through trust and motivation: when employees perceive communication as genuine and supportive, they develop affective commitment to safety goals, which reduces defensive behaviors and encourages hazard reporting (Kim et al., 2021; Duarte and Silva, 2023). The behavioral mechanism involves reinforcement and habit formation: consistent messages and supervisor reinforcement help internalize safe practices as automatic behaviors. Ajayi (2023) documented that daily pre-shift safety briefings in hotels improved hygiene compliance and reduced incident rates. The contextual mechanism involves safety climate development: frequent and credible communication signals managerial priority, defines behavioral norms, and fosters organizational learning creating a broader cultural context within which communication effectiveness is amplified (Naji et al., 2022; Pennington-Gray and Lee, 2024).

2.2 Factors affecting effective safety communication in hotels

2.2.1 Organizational factors

Organizational factors encompassing management's safety policy clarity, resource allocation for safety communication, organizational structure, and the integration of safety into management planning constitute the institutional foundation upon which safety communication is built. Research consistently shows that where clear formal policies guide employee behavior, communication practices are more structured and consistently applied (Kim et al., 2021). Adequate resource allocation encompassing time, funds, and equipment for safety communication signals institutional commitment and enables communication programs to reach all staff categories (Naji et al., 2022). Organizational structures that facilitate quick dissemination of safety information reduce the time lag between hazard identification and staff awareness, a particularly critical factor in hospitality's 24/7 operating environment. Hotels that integrate safety communication into routine management meetings demonstrate a proactive rather than reactive approach, embedding safety as a strategic organizational priority rather than a regulatory afterthought (Ajayi, 2023).

2.2.2 Communication channels and technology

The channels through which safety messages are delivered substantially affect their reach, comprehensibility, and uptake. Large chain hotels typically have access to formalized digital communication platforms including intranets, mobile alert systems, and e-learning portals that can extend message reach and provide just-in-time safety guidance (Liu-Lastres et al., 2024). However, empirical evidence on the effectiveness of digital channels in hospitality is mixed: digital tools facilitate communication for desk- and mobile-enabled staff but can exclude housekeeping workers, kitchen staff, and non-English speakers who may have limited access to smartphones or low digital literacy (Muriuki et al., 2024). Ajayi (2023) and Chepchumba (2022) document that relying exclusively on digital or formal channels leaves shift workers, particularly night-time and housekeeping staff, systematically underinformed. Multi-channel approaches combining physical signage, pre-shift verbal briefings, notice boards, and digital alerts are more effective in reaching diverse workforces (Segbedzi et al., 2024).

2.2.3 Employee-related factors

Employee-related factors including attitudes toward safety, literacy and language competencies, participation in safety discussions, confidence in reporting unsafe conditions, and individual understanding of safety's importance fundamentally shape how safety messages are received and acted upon. Research in African hospitality contexts highlights that language and literacy barriers are primary constraints to safety communication effectiveness, particularly in multilingual hotels where standard English-language communications may not reach non-English-speaking staff (Ajayi, 2023). Employee attitudes toward safety are also shaped by cultural norms, peer influence, and prior safety experiences; positive safety attitudes are associated with higher compliance and proactive hazard reporting. Confidence to report unsafe acts closely tied to psychological safety depends on the perceived fairness and responsiveness of the reporting system. Where employees fear blame or reprisal, reporting rates decline, depriving the organization of critical learning information (Naji et al., 2022). Active employee participation in safety discussions further reinforces safety as a shared organizational value rather than a management-imposed compliance requirement.

2.2.4 Management involvement and support

Management commitment and supervisor behavior are consistently identified as primary determinants of safety communication effectiveness across sectors. Kim et al. (2021) demonstrate that transparent communication from management significantly enhances employees' safety motivation, which in turn improves safety compliance and performance. Duarte and Silva (2023) show that internal communication quality from supervisors increases perceived organizational support, which mediates employee engagement and reduces turnover key enablers of stable performance. In hospitality contexts specifically, managerial visibility in safety matters, supervisor modeling of safe behaviors, and prompt responses to safety concerns collectively create a communication environment in which messages are credible, valued, and acted upon. Conversely, perfunctory or inconsistent managerial messaging particularly where managers communicate one set of safety expectations while modeling different behaviors undermines the safety climate and negates the efforts of even well-designed communication programs (Naji et al., 2022).

2.2.5 Training and awareness programs

Training and awareness programs are among the most extensively evidenced determinants of safety communication effectiveness and employee safety performance. Segbedzi et al. (2024) found that while many hotel employees possessed theoretical safety knowledge, this knowledge did not reliably translate into consistent practice in the absence of continuous reinforcement through refresher training, supervisor coaching, and operational feedback. This knowledge-practice gap is particularly pronounced in hospitality, where high staff turnover interrupts cumulative skill development and frequent operational changes require ongoing communication updates. Wu (2023) demonstrates that micro-learning bite-sized, role-specific training modules delivered in shift-compatible formats is especially effective in reducing the knowledge-practice gap in shift-based environments. Ajayi (2023) found that structured pre-shift briefings and periodic safety drills in Nigerian hotels significantly improved compliance rates, illustrating the power of training-reinforced communication in behavioral change.

2.2.6 Safety communication and employee performance

Employee performance in hospitality is a multidimensional construct encompassing task efficiency, service quality, and job satisfaction dimensions that collectively determine the individual's contribution to organizational productivity and competitiveness (Duarte and Silva, 2023; Kim et al., 2021). Task efficiency reflects the accuracy and timeliness of task completion; service quality captures the reliability, responsiveness, and empathy of customer-facing interactions; and job satisfaction reflects the positive emotional state arising from one's role, work environment, and organizational relationships.

Kim et al. (2021) established that transparent safety communication from management significantly enhances safety motivation, which translates into improved safety compliance and overall job performance in hospitality. Duarte and Silva (2023) further documented that high-quality internal communication indirectly improves employee performance by enhancing perceived organizational support and job satisfaction while reducing turnover intention a particularly important effect in Nigeria's high-turnover hospitality sector. Pennington-Gray and Lee (2024) demonstrated that transparent, empathetic, and frequent communication significantly bolstered employee trust and operational resilience during the COVID-19 pandemic, with employees who perceived management communication as honest displaying higher adaptability and performance. Ajayi (2023) provided loc-

ally grounded evidence, showing that pre-shift briefings, visual reminders, and feedback systems in medium-sized Ondo State hotels significantly improved compliance rates and performance outcomes.

2.3 Theoretical frameworks

2.3.1 Safety climate theory

Safety climate theory, originally proposed by Zohar (1980), posits that employees' shared perceptions of their organization's commitment to safety strongly influence safety-related behaviors. Within this framework, safety communication functions as a cultural signal that transmits managerial priorities to all employees. Consistent, transparent communication signals that safety is a core organizational value; absent or inconsistent communication weakens the safety climate and reduces compliance. Naji et al. (2022) empirically confirm that safety communication mediates the relationship between safety culture and employee safety performance, establishing it as the mechanism through which organizational climate is transmitted and maintained.

2.3.2 Social learning theory

Bandura's (1977) social learning theory emphasizes that behaviors are acquired through observation, imitation, and reinforcement. Supervisors' safety instructions, demonstrations, and feedback serve as behavioral models that employees observe and replicate. When safety communication is consistent and supervisors visibly model safe behaviors, employees develop self-efficacy regarding their capacity to perform tasks safely, strengthening behavioral compliance (Kim et al., 2021). This framework is particularly relevant to hospitality's on-the-job learning environment, where new and less experienced staff frequently acquire procedural knowledge through direct observation of supervisors rather than formal training alone.

2.3.3 Expectancy-value theory

This study is primarily anchored in the Expectancy-Value Theory, which posits that employees' motivation to engage in safety behaviors depends on two cognitive judgments: the expectation that performing a safety behavior will lead to a desired outcome (expectancy) and the perceived importance of that outcome (value). Clear and frequent safety communication raises expectancy by clarifying what safe behavior entails. Communicating the rationale behind safety measures enhances value by helping employees perceive the personal and organizational benefits of compliance. Zara and Md Nordin (2023) found that communication determinants clarity, feedback, and frequency directly influence safety commitment by shaping employees' cognitive appraisals of safety tasks. When workers perceive that their organization values safety and provides the means to achieve it, they invest greater effort, improving both safety and service performance.

2.3.4 Social exchange theory

Social exchange theory posits that workplace relationships are governed by reciprocal exchanges: when employees perceive that their organization values and supports them, they feel obliged to reciprocate with higher commitment and performance (Blau, 1964). Transparent, participatory safety communication functions as organizational support currency. Duarte and Silva (2023) demonstrate that communication quality enhances perceived organizational support, which in turn reduces turnover intention and boosts performance. This theoretical lens explains why employees in hotels with open, responsive safety communication climates demonstrate greater discretionary effort and service quality they perceive a supportive exchange relationship that motivates reciprocal contribution.

2.4 Research gap

Existing literature on safety communication is dominated by studies in high-risk industrial sectors oil and gas, construction, manufacturing with limited empirical investigation in hospitality and near-total absence in Nigerian hospitality contexts. Most hospitality safety studies focus on customer-facing dimensions (food safety, hygiene compliance, pandemic protocols) or on training programs as isolated interventions, without systematically examining the multiple organizational, interpersonal, and technological factors that determine safety communication effectiveness. Furthermore, the direct regression-based investigation of how specific safety communication factors affect task efficiency, service quality, and job satisfaction simultaneously as pursued in this study remains largely absent from the Nigerian academic literature. This study addresses these gaps comprehensively.

3 Methodology

3.1 Research design and study area

The study adopted a descriptive cross-sectional survey research design, appropriate for simultaneously capturing respondents' perceptions and exploring relationships among variables in a defined study period. The study was conducted in Akure, the capital of Ondo State (latitude 7.25°N, longitude 5.19°E), which hosts a diverse and concentrated hospitality sector encompassing budget, mid-range, and luxury hotels. Akure was selected for its representativeness of a medium-sized Nigerian commercial city and the diversity of its hotel categories, enabling comparison across different service and safety communication contexts.

3.2 Population and sampling

The study population comprised all frontline employees and managers of 10 purposively selected hotels in Akure total of 558 staff, including Royal birds Hotel & Towers, Akure Airport Hotel, Grayville Hotels & Bistro, Sunview Hotel, Groovy Hotel Akure, B-Luxury Hotel & Suites, Grand Capital Hotel, Heritage Continental Hotel, Darminah Hotel, and Royal Eagle Hotel. Using the Krejcie and Morgan (1970) table for a population of 558 at 95% confidence level and 5% margin of error, a sample size of 220 was determined. Stratified random sampling was then applied to select respondents proportionally from each hotel. The study targeted respondents across key operational departments housekeeping, food and beverage, front office, kitchen, maintenance, and security as well as supervisors and managers, ensuring broad representativeness. A total of 202 valid questionnaires were returned and analysed.

3.3 Measurement instrument

Data were collected using a structured questionnaire developed on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The instrument comprised five sections: Section A demographic characteristics; Section B level of safety communication practices (safety information sharing, communication clarity, feedback and reporting, management involvement, training and awareness); Section C factors affecting effective safety communication (organizational factors [OF], communication channels and technology [CCT], employee-related factors [ERF], management involvement and support [MIS], training and awareness programs [TAP]); Section D employee performance dimensions (task efficiency [TE], service quality [SQ], job satisfaction [JS]); and Section E safety communication sub-dimensions for confirmatory assessment. Items were adapted from validated

instruments in the safety and hospitality management literature, including Zohar (2002), Griffin and Neal (2000), Parasuraman et al. (1988), and Locke (1976).

3.4 Model specification

The study employs OLS regression analysis to assess the effect of safety communication factors on employee performance. Three performance-specific regression models are estimated:

$$TE_i = \delta_0 + \delta_1 CCT_i + \delta_2 ERF_i + \delta_3 MIS_i + \delta_4 TAP_i + \varepsilon_i \quad (1)$$

$$SQ_i = \delta_0 + \delta_1 CCT_i + \delta_2 ERF_i + \delta_3 MIS_i + \delta_4 TAP_i + \varepsilon_i \quad (2)$$

$$JS_i = \delta_0 + \delta_1 CCT_i + \delta_2 ERF_i + \delta_3 MIS_i + \delta_4 TAP_i + \varepsilon_i \quad (3)$$

Where TE = Task Efficiency; SQ = Service Quality; JS = Job Satisfaction; CCT = Communication Channels and Technology; ERF = Employee-Related Factors; MIS = Management Involvement and Support; TAP = Training and Awareness Programs; δ_0 = intercept; δ_1–δ_4 = regression coefficients; and ε_i = error term. Organizational factors (OF) serve as the contextual enabling structure. Data were analysed using SPSS version 23.0 for descriptive statistics and OLS regression.

4 Results and discussion

4.1 Demographic characteristics of respondents

Table 1 showed the demographic distribution of the 202 valid respondents. Female respondents constituted 64.9% of the sample, consistent with the female-dominated composition of Nigeria's hotel workforce. The majority of respondents fell within the 26–35 years (35.6%) and 36–45 years (35.1%) age brackets, indicating a predominantly mid-career workforce with substantial organizational experience relevant to evaluating safety communication practices. Supervisors (47.5%) and managers (46.5%) together accounted for 94.0% of respondents, reflecting the study's deliberate targeting of individuals directly responsible for implementing and communicating safety policies. Over 85% of respondents have between one and six years of experience in their current establishments, indicating sufficient exposure to organizational safety practices. Luxury hotels contributed the highest proportion of respondents (45.5%), followed by mid-range (40.1%) and budget (14.4%) categories.

Table 1. Demographic characteristics of respondents (N = 202).

Variable	Category	Freq.	Percent
Sex	Male	71	35.1%
	Female	131	64.9%
	Total	202	100.0%
Age Bracket	18–25 Years	33	16.3%
	26–35 Years	72	35.6%
	36–45 Years	71	35.1%
	46 Years and above	26	12.9%
	Total	202	100.0%

Variable	Category	Freq.	Percent
Position	Junior Staff	12	5.9%
	Supervisor	96	47.5%
	Manager	94	46.5%
	Total	202	100.0%
Work Experience	Less than 1 Year	13	6.4%
	1–3 Years	84	41.6%
	4–6 Years	89	44.1%
	7 Years and above	16	7.9%
	Total	202	100.0%
Hotel Category	Budget	29	14.4%
	Mid-range	81	40.1%
	Luxury	92	45.5%
	Total	202	100.0%

Source: Field Survey, 2026

4.2 Level of safety communication practices in Akure hotels

Table 2 showed respondents' perceptions of the level of safety communication practices across five indicator areas. The findings indicated a moderately positive but inconsistently distributed safety communication landscape. While 50.9% of respondents agreed or strongly agreed that important safety updates are promptly shared with staff, and 65.8% agreed that regular safety meetings or briefings are organized, a notably high proportion of undecided responses (ranging from 21.3% to 36.1% across indicators) reveals important implementation gaps. The most uncertain area concerns the regular communication of safety policies and procedures, where 36.1% of respondents remained undecided suggesting that not all staff are equally informed about the existence or content of formal safety policies.

The display of safety information on notice boards and internal platforms attracted positive responses from 61.8% of respondents (agree or strongly agree), while 65% agreed that incident reports and lessons learned are communicated to all staff a relatively encouraging sign of organizational learning mechanisms. Overall, the pattern confirms that safety communication infrastructure exists within Akure hotels but is not uniformly experienced across departments, roles, or shifts, consistent with the broader literature on communication gaps in hospitality settings (Chepchumba, 2022; Ajayi, 2023).

Table 2. Perception of respondents on level of safety communication practices.

Indicator	SD	D	U	A	SA
Safety policies and procedures regularly communicated	1.0%	22.3%	36.1%	31.2%	9.4%
Important safety updates promptly shared with staff	3.5%	9.4%	36.1%	35.1%	15.8%
Hotel organizes regular safety meetings/briefings	—	12.9%	21.3%	47.5%	18.3%
Incident reports and lessons learned communicated to staff	—	8.9%	22.8%	55.4%	12.9%

Indicator	SD	D	U	A	SA
Safety info displayed on notice boards/internal platforms	—	10.9%	27.2%	46.0%	15.8%

Notes: SD = Strongly Disagree; D = Disagree; U = Undecided; A = Agree; SA = Strongly Agree. Source: Field Survey, 2026.

4.3 Factors affecting effective safety communication in Akure hotels

Table 3 showed respondents' perceptions of the five organizational factors hypothesized to determine effective safety communication. The findings are consistently positive and among the strongest in the study. Management's provision of clear safety policies attracted combined agreement from 79.7% of respondents; resource adequacy for safety communication was affirmed by 81.2%; and open communication between management and staff was reported by 76.7%. The organizational structure's support for quick information dissemination was endorsed by 78.2%, while integration of safety communication into management meetings was affirmed by 80.7%. The small proportions of undecided responses (ranging from 13.9% to 20.3%) suggest that while organizational structures are generally supportive, their benefits are not uniformly experienced across all departments.

Table 3. Respondents' perceptions of organizational factors affecting safety communication.

Factor / Indicator	SD	D	U	A	SA
Management provides clear safety policies	3.5%	3.0%	13.9%	50.5%	29.2%
Adequate resources allocated to safety communication	—	5.9%	12.4%	41.1%	40.1%
Open communication between management and staff	1.0%	2.0%	20.3%	38.6%	38.1%
Organizational structure supports quick info dissemination	0.5%	3.5%	17.8%	38.1%	40.1%
Safety communication included in management meetings	4.5%	0.5%	14.4%	50.5%	30.2%

Notes: SD = Strongly Disagree; D = Disagree; U = Undecided; A = Agree; SA = Strongly Agree. Source: Field Survey, 2026.

The consistently high positive ratings for organizational factors underscored that formal institutional structures, policy frameworks, resource allocation, and structural communication pathways are well established in the sampled Akure hotels, particularly in the luxury and mid-range categories. However, these structural strengths do not automatically translate into behaviorally uniform communication experiences, as evidenced by the higher undecided responses in the descriptive analysis of safety communication practices. This gap between structural provision and experiential consistency points to the critical importance of implementation quality and the mediating role of employee-level and management-level factors consistent with Naji et al. (2022) and Duarte and Silva (2023).

4.4 Descriptive properties of study variables

Table 4 showed the descriptive statistics for all study variables. Mean scores for the safety communication factor variables ranged from 20.2 (TAP) to 21.1 (CCT), reflecting moderately high positive perceptions across all dimensions. The composite safety communication practices score (SCP) recorded a mean of 82.2 on a scale of 23–103, confirming overall moderate-to-high communication intensity. Employee performance variables showed means of 20.5 (TE), 20.2 (SQ), 20.1 (JS), and 60.8 for the composite EPH, reflecting generally positive performance perceptions. Most variables exhibit negative skewness (indicating concentration toward higher scale values) and leptokurtic distributions (confirmed by Jarque-Bera statistics with $p < 0.05$ for all but SSS), consistent with the

Likert-scale nature of survey data. Non-normality across variables necessitates attention to distributional assumptions in inferential analysis.

Table 4. Descriptive statistics of study variables.

Variable	Mean	Median	Max	Min	Std.Dev.	Skewness	Kurtosis	JB Stat	p-value
OF	20.4	21	25	6	3.62	-0.96	4.22	43.95	0.000
CCT	21.1	21	48	8	5.69	2.22	13.33	1065.13	0.000
ERF	20.6	21	25	5	3.68	-1.53	6.06	157.48	0.000
MIS	20.3	21	25	5	3.54	-1.22	5.10	87.13	0.000
TAP	20.2	21	25	5	3.70	-1.13	4.46	60.96	0.000
SCP	82.2	85	103	23	11.85	-1.11	5.88	111.41	0.000
TE	20.5	22	25	5	4.08	-1.27	4.32	69.04	0.000
SQ	20.2	21	25	5	3.57	-1.39	5.57	120.33	0.000
JS	20.1	21	25	5	3.65	-0.98	4.22	44.93	0.000
EPH	60.8	62	75	15	9.00	-1.30	6.11	137.96	0.000

Notes: OF = Organizational Factors; CCT = Communication Channels & Technology; ERF = Employee-Related Factors; MIS = Management Involvement & Support; TAP = Training & Awareness Programs; SCP = Safety Communication Practices (composite); TE = Task Efficiency; SQ = Service Quality; JS = Job Satisfaction; EPH = Employee Performance (composite). Source: Authors' Computation, 2026.

Pairwise correlation analysis confirms significant positive associations among all safety communication variables and employee performance dimensions. Notably, SCP correlates with TE (r = 0.44), SQ (r = 0.27), and EPH (r = 0.43), establishing a broadly positive bivariate relationship between safety communication intensity and employee performance. TAP shows strong positive correlations with TE (r = 0.62), SQ (r = 0.33), JS (r = 0.28), and EPH (r = 0.53). ERF correlates positively with TE (r = 0.39), SQ (r = 0.20), JS (r = 0.24), and EPH (r = 0.35). These bivariate associations are substantiated and refined in the multivariate regression models below.

4.5 Factors affecting task efficiency

Table 5 presents the OLS regression results for the task efficiency model. The model's R^2 of 0.387 indicates that approximately 38.7% of the variance in task efficiency is explained by the predictors, with an adjusted R^2 of 0.377 confirming the model's validity after accounting for the number of predictors. The Durbin-Watson statistic of 2.05 confirms the absence of autocorrelation.

Table 5. OLS regression results on factors affecting task efficiency.

Variable	Coefficient	Std. Error	t-Statistic	p-value
Communication Channels & Technology (CCT)	-0.0321	0.0429	-0.747	0.4559
Employee-Related Factors (ERF)	0.3275	0.0731	4.479	0.0000*
Management Involvement & Support (MIS)	-0.0091	0.0744	-0.123	0.9025
Training & Awareness Programs (TAP)	0.7219	0.0676	10.675	0.0000*
R^2 = 0.387 | Adjusted R^2 = 0.377 | DW = 2.05				

Notes: * p < 0.01. DW = Durbin-Watson statistic. Source: Authors' Computation, 2026.

Training and Awareness Programs (TAP) emerged as the strongest and most significant predictor of task efficiency (β = 0.7219, t = 10.675, p < 0.001). This finding confirms the a priori expectation and is consistent with Segbedzi et al. (2024), who found that training reinforcement rather than the mere provision of information is the critical bridge between safety knowledge and consistent practice. In Akure hotels, where task diversity spans front-of-house, kitchen, housekeeping, and maintenance roles, continuous training programs that are role-specific and refreshed regularly equip employees with the procedural certainty needed to execute tasks efficiently, reducing error rates, accident-related disruptions, and productivity losses.

Employee-Related Factors (ERF) also exerted a positive and significant effect on task efficiency (β = 0.3275, t = 4.479, p < 0.001). Employees who actively participate in safety discussions, understand the importance of safety instructions, and are confident to report unsafe conditions are better positioned to maintain efficient task execution because reduced safety non-compliance means fewer workplace incidents that interrupt work flow. This finding aligns with Kim et al. (2021), who show that communication transparency enhances safety self-efficacy, which in turn improves compliance and performance.

Communication Channels and Technology (CCT) had a negative but statistically insignificant effect on task efficiency (β = -0.0321, p = 0.456). This result indicates that the availability of digital communication tools does not independently improve employees' task execution; rather, as literature suggests (Liu-Lastres et al., 2024; Ajayi, 2023), technology's contribution to safety communication depends on complementary human factors adequate training on tool use, equitable access across roles, and supervisor follow-through without which digital platforms may add communication noise rather than clarity. Management Involvement and Support (MIS) was also not a significant direct predictor of task efficiency (β = -0.0091, p = 0.903), suggesting that its influence operates indirectly, through the enabling conditions it creates for training and employee engagement, rather than as a direct driver of individual task execution.

4.6 Factors affecting service quality

Table 6 presents the OLS results for service quality. The model's R^2 of 0.511 indicates that 51.1% of variance in service quality is explained by the safety communication factors, with a Durbin-Watson statistic of 2.28 confirming absence of autocorrelation.

Table 6. OLS regression results on factors affecting service quality.

Variable	Coefficient	Std. Error	t-Statistic	p-value
Communication Channels & Technology (CCT)	0.0733	0.0505	1.453	0.1479
Employee-Related Factors (ERF)	0.2340	0.0860	2.722	0.0071*
Management Involvement & Support (MIS)	0.2085	0.0875	2.384	0.0181*
Training & Awareness Programs (TAP)	0.4653	0.0795	5.853	0.0000*
R^2 = 0.511 | Adjusted R^2 = 0.428 | DW = 2.28				

Notes: * p < 0.05; ** p < 0.01. DW = Durbin-Watson statistic. Source: Authors' Computation, 2026.

Training and Awareness Programs (TAP) again emerged as the strongest predictor of service quality (β = 0.4653, t = 5.853, p < 0.001). This result reinforces the cross-dimensional primacy of training as a driver of employee performance: employees who are adequately trained in safety and operational

protocols deliver more consistent, reliable, and responsive service, because their knowledge and skill competence reduces error rates and improves their capacity to manage service encounters effectively. Kim et al. (2021) and Meijerink et al. (2021) converge on this finding, documenting that continuous, role-contextualized training is among the most powerful performance levers in service industries.

Management Involvement and Support (MIS) exerted a positive and significant effect on service quality ($\beta = 0.2085$, $t = 2.384$, $p < 0.05$) a finding not observed in the task efficiency model. This differential suggests that management's visible commitment to safety and prompt responsiveness to employee safety concerns creates an enabling work environment that supports the relational and communicative dimensions of service quality dimensions that depend on employee motivation, confidence, and psychological safety as much as technical skill. Duarte and Silva (2023) support this interpretation, showing that perceived organizational support shaped primarily by leadership behavior mediates the communication performance relationship in hospitality.

Employee-Related Factors (ERF) also significantly predicted service quality ($\beta = 0.2340$, $t = 2.722$, $p < 0.01$). Employees who understand safety importance, participate actively in safety discussions, and are confident to report hazards are more likely to apply proactive safety behaviors during service interactions a particularly important capability in food and beverage and housekeeping contexts where hazards are frequent and service recovery demands adaptability. Communication Channels and Technology (CCT) remained insignificant ($\beta = 0.0733$, $p = 0.148$), confirming that service quality delivery is driven primarily by human factors competence, motivation, and supportive leadership rather than by the communication platform through which safety information is delivered.

4.7 Factors affecting job satisfaction

Table 7 showed the OLS results for job satisfaction, which show the highest explanatory power of the three models ($R^2 = 0.563$, adjusted $R^2 = 0.479$), confirming that safety communication factors explain a substantial share of employees' satisfaction with their work environment.

Table 7. OLS regression results on factors affecting job satisfaction.

Variable	Coefficient	Std. Error	t-Statistic	p-value
Communication Channels & Technology (CCT)	0.0735	0.0505	1.456	0.1470
Employee-Related Factors (ERF)	0.2339	0.0860	2.719	0.0071*
Management Involvement & Support (MIS)	0.3449	0.0875	3.941	0.0001*
Training & Awareness Programs (TAP)	0.3206	0.0796	4.030	0.0001*
$R^2 = 0.563$ | Adjusted $R^2 = 0.479$ | DW = 1.94				

Notes: * $p < 0.01$. DW = Durbin-Watson statistic. Source: Authors' Computation, 2026.

Management Involvement and Support (MIS) emerged as the strongest predictor of job satisfaction ($\beta = 0.3449$, $t = 3.941$, $p < 0.001$). This finding is theoretically grounded in Social Exchange Theory (Blau, 1964; Eisenberger et al., 1986): employees who perceive that management genuinely communicates concern for their safety, responds promptly to reported hazards, and integrates safety into organizational strategy feel valued and supported motivating reciprocal commitment and satisfaction. In the context of Akure hotels, where employee welfare has historically been deprioritized relative to customer service and profitability, managerial safety communication functions as a

powerful affective signal of organizational care. Duarte and Silva (2023) and Pennington-Gray and Lee (2024) provide strong international corroboration of this pathway.

Training and Awareness Programs (TAP) significantly influenced job satisfaction (β = 0.3206, t = 4.030, p < 0.001). Regular safety training not only improves technical competence but also enhances employees' sense of organizational investment in their development a documented antecedent of job satisfaction. When employees perceive that the organization equips them with knowledge and skills for safe and effective performance, they develop stronger identification with organizational goals and greater satisfaction with their work environment (Kim et al., 2021; Meijerink et al., 2021). Employee-Related Factors (ERF) also significantly influenced job satisfaction (β = 0.2339, t = 2.719, p < 0.01), confirming that employees who actively engage with safety processes experience greater job satisfaction consistent with participatory communication literature that links involvement in safety decision-making to organizational commitment (Zara and Md Nordin, 2023). Communication Channels and Technology (CCT) remained insignificant (β = 0.0735, p = 0.147), reinforcing the consistent pattern that digital tools do not independently drive satisfaction; it is the human dimensions of safety communication trust, participation, learning, and managerial support—that shape employee affective responses.

4.8 Cross-model summary of findings

Table 8 synthesizes the factor effects across all three performance dimensions, providing a comprehensive view of the safety communication landscape in Akure hotels.

Table 8. Summary of factors affecting effective safety communication and their performance implications.

Factor	Effect on Performance Dimensions	Significance	Key Implication
Organizational Factors (OF)	Underpins all performance dimensions as enabling context	Structural	Policy clarity and resource allocation are foundational enablers
Communication Channels & Technology (CCT)	Not significant for TE, SQ, or JS	Insignificant (direct)	Technology supports reach but requires human follow-through
Employee-Related Factors (ERF)	Positive effect on TE, SQ, JS	Significant (p<0.01)	Employee engagement is the strongest direct driver of performance
Management Involvement & Support (MIS)	Positive for SQ (p<0.05) and JS (p<0.01); not for TE	Significant for SQ and JS	Leadership commitment converts communication into action
Training & Awareness Programs (TAP)	Positive and strongest effect on TE (p<0.01), SQ (p<0.01), JS (p<0.01)	Highly significant	Structured, frequent training is the most powerful performance lever

Source: Authors' Compilation, 2026. * p < 0.05; ** p < 0.01.

The cross-model analysis revealed a consistent hierarchy of safety communication factors in terms of their direct effects on employee performance. Training and Awareness Programs consistently exert the strongest effects, followed by Employee-Related Factors and Management Involvement and Support, while Communication Channels and Technology remain insignificant across all models as direct predictors. Organizational Factors underpin all dimensions as the enabling structural context. This pattern confirms that effective safety communication in Akure hotels is fundamentally a

behavioral and cultural challenge dependent on employee engagement, management commitment, and continuous capacity-building rather than a primarily technological or infrastructural one.

The findings collectively support the rejection of the null hypothesis that safety communication practices significantly and positively affect employee performance in Akure hotels, operating through the interrelated pathways of employee knowledge and engagement, management support, and training reinforcement. The residual unexplained variance in performance models (ranging from 43.7% for task efficiency to 43.7% for service quality) indicates that additional factors including individual motivation, team dynamics, compensation equity, and workflow design also contribute to employee performance and should be considered in future holistic investigations.

5 Conclusion

This study investigated the factors affecting effective safety communication in hotels in Akure, Ondo State, and examined their implications for employee performance across task efficiency, service quality, and job satisfaction. The evidence, drawn from 202 respondents across 10 purposively selected hotels, is clear: safety communication in Akure hotels is moderately developed but unevenly implemented, with significant gaps in consistency, reach, and employee-level engagement that constrain the full realization of safety communication's potential to enhance performance.

The regression analyses conclusively demonstrate that training and awareness programs and employee-related factors are the most significant and consistent direct determinants of all three performance dimensions, followed by management involvement and support for service quality and job satisfaction. Communication channels and technology do not exert statistically significant direct effects on any performance dimension, underscoring that safety communication effectiveness in Akure hotels is fundamentally a behavioral and cultural challenge contingent on employee engagement, managerial commitment, and continuous capacity building rather than a technological one. The null hypothesis is rejected that safety communication practices significantly and positively affect employee performance in Akure hotels.

The theoretical contribution of the study lies in its empirical validation of Expectancy-Value Theory as the primary motivational framework explaining safety communication's effect on employee performance in Nigeria's hospitality sector, and its contextual refinement of Social Learning Theory and Safety Climate Theory as complementary mechanisms through which training, managerial modeling, and participatory communication collectively shape performance outcomes.

The study therefore recommends that hotels should comprehensively redesign training and awareness programs from episodic compliance events to continuous, operationally embedded safety learning systems. Training should be role-specific, practically applied, regularly refreshed through micro-learning modules and pre-shift briefings, and explicitly linked to performance appraisal. HR departments should embed safety communication competencies into employee induction, performance appraisal, and career development frameworks, signaling that safety engagement is a valued and rewarded organizational behavior. Regulatory bodies should establish and enforce minimum safety communication standards for the hotel sector, including mandatory staff safety training frequencies, multi-channel communication requirements, and evaluation protocols for safety communication effectiveness.

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