



INFLUENCE OF PSYCHOLOGICAL SAFETY ON EMPLOYEE ENGAGEMENT AMONG HEALTH WORKERS IN SELECTED PRIMARY HEALTH CENTRES OF LAGOS STATE

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ABSTRACT

The success of organisational goals depends solely on employees who have a deep sense of commitment to the organisation. Such employee will be strongly engaged with the work. Engagement will drive motivation, enhance productivity, foster harmonious relationships, and provide significant benefits to both parties. This research aims to investigate the influence of psychological safety on employee engagement, using inclusion safety and learners' safety as proxies for psychological safety. The research used a quantitative descriptive approach. Data collection was done through an adapted questionnaire that assessed employee psychological feelings and behaviours of health workers selected from six (6) primary health centres across three local government areas in Lagos State, involving 76 respondents. Regression analysis was used to test hypotheses based on data collected from 68 valid responses. The test shows that inclusion safety ($\beta = 0.870$, $t = 6.363$, $p < 0.05$), have positive and significant influence on physical engagement and also, learners; safety value has positive impact on cognitive engagement because the standardized coefficient Beta value (0.614, 0.000) which shows statistically significant contribution for the value is less than 0.05. The results of this research indicate that good psychological safety play crucial roles in enhancing employee engagement. Based on the findings of the study, it was recommended among others that management should take steps to provide interventions such as providing an inclusive work environment for employees to boost their psychological conditions and should communicate the concept of worker's engagement to all employees to ensure workers work to achieve individual objectives and organizational objectives

KEYWORDS: *Employee Engagement, Health Workers, Inclusion Safety, Learners Safety, Psychological Safety,*

INTRODUCTION

In the present competitive business environment, organisations today need employees that are not just physically present but those which are fully committed to the success of the company. Organisations need the services of employees who are engaged and such employees will bring passion, commitment, and a sense of belonging to their work roles. This expectation cannot be overemphasized because in this era of intense business competition, organisations are compelled to continually seek for corporate strategy to acquire and retain employees who will be engaged and be committed to pursuit business success (Ibironke & Kolawole, 2020).

Dickson and Isaiah (2023) reported that it imperative for leaders and management of organisations to ensure that when their employees report to work they not only do it physically but mentally and emotionally. This means that organisation must ensure that their employees are engaged so that they are able to contribute positively towards achieving the organisational success. However, much as organisation seek to have and retain employees who are engaged, there are issues affecting the engagement level of employees across different sectors and organisations. All these major issues have had a marked impact on how employees enjoy the necessary connections to feel safe at work, and the issue of psychological safety (Lee 2021).

In an environment of organisational uncertainty, there is need to have employees who feel safe to voice an unconventional or even an unpopular opinion in the workplace. The employees should be able to share their ideas freely in a brainstorming session without the fear of going against the grain or being ridiculed by superior or their colleagues (Abdullah, Azura & Saif, 2023). According to Clark (2020), the level to which your employees feel safe contributing is important, not only for their sense of belonging and inclusion in the workplace but also determine to a far distance how well the employees will be engaged for the organisation.

Employees are thus expected to participate more actively at work in order to help achieve organisational success, which has led organisational experts to try and pinpoint the elements that encourage employees' willingness to take interpersonal risks and devote their energy to their jobs (Khalid & Sazali, 2023). Psychological safety, or the conviction that interpersonal risk-taking is safe at work, has been identified as a fundamental cognitive state that supports the process of learning, organisational transformation, and employee



engagement. Psychological safety is the conviction that you will not endure fallouts or face embarrassment for voicing your viewpoints, inquiries, stresses, or mistakes. It is a typical presumption among colleagues at work that they will not be embarrassed, dismissed, or punished for giving suggestions, taking risks, or requesting criticism. Workers are more disposed to partake effectively in their work, which helps efficiency, when they feel that their contemplations and commitments are perceived and that they will not languish over standing up or making mistakes.

Reports from several studies (Abdullah, Azura & Saif (2023); Han, Lee, & Beyerlein (2019); Ika, Ervin, & Anandha, (2023); Wowor & Dewi, (2022); Khalid & Sazali, 2023) revealed that one way to have and retain employees that are engage at work is by making employees feel safe at work. Lack of attention to employee personality, interest, feeling and emotion could lead to decreased engagement level. Employee engagement can be actualized from team collaboration, functional communication system, work environment, and others. This study would consider the dynamics of psychological safety. According to Clark (2020), author of “The 4 Stages of Psychological Safety; Defining the Path to Inclusion and Innovation”. Psychological safety is a condition in which an employee feel (1) included, (2) safe to learn, (3) safe to contribute, and (4) safe to challenge the status quo, without fear of being embarrassed, marginalized, or punished in some way, using the psychological safety climate (PSC) theory.

Psychological safety creates an environment for employees to feel accepted, develop themselves, contribute completely, and become agents of change especially in the healthcare sector (Clark, 2020). Healthcare delivery employees play an essential role in the health and well-being of our communities, and it is important to prioritize their mental and emotional health, including prioritizing their psychological safety. Psychological safety plays a vital role in supporting the well-being of healthcare workers, fostering an environment where individuals feel valued, respected, and supported, reducing burnout, promoting mental health, and improving job satisfaction. (Rasool, Wang. Tang. Saeed & Iqbal, 2021). This is critical because healthcare delivery employees face daily challenges that require them to speak up and voice their concerns, and there are consequences for not doing so.

Employee engagement and psychological safety are therefore assumed to be closely related because they will create an atmosphere where workers may take chances, share ideas, and give their all without worrying about being judged or facing consequences. This feeling of security and trust is expected to promotes open dialogue, teamwork, and invention, which boosts creativity and problem-solving abilities. Organisations want to get employee engagement right in order to improve motivation, enthusiasm and buy in to their overall aims, objectives and strategy. One of the first researchers to identify the concept of employee engagement was William Kahn, a psychologist who was interested in understanding the factors involved in people engagement. Kahn, in his research then established that individuals not only can bring varying levels of themselves such as physically, cognitively and emotionally to their work, but that those levels affected their experiences of work and therefore their performance.

Additionally, it is expected that when workers feel psychologically safe, they become less stressed and anxious, which might improve their general well-being and ability to focus on their work. Furthermore, expectation is that the more psychological safety at work should contributes to better employee’s morale, job satisfaction, and eventually higher level of engagement. It is based on these assumptions that this study aimed to investigate the influence of psychological safety in the workplace on employee engagement.

Statement of the Problem

Reports from various studies ((Abdullah, Azura & Saif 2023); Han, Lee, & Beyerlein 2019); Ika, Ervin, & Anandha, 2023); Wowor & Dewi, 2022) on events across workplace revealed that large numbers of workers are not fully engaged with their work. Such reports established that employees need both physical and cognitive engagement to be able to perform as expected. However, the toxic and uncoordinated structures of many of Nigeria work system has made employees not to feel so safe in their workplace, hence, the problem of low level of engagement.

When employees are not psychologically safe at work, it would likely become a problem to induce commitment and engagement of such employees (Dickson & Isaiah 2023).

The existing literature on psychological safety primarily focuses on antecedents of psychological safety, outcomes of psychological safety, and how psychological safety differs in individuals and teams. The literature available have not placed emphases on investigating how psychological safety influence some organisational outcomes and workplace behavior such as employee engagement. Although, the large numbers of literature on psychological safety were studies outside the shore of Nigeria, there is paucity of indigenous studies on the issue of psychological safety. More so, none has considered the psychological safety of health workers of the public sector in Nigeria.

Despite the fact that there is no clear evidence of a study that has investigated the issues through in-depth analysis of psychological safety and employee engagement, hence studies on psychological safety have considered the effect of psychological safety antecedents



such as inclusion safety, learner safety, contributors' safety and challengers' safety in finding solutions to the problem of the employees' engagement in the Nigerian public health sector.

Therefore, this study is aimed to examine the influence of inclusion safety and learner safety as dimension of psychological safety on employee's engagement in the primary health sector in selected local government areas in Lagos State.

Objective of the Study

The primary focus of the study is to investigate the influence of psychological safety on employee engagement. Specifically, the study would:

- i. Examine the influence of inclusion safety on physical engagement in the primary health centers.
- ii. Investigate the influence of learner safety on cognitive engagement in the primary health centers.

Research Questions

- i. To what extent will inclusion safety affect physical engagement in the primary health centers?
- ii. What is the significant effect of learner safety on cognitive engagement in the primary health centers?

Research Hypotheses

In line with the stated objectives, the following hypotheses would be tested.

H₀1: There is no significant influence of inclusion safety on physical engagement in the primary health centers.

H₀2: There is no significant effect of learners' safety on cognitive engagement in the primary health centers.

Literatures Review

In this section, scholarly articles that studied psychological safety and shared relationship with employee engagement. Thus, this review contains the clarification of psychological safety, employee engagement and the relationship between the concepts.

Conceptual Review of Psychological Safety

Clark (2020) defined psychological safety as an environment that rewards vulnerability. Interaction with others has its own risk, where vulnerability takes over in this case. When it comes to organisations, Clark (2020) give several examples of vulnerability behaviour, which are: at the moment when asking something, admitting mistakes, disagreeing something, saying 'I do not know', giving feedback, conveying ideas, asking for help, saying no, and so on. The response of others will influence future actions. When vulnerability is valued, employees will bond, contribute fully without fear, and give more than what is asked.

In a specific environment, such as the workplace, psychological safety refers to beliefs about the effects of taking interpersonal risks (Abdullah & Abdullah, 2020). The idea that psychological safety facilitates willing involvement in a shared undertaking has been a recurrent theme in psychological safety studies throughout years and levels of study. For instance, psychological safety helps explain why staff members share information and knowledge (Ge, 2020), communicate up when suggesting improvements to the organisation, and take the initiative to develop new products and services (Mat, Jansriboot, & Mat, 2019). Some of the studies show that psychological safety promotes learning in teams and organisations (Platania, Morando, Caruso, & Scuderi, 2022) and perform (Shokunbi, 2016).

According to Clark (2020), there are four dimensions to create psychological safety: inclusion safety, learner safety, contributor safety, and challenger safety. Meanwhile, Smith and Johnson, (2017) stated psychological safety as a shared belief held by team members that the team is safe in taking interpersonal risks. Another definition states that psychological safety is a condition when people feel able to express themselves without fear of consequences regarding self-image, status, or career (Mullen, Kessler, & Neubert, 2018).

Psychological safety has become a widely researched and focused construct in today's literature due to rise in development of information economies and role of collaboration. Both of these changes have resulted in the emergence of new working relationships where workers are expected to integrate viewpoints, exchange knowledge and ideas, and work together to accomplish common objectives (Chen & Wang, 2020).

Dimensions of Psychological Safety

There are four dimensions of psychological safety as presented by Clark (2020), though two of these dimensions were considered in this study. However, the four dimensions of psychological safety are discussed as follows;

Inclusion safety: Inclusion safety satisfies the basic human need to connect and belong. In this stage, you feel safe to be yourself and are accepted for who you are, including your unique attributes and defining characteristics.

Learner safety: Learner safety satisfies the need to learn and grow. In this stage, you feel safe to exchange in the learning process, by asking questions, giving and receiving feedback, experimenting, and making mistakes.



Contributor safety: Contributor safety satisfies the need to make a difference. You feel safe to use your skills and abilities to make a meaningful contribution.

Challenger safety: Challenger safety satisfies the need to make things better. You feel safe to speak up and challenge the status quo when you think there's an opportunity to change or improve.

Conceptual Review of Employee Engagement

The concept of employee engagement is fast becoming a common term in both the business and academic environment. This is because on daily basis corporate leaders and academic professional are discovering more reasons to have an engaged leader-worker relations (Anoop Ashook & Amish, 2021).

Kahn (1990) in his study of psychology condition of engagement and disengagement was one of the first to define and suggest that employee engagement would positively impact on organisational outcomes. The reasoning behind his contention was that employees want to work for reasons other than "they get paid to do it", they will work to pursue success for their organisation. He therefore defines Personnel engagement as the harnessing of employees' selves to their work roles where they express themselves physically, cognitively and emotionally during role performances. However, Malam and Abboh, (2017) took a different perspective to define work engagement as a state of mind characterized by vigour (energy and mental resilience), dedication (feeling proud about one's job and inspired by it) and absorption (feeling of contentment while performing work).

Furthermore, employee engagement according to Ibironke and Kolawole (2020) is the level of commitment and involvement that employees have towards their organisation and its values. An engaged employee will demonstrate an unpredicted behaviours towards the job for the benefit of the organisation. The basic aspects of employee's engagement are the employees and their own unique psychological makeup and experience, the employer and their ability to create the conditions that promote employee engagement and the interaction between employers at all levels.

Employee engagement is a complex, broad construct that subsumes many well researched ideas such as commitment, satisfaction, loyalty and extra role behaviour. An engaged employee extends themselves to meet the organisation's needs, takes initiative, reinforces and supports the organisation's culture and values, stays focused and vigilant, and believes he/she can make a difference (Amah, 2018). In practice, organisations typically define engagement as being a part of the organisation, having pride and loyalty in the company, being committed, and going "above and beyond the call of duty". Kahn (1990) defined employee engagement as 'the harnessing of organisation members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.

Thus, according to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organisational role. Engaged employees work with passion and feel a profound connection to their company.

Development Dimensions International (DDI, 2005) defined engagement "The extent to which people value, enjoy, and believe in what they do". It also states that its measure is similar to employee satisfaction and loyalty. A leader, according to DDI, must do five things to create a highly engaged workforce. They are: align efforts with strategy; empower people; promote and encourage teamwork and collaboration; help people grow and develop; and provide support and recognition where appropriate. Akingbola, and Van-den-Berg, (2019) defined engagement similar to the established constructs such as 'organisational commitment' and 'organisational citizenship behaviour' (OCB). It is a positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of the business context and works with colleagues to improve performance within the job for the benefit of the organization. These awareness has been retreated to include physical, cognitive and emotional engagement.

Physical engagement - This relates to the extent to which employees expend their efforts, both physical and mental, as they go about their jobs. Kahn used examples of employees describing themselves as 'flying around' during their work, and experiencing high levels of personal engagement during that time.

Cognitive engagement - To be engaged at this level, employees need to know what their employer's vision and strategies are, and what performance they need to deliver to contribute to them as much as possible. Kahn also drew attention to the meaning that people attached to their work, nothing that more knowledge encouraged, more creativity and confident decision making..

Emotional engagement - This is based upon the emotional relationship that employees feel with their employer. A positive relationship will require the organisation to learn how to make the employee feel belong, encouraging employees to trust and buy in to the values



and mission of the company. Kahn cited the likes of positive interpersonal relations, group dynamics and management styles as practices that would make people feel safe and trusted.

Relationship between Psychological Safety and Employee Engagement

When employees perceived they have a sense of the ability to invest their capacities completely into role performances without feeling afraid of negative backlashes to their status, image, or career, they are termed to be experiencing psychological safety (Ika, et.al., 2023). A work situation that possesses clarity in terms of behavioural consequences, and is trusting, secured, and predictable will provide employees with the feeling of psychological safety (Wowor & Dewi, 2023). On the other hand, employees will experience an unsafe feeling where the work situation is full of inconsistencies, are unpredictable and are threatening, such that investing themselves in job role performance will be perceived as too risky. Major factors that foster psychological safety includes social support and transformational leadership (Mat, Jansriboot, & Mat, 2019) This is consistent with the findings of Saks (2006) which reported that social support and transformational leadership both have significant positive relationship with employee engagement

Theoretical Framework

There are related theoretical positions that address the issues of psychological conditions of workers in the workplace, such as social exchange theory, job demand-resource model, among others. But this study found the Psychological Safety Climate (PSC) theory to be well suited in explaining the relationship between psychological safety and employee's engagement.

Psychological safety climate (PSC) theory has pioneered in 2010 by Maureen F. Dollard and Arnold B Bakker in Australia, established that when senior management value and prioritize worker psychological safety, corporate decisions are made to provide and design work that is meaningful, manageable, amply resourced and free from psychosocial risks. PSC predicts future work correlations, such as the level of inclusion and recognition of worker will define how worker embrace organizational policies and commit themselves to the survival of such policies. PSC is therefore proposed as a 'cause of the causes' of work behavior, a cause of engagement and other work conditions

The theory was more relevant because it highly predicts the types of work conditions that employees were experiencing and in turn whether employees were likely to be highly engaged.

PSC theory is a work stress theory that can be applied in the areas of workplace health and safety and organisational psychological. The PSC theory further explained how employees see and conclude their organisation's systems, policies, practices and procedures for the protection of worker psychological health and safety. PSC largely reflects management values regarding the psychological safety of workers.

Empirical Review

There are quite numbers of literature on the concepts of psychological safety and employee engagement. Some of these studies cut across the developed and developing economy. This paper has sampled empirical studies on psychological safety and engagement from some recent relevant studies.

Inclusion Safety and Physical Engagement

Mullen, Kessler, and Neubert's (2018) study examined how psychological safety affected high-stress workplaces. They found that employees reported less stress and anxiety in environments where they felt psychologically safe. Higher job performance and job satisfaction were consequently linked to this. The study demonstrated how psychological safety might protect against the detrimental impacts of stress, enhancing productivity in the process.

Smith and Johnson (2017) looked into how psychological safety affected organizational change initiatives. The results showed that employees were more likely to actively participate in the change process, provide recommendations, and quickly acclimate to new processes when they felt a high level of psychological safety during times of transition. During organisational changes, this greater engagement and adaptability resulted in easier transitions and maintained or even boosted production levels.

Chen and Wang's (2020) investigation of the effects of psychological safety in intercultural teams. The study showed that psychological safety was essential for fostering productive cooperation in diverse teams, whose members frequently had varied cultural backgrounds and preferences for communication. Teams with higher psychological safety levels demonstrated stronger cross-cultural collaboration and communication, which eventually led to superior production results.

Dickson and Isaiah (2023), in a recent study, examined how an organisation can achieve psychological safety through inclusive leadership, ethical leadership, high-quality connections, positive organisational climate and work design characteristics. In Nigeria,

where hierarchical organisational structures and high power distance preferred relationships are prevalent, this study has provided insight into leadership's role in building and reinforcing psychological safety at all levels of the organisation to encourage proactive work behaviours. The paper concludes that for organisations to mitigate the negative impact of societal culture on organisational silence, they must embrace ethical and inclusive leadership with the corporate ideology of help, build trust, encourage collaboration, demonstrate openness to constructive criticism, and prioritise a culture of psychological safety to achieve organisational success

Learners Safety and Cognitive Engagement

Also, in another recent study, Abudalah, et.al. (2023), reported on the influence of psychological antecedents of engagement on the performance of public sector organisations in a developing nation within the context of human resources management and public sector management. The study proposed a conceptual model comprising 7 hypotheses tested with employment of the structural equation modeling partial least squares. Data was gathered using structured questionnaire from 303 public employees from 10 public sector organisations in Nigeria. The results revealed that of the three main psychological antecedents of engagement, psychological meaningfulness antecedents of engagement and psychological safety antecedents of engagement directly influenced employee engagement. However, no effect was found for psychological availability antecedents of engagement. The finding also showed that employee engagement mediates the relationship between psychological antecedents of engagement and organisational performance. The most significant effect was established in the relationship between psychological meaningfulness antecedents of engagement and employee engagement. The limitation of this study relates to its generalizability because it focuses on only the public sector organisation. Additionally, it is cross-sectional research, and the lack of time which a longitudinal study will have could make the findings broader than it is.

Ika, et. al (2023), also examined the influence of psychological safety and transformational leadership on employee engagement through work meaning. The research methodology used a quantitative descriptive approach. Data collection was done through a questionnaire that assessed employee behaviours in the workplace, their interpretations, and interactions as leaders or subordinates in the organisational context.

This study was conducted at PT Bio Farma (Persero) in Bandung, involving 253 respondents. Path analysis was used to evaluate hypotheses based on data collected from a 46-statement questionnaire. The results of this research indicate that good Psychological Safety, effective Transformational Leadership, and the presence of meaning in work (Work Meaning) play crucial roles in enhancing Employee Engagement at PT Bio Farma. Specifically, Psychological Safety and Work Meaning have the most significant direct impact on the level of employee engagement, each accounting for 65% and 60%, respectively. The findings of this research have important implications for companies looking to enhance employee engagement by focusing on psychological safety and promoting a transformational leadership style that facilitates meaningful work for employees.

Conceptual Framework

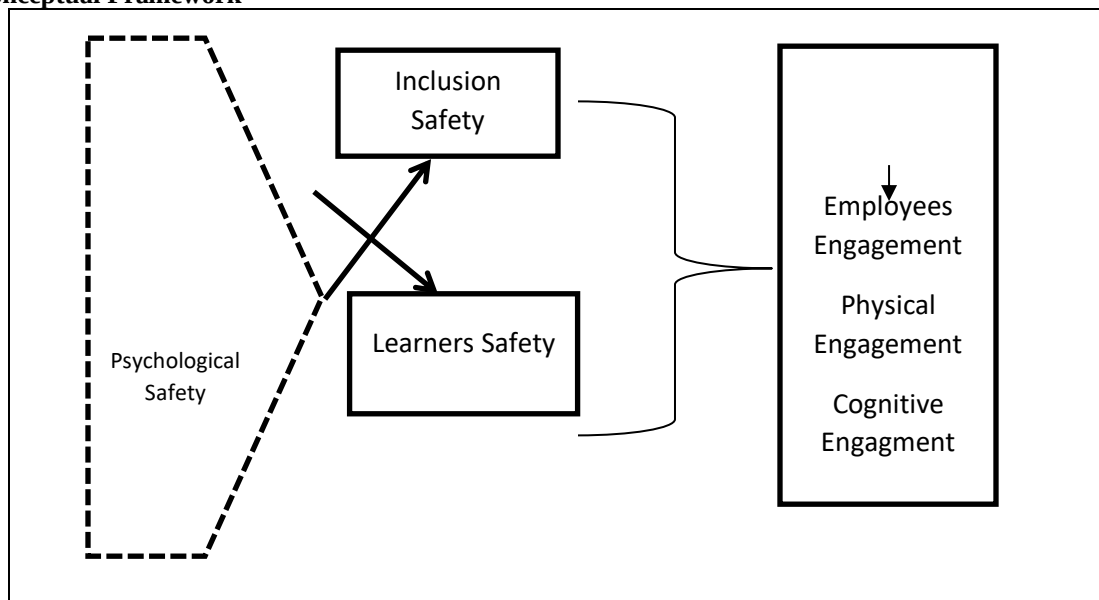


Figure 1.1 Conceptual framework of the dimensions of psychological safety and Employee engagement

Source: Researcher's conceptualisation (2025)



Methodology

Research Design: The study adopted descriptive survey research design which allows the selection of sample from the target population. To achieve this, the researcher employed the use of questionnaire with a view to obtaining adequate information that can be used to establish a valid conclusion.

Population of the Study: The population of the study comprised 76 Health workers (Doctors, Nurses, clinic assistant and administrative workers) from 6 selected primary health centers across three Local government Areas in Lagos State namely: Iba primary health center, Ishasi primary health center, Ojo primary health center, Ilogbo primary health center Ajangbadi primary health center and Ijanikin primary health center.

The local governments were chosen due to accessibility and feasibility.

Table 4.1: Numbers of Participants in the PHC

S/N	PRIMARY HEALTH CENTER	NO OF HEALTH WORKERS
1	IBA PRIMARY HEALTH CENTER	12
2	ISHASHI PRIMARY HEALTH CENTER	09
3	OJO PRIMARY HEALTH CENTER	18
4	ILOGBO PRIMARY HEALTH CENTER	13
5	AJANGBADI PRIMARY HEALTH CENTER	09
6	IJANIKIN PRIMARY HEALTH CENTER	15

Sample and Sampling Techniques: In this Study, the census sampling approach was adopted since the population is not too large, in line with the position of (Shujla, 2020), that population that is less than 100 can be entirely consider for the sample of the study.

Research Instrument: The research instrument used is a 12-items questionnaire adapted from the study of Wowor and Dewi (2022) on The Influence of Psychological Safety towards Employee Engagement Using Organisational Support as Intervening Variable. The questionnaire was formatted on four (4) point Likert's type rating scale: ranging from Strongly Agree (4), Agree (3), Disagree (2), and Strongly Disagree (1).

Validity and reliability of Research Instrument: The study adapted instruments that have been tested overtime by researchers for the independent and dependent variables. The instruments were subjected to face and content validities and it was also pilot tested using test-re-test method and reliability co-efficient of 0.85 was obtained for occupational health and safety practice and 0.82 for Employees commitment.

Administration of the Research Instrument: The copies of the questionnaire were administered by the researcher with the help of two experienced research assistants to help in reaching the study locations. Seventy-six (76) copies of the questionnaire were distributed; seventy-two (72) copies retrieved but only sixty-eight (68) copies were certified valid for analyses.

Hypotheses Analysis, Result and Discussion:

To test the hypotheses, linear regression analysis was used. The results of the analysis and parameter estimates obtained are presented in Tables below:

Hypothesis One

Ho: There is no significant influence of inclusion safety on physical engagement in the Primary health centers.

Table 4.2a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.691 ^a	.478	.447	.1805
a. Predictors: (Constant), Inclusion Safety,				
b. Dependent Variable: Physical Engagement				

Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable. From the findings in the table the value of adjusted R squared was 0.447.

The results further revealed that inclusion safety accounted for 48% of the variation in employee physical engagement of selected primary health centres in Lagos State (Adj. $R^2 = 0.478$), which implies that there are about 52% of other factors associated with employee's engagement that were not captured in the model.



Table 4.2b: ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.564	1	0.512762	15.739	.000 ^b
	Residual	2.802	66	0.03258		
	Total	5.366	67			
a. Dependent Variable: Physical Engagement						
b. Predictors: (Constant), Inclusion Safety						
Table 4.2c: Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.133	.046		3.181	.000
	Inclusion Safety	.870	.088	.812	6.363	.000
a. Dependent Variable: Physical Engagement						

From the ANOVA statistics, the processed data had a significance level of 0 percent which shows that the data is ideal for making a conclusion on the population parameters as the value of significance (p-value) is less than 5 percent indication that inclusion safety have engendered physical engagement. The significance value was less than 0.05 indicating that the overall model was significant as shown in the table.

The results revealed that inclusion safety ($\beta = 0.870$, $t = 6.363$, $p < 0.05$), have positive and significant influence on physical engagement. The results implied that leave inclusion safety is a significant predictors of employee's engagement.

Hypothesis Two

There is no significant effect of learners' safety on cognitive engagement in the primary health centers

Table 4.3a: Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821 ^a	.654	.651	.07561
a. Predictors: (Constant), Learners' Safety				

From the result in table 4.3, (i) adjusted R square (0.651) has strong fit. This reveals that the constructed simple regression model of the independent variables (learners safety) account for approximately 65% variance in the dependent variable (cognitive engagement). Adjusted R square and standard error of the estimate talk about the performance of the model, however, standard error of the estimate 0.07561 showed that the model is reliable because is very close to zero.

Table 4.3b: ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.214	1	10.214	23.707	.000 ^a
	Residual	24.700	66	.051		
	Total	45.914	67			
a. Predictors: (Constant), Learners' Safety						
b. Dependent Variable: Cognitive Engagement						

The results of the analysis of variance (ANOVA), indicated a statistically significant effect of learners safety on cognitive engagement. Based on this significant relationship, the coefficient for the Beta weight for standard deviation unit of change in the dependent variable was calculated. The results are as shown in table below.

Table 4.3c: Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.541	.059		3.221	.000
	Learners' Safety	.677	.031	.614	4.143	.000
a. Dependent Variable: Cognitive Engagement						

The independent variable, learners; safety value has positive impact on cognitive engagement because the standardized coefficient Beta value (0.614, 0.000) which shows statistically significant contribution for the value is less than 0.05.

DISCUSSION OF FINDINGS

Hypothesis one result revealed that there is significant influence of inclusion safety on employee engagement in the primary health centers. Several studies such as Khalid and Sazali (2023), Dickson and Isaiah (2023), Abdullah, Azura & Saif (2023) supported the findings of the study. Thus, this position that inclusion safety influence employee engagement in the primary health centers, is valid. For hypothesis two, the study found that there is significant influence of inclusion safety on employee engagement in the primary health centers. The result is consistent with the studies of Han, Lee, and Beyerlein, (2019), Ika, Ervin and Anandha (2019), that inclusion safety strongly influences employee engagement in the primary health centers.

CONCLUSION

It is impossible to overestimate the importance of psychological safety in encouraging employee engagement in today's continuously changing and competitive corporate context. The direct link between psychological safety and employee engagement has been examined in this study, thus, illuminating the significant influence that psychological safety has on employee engagement. It has become clear that psychological safety, which is understood as the conviction that people may express their ideas, questions, worries, and errors without fear of retaliation or shame, is a crucial cognitive state that affects how workers interact with their job. It promotes risk-taking, cooperation, and open communication, which improves creativity and problem-solving skills and eventually boosts productivity. People who feel psychologically comfortable at work are less stressed, which improves their attention and general engagement level. Therefore, psychological safety helps to improve overall performance, work satisfaction, and morale. The connection between employee engagement and psychological safety has been underlined in this study.

Additionally, psychological safety has been shown to play a critical role in promoting organisational transformation and cross-cultural collaboration, both of which lead to better engagement results by acting as a buffer against the detrimental impacts of toxic work environment. This study has further clarified how psychological safety matches with perceive friendly work environment drawing on psychological safety climate theory (PSC). Employees become intrinsically motivated when they have feeling that the climate in the workplace has room for every member to express themselves freely.

In line with other studies such as (Rasool, Wang, Tang, Saeed & Iqbal, 2021; Clark, 2020) psychological safety (or closely related constructs like psychosocial safety climate) is strongly positively associated with employee engagement. For example, in healthcare settings during the COVID-19 pandemic, higher psychosocial safety climate at the departmental level was found to boost work engagement. Also, the study (Huyghebaert et al, 2019) found psychological safety climate leads to greater satisfaction of basic psychological needs (autonomy, competence, relatedness) and reduces the thwarting of those needs, which in turn promotes work engagement and reduces negative outcomes like burnout and work-family conflict.

Recommendations

Based on the findings in this study, the following recommendations are made,

- Management of public institutions and the Lagos State government specifically through the ministry of Health and other corporate organisations should take steps to provide interventions such as providing an inclusive work environment for employees to boost their psychological conditions and increase their engagement level.
- Management should communicate the concept of worker's engagement to all employees to ensure workers work to achieve individual objectives and organizational objectives which are parallel to each other by illustrating how individual tasks are aligned with organisational goals and make workers feel as part of organisation's successes.
- The Management should focus on the involvement of workers which will motivate them to develop themselves to learn within the organisation and be aware of what is going on in the organisation especially in areas that touch them directly. This, in one way or another, will bring positive effects to employees and the organisation as a whole and in turn will maintain and improve the engagement levels.



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