

ANALYSIS OF THE IMPLEMENTATION OF OCCUPATIONAL HEALTH AND SAFETY (OHS) MANAGEMENT AND SAFETY CULTURE ON EMPLOYEE PERFORMANCE AT PT XYZ PURWAKARTA

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Abstract. *This study aims to analyze the implementation of Occupational Health and Safety (OHS) management and safety culture in relation to employee performance at PT XYZ Purwakarta. Occupational Health and Safety is an essential aspect of industrial operations because it helps protect employees from workplace accidents, occupational hazards, and potential health problems. Effective OHS management also supports the creation of a safe, comfortable, and productive working environment. The implementation of OHS at PT XYZ includes the provision of appropriate personal protective equipment (PPE), regular safety training for both new and existing employees, and routine supervision to ensure compliance with established Standard Operating Procedures (SOPs). These measures are intended to increase employee awareness, reduce workplace risks, and encourage safe working practices.*

Furthermore, a strong safety culture plays an important role in shaping employee behavior and improving individual responsibility for workplace safety. Employees who understand the importance of safety procedures are more likely to comply with regulations, identify potential hazards, and contribute to accident prevention. However, the effectiveness of OHS management still requires continuous improvement, particularly through enhanced safety knowledge, consistent supervision, and greater employee participation in safety-related activities. Human negligence remains a potential risk factor that must be addressed through education, communication, and regular evaluation. Overall, effective OHS management combined with a positive safety culture can contribute to workplace safety, employee well-being, operational stability, and improved employee performance at PT XYZ Purwakarta.

Key words: *K3 Management, Work Safety Culture, Employee Performance.*

Introduction

Occupational Health and Safety (OHS) is a crucial component of industrial activities across small, medium, and large-scale enterprises. Its implementation aims to

protect employees from occupational accidents and work-related illnesses while supporting operational continuity and organizational performance (Maziya & Abidin, 2022). The adoption of ISO 45001:2018 has further emphasized the importance of systematic OHS management in aligning workplace safety objectives with organizational goals and employee performance improvement (Glebova et al., 2023). Therefore, OHS should not be regarded merely as a regulatory obligation but also as a strategic investment in human resources, operational stability, and corporate sustainability (Nugraha & Yulia, 2019). In recent years, workplace safety has become an increasingly important issue as organizations face growing demands to maintain safe working conditions and reduce occupational risks (Benakka et al., 2021). OHS programs provide preventive protection through safety policies, training, supervision, and the implementation of appropriate workplace procedures (Kartika Sari et al., 2023).

In Indonesia, occupational safety is governed by several regulations, including Law No. 1 of 1970 concerning Work Safety, Law No. 3 of 1992 concerning Social Security for Workers, and Government Regulation No. 50 of 2012 concerning the Implementation of Occupational Health and Safety Management Systems. The Ministry of Manpower Regulation No. 5 of 2018 also addresses occupational health and safety in the working environment. At the international level, ISO 45001:2018 provides a framework for establishing, implementing, and continuously improving an occupational health and safety management system. These regulatory frameworks emphasize the responsibility of organizations to identify workplace hazards, control risks, and establish preventive measures to protect employees. Effective implementation requires management commitment, adequate resources, consistent supervision, and active employee participation.

Safety culture is another important factor in achieving effective OHS implementation. It refers to shared values, attitudes, perceptions, and behaviors concerning safety within an organization. A positive safety culture encourages employees to comply with standard operating procedures (SOPs), use personal protective equipment (PPE), report potential hazards, and participate in accident prevention. Within a company, OHS responsibilities should be integrated throughout the organizational structure, from top management and safety committees to supervisors and operational employees. Management establishes safety policies and provides resources, while supervisors monitor compliance and employees are expected to follow safety procedures and report unsafe conditions. This shared responsibility helps create a safer working environment and supports more consistent operational performance.

Employee performance is a critical determinant of organizational effectiveness, particularly in manufacturing, construction, and material distribution industries. Organizations require employees who possess adequate knowledge, skills, discipline, and physical capacity to achieve operational targets. Human resources are central to production activities; consequently, employee health, working conditions, safety, security, and welfare must be considered when efforts are made to improve performance (Barokah & Sukarno, 2022). Workplace accidents may disrupt operational processes, increase costs, reduce productivity, and affect work quality. Conversely, effective OHS management can help minimize work interruptions, strengthen employee awareness, and support reliable task completion. Safety culture complements these efforts by encouraging employees to internalize safe working practices rather than comply with regulations only when directly supervised.

The preliminary observations at PT XYZ Purwakarta indicate that workplace accidents remain an issue requiring continuous attention. The company recorded 13 employees annually from 2020 to 2025, while the number of reported workplace accidents declined from four cases in 2020 to one case in 2025. In 2020, three accidents were classified as minor and one as severe, with inadequate PPE identified as the dominant cause. In 2021, three accidents were recorded, including two minor cases and one severe case, primarily associated with work negligence. In 2022, three minor accidents occurred, with workplace conditions identified as the dominant contributing factor. The number of accidents decreased to two minor cases in both 2023 and 2024, associated respectively with noncompliance with SOPs and insufficient supervision. In 2025, one minor accident was reported, with low OHS awareness identified as the dominant concern.

Although the reported number of accidents shows an overall downward trend, these findings suggest that safety challenges have not been completely eliminated. The reported contributing factors indicate the need to strengthen PPE compliance, employee awareness, adherence to SOPs, workplace hazard management, and supervisory practices. Because the workforce is relatively small, each incident may have meaningful consequences for work continuity, employee well-being, and operational efficiency. Nevertheless, the available preliminary data do not establish whether changes in accident frequency are directly associated with improvements in employee

performance. This relationship therefore requires further examination.

Previous studies have highlighted the importance of OHS management, safety training, physical working conditions, and safety culture in supporting employee performance and productivity in construction and other high-risk industries (Segbenya & Yeboah, 2022; Wong et al., 2023; Hameed et al., 2024; Shah, 2025). Management commitment, worker involvement, safety communication, and effective supervision have also been identified as important elements in developing a strong safety culture and reducing workplace accidents (Costa et al., 2021; Berglund et al., 2023; Dansilay, 2025). In contrast, inadequate training, weak supervision, and noncompliance with safety procedures can increase accident risks, absenteeism, operational disruptions, and financial losses (Ranganathan & Sujatha, 2022; Juhari et al., 2023; Yamani & Al-Mekhlafi, 2024). These findings underline the importance of evaluating both formal OHS management systems and the everyday safety behaviors of employees.

Despite the importance of these factors, their implementation needs to be examined within the specific operational context of PT XYZ Purwakarta. The company's preliminary accident records indicate progress in reducing reported incidents, but recurring concerns related to safety compliance, supervision, and employee awareness remain relevant. An assessment of OHS management and safety culture can therefore help identify areas requiring improvement and clarify their relationship with employee performance.

Accordingly, this study aims to analyze the implementation of Occupational Health and Safety management and safety culture in relation to employee performance at PT XYZ Purwakarta. The study is expected to provide a clearer understanding of workplace safety practices, employee participation, and the contribution of safety-related factors to operational performance. Its findings may also provide practical recommendations for strengthening OHS implementation, improving employee awareness, and developing a sustainable safety culture that supports employee well-being and organizational effectiveness.

Literature Reviews

2.1 Management and Human Resource Management

Management is a process of utilizing human effort, leadership, coordination, supervision, and organizational resources to achieve predetermined objectives. Effective management ensures that organizational activities are planned and implemented systematically (Sutisna & Effane, 2022). Human Resource Management (HRM) focuses on managing employees through planning, recruitment, development, compensation, integration, and performance evaluation. It ensures that organizations have competent employees who can perform their responsibilities effectively and contribute to organizational goals (Amelia et al., 2022). Human resource quality encompasses employees' knowledge, skills, attitudes, and behavior, all of which influence work outcomes (Nurhab, 2022).

2.2 Occupational Health and Safety Management
Occupational Health and Safety (OHS) management refers to systematic organizational efforts to prevent workplace accidents and occupational illnesses while protecting employees' health and safety. Its

development has shifted from a reactive approach, which addresses accidents after they occur, toward a preventive approach that identifies hazards and controls risks before incidents happen (Setiawan et al., 2022). Effective OHS management requires appropriate facilities, clear procedures, employee training, and continuous supervision.

Safety indicators include the working environment, employee behavior, and the condition and use of machinery and equipment (Sedarmayanti, 2017). In this study, OHS management is examined through three dimensions: safety facilities and equipment, safety procedures and policies, and safety training and awareness. These dimensions reflect the availability of protective equipment, employee compliance with standard operating procedures, and employees' ability to recognize and prevent workplace hazards.

2.3 Occupational Safety Culture

Safety culture refers to shared organizational values, attitudes, and behaviors concerning workplace safety. According to Cooper (2001), safety culture involves the interaction between organizational factors, employees, and work activities. Consequently, safety responsibility should extend across all organizational levels rather than rest solely with individual workers. A strong safety culture requires management commitment, clear regulations and procedures, effective communication, and employee involvement.

Management commitment is demonstrated through safety policies, resource allocation, supervision, and consistent enforcement of safety standards. Safety communication enables employees to understand workplace hazards and preventive measures, while employee involvement encourages shared responsibility for accident prevention. Relevant dimensions include routine safety discussions, hazard reporting without fear of unfair punishment, and clear communication of risk information. These practices can strengthen safety awareness, improve compliance, and support a safer working environment.

2.4 Employee Performance

Employee performance refers to the quality and quantity of work produced by employees within a specified period (Adhari, 2020, as cited in Dedy Zakaria, 2024). Performance is essential to organizational effectiveness because employees' contributions influence productivity, service quality, and operational continuity (Ezeanyim & Ufoaroh, 2019). Employee satisfaction, recognition, job security, and positive workplace relationships may also support employee commitment and performance (Kharenina Augustine A, 2022).

In this study, employee performance is assessed through task completion, attendance discipline, work initiative, and compliance with operational schedules. Work quality is additionally reflected in accuracy, minimal errors, and adherence to established work standards. These indicators provide a basis for evaluating employees' effectiveness, responsibility, and consistency in performing their duties.

2.5 Relationship Between OHS Management, Safety Culture, and Employee Performance

OHS management and safety culture are closely related to employee performance. Appropriate safety facilities, effective training, clear procedures, and consistent supervision can help employees perform their duties more safely and efficiently. Meanwhile, a positive safety culture encourages employees to communicate hazards, follow safety requirements, and take responsibility for workplace safety. These practices may reduce accidents and operational disruptions while supporting work quality, productivity, and employee well-being.

Based on this theoretical discussion, the present study examines the implementation of OHS management and safety culture in relation to employee performance at PT XYZ Purwakarta. The analysis focuses on how safety management practices and employee safety behaviors contribute to workplace conditions and operational performance. The findings are expected to provide a basis for identifying improvements in safety implementation and employee performance.

Research Methods

3.1 Research Design

This study employed a qualitative descriptive approach to examine the implementation of Occupational Health and Safety (OHS) management and safety culture in relation to employee performance at PT XYZ Purwakarta. The qualitative approach was selected to obtain an in-depth understanding of workplace safety practices, employee perceptions, management commitment, and safety-related behaviors. The descriptive method was used to systematically describe the conditions observed in the field based on interviews, observations, and documentation. Rather than measuring statistical relationships, this study focused on interpreting experiences, practices, and perceptions within the company's operational environment.

3.2 Data Sources and Research Informants

The study used primary and secondary data. Primary data were obtained directly from informants through interviews and workplace observations. Fourteen informants were selected to represent different organizational roles: the company owner, branch manager, administrative staff, warehouse manager, drivers, driver assistants, helpers, and sales employees. Their different responsibilities and employment arrangements provided varied perspectives on OHS implementation, safety culture, and daily work performance.

Interviews explored safety policies, the availability and use of personal protective equipment (PPE), employee training, compliance with standard operating procedures (SOPs), supervisory practices, safety communication, employee participation, and work performance. Secondary data were obtained from relevant literature, company documents where available, and supporting materials related to OHS management and safety culture.

3.3 Research Subjects and Objects

The research subjects were individuals directly involved in the company's operational and administrative activities, including management and employees. They were selected because their responsibilities and experiences were relevant to understanding workplace safety practices. The research object was the implementation of OHS management and safety culture and their relationship with employee performance at PT XYZ Purwakarta. The analysis covered the workplace environment, employee behavior, equipment conditions, management commitment, safety procedures, communication, worker participation, and work performance.

3.4 Data Collection Techniques

Data were collected using three principal techniques: observation, semi-structured interviews, and documentation. A literature review was also conducted to establish the theoretical foundation of the study.

Observation. Direct workplace observation was used to examine working conditions, the use of PPE, equipment arrangement, compliance with safety procedures, and employee behavior during operational activities. Observation helped the researcher compare actual workplace practices with the information provided by informants.

Interviews. Semi-structured interviews were conducted to obtain detailed information about OHS management, safety culture, and employee performance. The interview guide included questions about workplace conditions, employee compliance, work equipment, management commitment, safety regulations, risk communication, employee involvement, attendance, task completion, and adherence to operational schedules. Open-ended questions allowed informants to explain their experiences and perceptions in their own words.

Documentation and literature review. Documentation included relevant written records, photographs, and audio recordings of interviews, subject to appropriate permission. Relevant literature and supporting documents were reviewed to contextualize the findings and compare field information with established concepts of OHS management and safety culture.

3.5 Data Analysis

Data were analyzed using the interactive model developed by Miles and Huberman, comprising data

reduction, data display, and conclusion drawing and verification. These stages were applied throughout the research process.

Data reduction involved selecting, organizing, and summarizing information from interviews, observations, and documents. The data were categorized according to the main research themes, including OHS facilities and procedures, safety training, management commitment, communication, employee involvement, and employee performance.

Data display involved presenting the categorized findings in descriptive narratives and thematic summaries. Information from different informants and data collection techniques was compared to identify recurring patterns, differences in perspectives, and areas requiring further examination.

Conclusion drawing and verification involved interpreting the identified patterns to address the research objectives. Preliminary conclusions were reviewed against the collected evidence to ensure that the interpretation reflected the information obtained from the field.

3.6 Data Validity and Trustworthiness

Several techniques were used to strengthen the credibility of the findings. First, prolonged engagement and follow-up observations, where necessary, were used to clarify information and examine the consistency of participants' accounts. Second, source triangulation was conducted by comparing information from management, administrative personnel, and operational employees. Triangulation across interviews, observations, and available documents was also used to identify areas of agreement or discrepancy. Third, persistent observation helped the researcher examine relevant workplace practices systematically and consistently.

These procedures were intended to improve the credibility and dependability of the analysis. The findings were interpreted in accordance with the available evidence, while recognizing that the qualitative design provides contextual understanding rather than statistical generalization to other organizations.

Results and Discussion

4. RESULTS AND DISCUSSION

4.1 Results

PT XYZ Purwakarta is a construction-material distribution company located in Hegarmanah, Babakancikao, Purwakarta, West Java. Its operational activities include material procurement, warehouse management, loading and unloading, product distribution, sales, and administrative services. These activities involve different occupational risks, including injuries from heavy materials, slips and falls, vehicle-related hazards, and unsafe handling practices. Consequently, OHS management is important for maintaining employee safety and supporting operational continuity.

The company has 14 employees distributed across several positions: one owner, one branch manager, three administrative staff members, one warehouse supervisor, two drivers, two driver assistants, two helpers, and two sales employees. The warehouse supervisor is responsible for monitoring warehouse operations and supporting the implementation of workplace safety procedures. The company's operational equipment includes trucks, forklifts, pallets, computers, and personal protective equipment (PPE), such as safety shoes, work vests, and helmets where required.

4.1.2 Implementation of OHS Management

The findings from interviews, observations, and available documentation indicate that PT XYZ has implemented several basic OHS practices. These include providing PPE, communicating safety instructions before work activities, establishing standard operating procedures (SOPs), and conducting direct supervision. Employees also reported receiving basic safety guidance, particularly when beginning operational work.

Management demonstrated awareness of the importance of workplace safety. The owner expressed support for PPE provision and the implementation of SOPs, while the branch manager described conducting work briefings and routine supervision. The warehouse supervisor also reported that PPE use was required in warehouse activities. In addition, the driver interviewed indicated that operational vehicles were inspected before use.

However, several implementation challenges remained. The owner identified limitations in supervisory capacity, while the branch manager acknowledged that some employees were not consistently disciplined in using PPE. Warehouse operations also continued to involve risks associated with handling heavy construction materials. Drivers faced potentially hazardous road conditions, while helpers reported that work sometimes became rushed when delivery targets had to be achieved.

Preliminary accident records for 2020–2025 showed a decline in reported workplace accidents from four cases in 2020 to one case in 2025. The recorded annual totals were four cases in 2020, three in 2021, three in 2022, two in 2023, two in 2024, and one in 2025. These records indicate an overall downward trend, although the remaining incidents suggest that

workplace hazards have not been completely eliminated.

4.1.3 Workplace Safety Culture

The findings indicate that a basic safety culture has developed through work briefings, direct supervision, and cooperation among employees. The branch manager and warehouse supervisor communicated safety instructions, while employees reported helping and reminding one another about safe work practices.

Nevertheless, safety practices were not consistently internalized by all employees. Some workers reportedly perceived PPE as an obstacle to completing tasks quickly. Safety awareness also varied according to work experience and job responsibilities. Administrative employees reported receiving less frequent OHS socialization than operational employees, suggesting that safety communication was more visible in warehouse and distribution activities.

Employee participation was therefore evident through informal reminders and teamwork, but opportunities remained to strengthen routine safety discussions, hazard reporting, and consistent communication across departments.

4.1.4 Employee Performance

Employee performance was generally described as satisfactory in terms of task completion, attendance, teamwork, and the continuity of distribution activities. Employees reported that clear instructions and safer working conditions helped them perform their responsibilities with greater confidence. Cooperation between drivers and assistants also supported delivery operations.

However, fatigue during loading and unloading, insufficient concentration, rushed work, and coordination problems occasionally affected work accuracy and delivery schedules. The findings suggest that OHS practices and safety culture are relevant to employee performance, particularly in supporting safe task execution and operational continuity. However, the qualitative evidence does not establish a measurable causal effect.

4.2 Discussion

4.2.1 OHS Management and Employee Performance

The findings indicate that PT XYZ has established basic OHS practices through PPE provision, safety briefings, SOP implementation, vehicle inspections, and workplace supervision. These practices reflect a preventive approach to workplace safety, in which hazards are addressed through procedures and protective measures rather than only after accidents occur. This is consistent with the development of modern OHS management described by Setiawan et al. (2022), which emphasizes risk prevention and the integration of safety into organizational management.

The findings also correspond with the importance of safety facilities, employee behavior, and equipment conditions discussed by Sedarmayanti (2017). In a material-distribution environment, appropriate PPE and equipment inspections are particularly important because employees may encounter heavy materials, loading activities, and transport-related hazards. These measures can help employees perform their duties under safer conditions and reduce the likelihood of disruptions caused by workplace incidents.

Nevertheless, the continued occurrence of minor accidents and reported noncompliance indicate that providing safety equipment alone is insufficient. Effective implementation also requires consistent supervision, practical training, and employee accountability. The owner's acknowledgment of limited supervisory capacity suggests a potential gap between management commitment and everyday implementation. Therefore, responsibilities for safety monitoring should be clearly allocated, and supervision should cover relevant operational activities, including loading, unloading, warehouse

handling, and vehicle preparation.

The decline in reported accidents from four cases in 2020 to one in 2025 is encouraging. However, this trend should be interpreted cautiously because the available records do not establish whether the decline resulted directly from improved OHS management. Other factors, such as changes in exposure, reporting practices, or operational activities, may also influence accident totals. Continued monitoring of incident frequency, severity, near misses, and corrective actions would provide a stronger basis for evaluating the effectiveness of the company's safety measures.

4.2.2 Safety Culture and Employee Participation

The findings show that safety culture at PT XYZ is developing through briefings, supervisory communication, and cooperation among employees. These practices are consistent with Cooper's (2001) view that safety culture involves interactions among organizational factors, employees, and work activities. Management commitment provides direction, while employee behavior and working conditions determine how safety requirements are implemented in practice.

Informal reminders between colleagues represent a positive foundation for collective responsibility. However, the reported tendency to prioritize speed over PPE compliance suggests that safety has not yet become a consistent work habit for every employee. This finding highlights the importance of reinforcing safety as an integral part of task completion rather than treating it as an additional requirement that slows down work.

Communication also needs to reach employees across all departments. The reported lack of regular OHS socialization among administrative staff suggests that safety communication may be concentrated on operational employees. Although office-based work may involve different hazards from warehouse activities, safety information should still be relevant to each employee's working environment. Tailored communication can help ensure that employees understand the risks associated with their respective responsibilities.

PT XYZ could strengthen its safety culture through routine toolbox meetings, clear procedures for reporting hazards and near misses, and fair responses to reported safety concerns. Recognition of safe behavior and consistent corrective action for violations may also reinforce accountability. These measures would support the development of a more participatory culture in which employees are encouraged to identify hazards and contribute to preventive action.

4.2.3 OHS Management, Safety Culture, and Employee Performance

The findings suggest that OHS management and safety culture support employee performance by helping create safer working conditions, clearer work expectations, and better coordination. Employees who receive adequate safety instructions and have access to appropriate protective equipment may be better positioned to complete tasks carefully and consistently. This relationship is particularly relevant to material distribution, where loading accuracy, safe handling, vehicle readiness, and delivery schedules are interconnected.

The results also indicate that performance challenges cannot be attributed exclusively to safety practices. Fatigue, time pressure, concentration, and operational coordination were identified as additional concerns. These factors suggest that improving performance requires an integrated approach involving safety management, workload planning, communication, and operational supervision. Delivery targets should be balanced with safe work procedures so that employees are not encouraged, directly or indirectly, to sacrifice safety for speed.

These findings are consistent with the broader argument that employee performance depends on working conditions, employee capabilities, and organizational support (Barokah & Sukarno, 2022). They also reinforce the relevance of management commitment, worker involvement, and safety communication in developing effective safety practices. However, because this study uses a qualitative descriptive design, its findings should be interpreted as contextual evidence of perceived relationships rather than statistical proof of causation.

Overall, PT XYZ has established a foundation for OHS management and workplace safety culture, but implementation remains uneven. Improving supervision, strengthening employee participation, expanding safety communication across departments, and monitoring safety and performance indicators would help the company consolidate existing practices. A continuous improvement approach could support both employee well-being and more reliable operational performance.

Conclusions

This study examined the implementation of Occupational Health and Safety (OHS) management and workplace safety culture in relation to employee performance at PT XYZ Purwakarta. The findings indicate that the company has established several basic safety practices, including the provision of personal protective equipment (PPE), the implementation of standard operating procedures (SOPs), safety briefings, vehicle inspections, and direct supervision of operational activities. These measures demonstrate management's awareness of

the importance of protecting employees and maintaining operational continuity.

However, the implementation of OHS management has not been fully consistent. Interviews revealed that some employees remain insufficiently disciplined in using PPE, while supervisory capacity and safety awareness require further improvement. Work activities involving heavy materials, loading and unloading, and transportation continue to present potential hazards. Although the company's preliminary records show a decline in reported workplace accidents from four cases in 2020 to one case in 2025, the remaining incidents indicate that continuous prevention and monitoring are still necessary.

The study also found that workplace safety culture has developed through employee briefings, supervisory guidance, and cooperation among colleagues. Nevertheless, safety practices have not been fully integrated into the daily behavior of every employee. Work pressure, the desire to complete tasks quickly, and differences in individual awareness can contribute to inconsistent compliance. Furthermore, safety communication appears to be more prominent in operational departments than in administrative activities. These findings highlight the importance of strengthening communication and participation across all organizational levels.

Employee performance was generally perceived as satisfactory in terms of task completion, attendance, teamwork, and the continuity of distribution activities. Appropriate safety practices may support employee confidence, concentration, and the orderly completion of work. Nevertheless, fatigue, insufficient concentration, rushed activities, and coordination problems remain potential obstacles to performance. Therefore, improving employee performance requires an integrated approach that combines safety management, workload coordination, operational planning, and employee development.

Based on these findings, PT XYZ should strengthen routine OHS training, improve supervisory coverage, ensure consistent PPE compliance, and establish regular safety discussions. The company should also encourage employees to report hazards and near misses without fear of unfair treatment, while applying clear and consistent corrective measures for safety violations. Monitoring indicators such as accident frequency, near-miss reports, PPE compliance, training participation, and task completion would help evaluate progress over time.

This study contributes contextual insights into the relationship between OHS management, safety culture, and employee performance in a small material-distribution company. However, because the research employed a qualitative descriptive approach in a single organizational setting, its findings should not be interpreted as statistical evidence of causation. Future research could examine additional companies, use longer observation periods, and combine qualitative findings with quantitative performance and accident data. Such efforts would provide a broader

understanding of how effective OHS management and a strong safety culture can support employee well-being and sustainable organizational performance.

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