The Impact of Safety Management on Individuals' Performance

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Abstract: Concerns about the impact of safety management (SM) on individuals' performance (IP) are widely spread across multiple disciplines. Individuals' performance is seen as the key to achieving a safe work environment. Researchers have provided valuable insights into the determinants of SM and IP. Hence, the measures of safety management in organizations are safety culture (SE), organization size (OS), organization priority (OP), and projected profitability (PP). Whereas, the measures for individuals' performance toward safety are safety procedures (SP), safety personnel (SPE), safety equipment (SE), and safe working conditions (SWC). Thus, the present study aims to investigate the impact of safety management on individuals' performance. The study presents an empirical analysis of the underlying research framework by surveying individuals in an academic organization. A population of 500 participants was targeted, while the collected sample was 250 respondents. This sample was selected using a simple random sampling technique. Then, the collected quantitative data was analyzed using SPSS. The results revealed a significant and positive relationship between SM and IP.

Keywords: Safety Management, Individual Performance, Organizational Culture.

INTRODUCTION

Organizations are keen about raising the awareness of their employees about effective safety management practices, particularly, in recent years. Therefore, to maintain a safe workplace, it is crucial to comply with a standardized system for managing safety. This can not only reduce workplace risks but also prevent numerous accidents from taking place. Individuals' performance will also improve significantly when efficient safety practices are utilized. Hence, each individual in an organization needs to receive the required safety training, maintain safe working conditions, understand what is meant by good safety practices, effectively manage subordinates to complete required tasks, supervise employees or workers when performing activities, and assign tasks to skilled employees who can achieve the required job successfully.

Accordingly, this study investigates the influence of safety management on individuals' performance. This is examined by considering the organizational factors that impact the adequacy of safety management in various organizations. At the same time, the research focuses on explaining how the effectiveness of safety management can influence the performance of individuals. In support, safety management comprises principles, measures, frameworks, and processes to prevent accidents (Khalid et al., 2021; Li & Li, 2009). Mainly, organizations' safety management is influenced by several factors such as safety culture, organization size, workplace priority, and projected profits. (Nordlöf et al., 2017). On the other side, individuals' performance toward safety in a particular workplace refers to the reactions of each individual toward a specific functional area and their responsibilities to maintain workplace safety (Chelniciuc, 2015; Gunduz & Ahsan, 2018; Fernández-Muñiz et al., 2009).

Individuals around the world are getting injured due to unsafe practices. Thus, many regulations have been put in place to oblige organizations to follow safety practices, which led to a decrease in accidents, injuries, and near misses (Gunduz & Ahsan, 2018; Li & Li, 2009). Organizations also adopt various safety management systems to reduce accident rates and injury ratios through safety training to take adequate corrective measures (Ajmal et al., 2021). Hence, earlier research has examined safety management practices as well as individuals' performance in different working conditions that could be safe or unsafe, separately. This study aims to fill this gap in research by investigating how effective safety

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management impacts individuals' performance in organizations. This is performed by analyzing the impact of safety management factors on individuals' performance attributes, which have been selected based on a thorough literature review. In particular, safety management factors are safety culture, organization size, organization priority, and projected profitability (Biggs et al., 2013; Hassan 2021c; Nordlöf et al., 2017). While, the factors to measure individuals' performance toward safety are safety procedures, personnel, equipment, and work conditions (Biggs et al., 2013; Griffin & Neal, 2000; Khalid et al., 2021).

LITERATURE REVIEW AND FRAMEWORK

Safety management has grown in recognition in the past twenty years. Safety management is any formal process that mandates organizations to adopt safe systems and maintain safe practices (Biggs et al., 2013; Khalid et al., 2021; Nordlöf et al., 2017). It places a significant amount of focus on established methods, procedures, standards, and policies that facilitate not only safe individuals but also a safe workplace (Khalid et al., 2021; Li & Li, 2009). Specifically, there are main elements that influence safety management and individuals' performance in organizations as follows.

Factors influencing safety management in organizations

Numerous factors can affect safety management in organizations. Salminen (1998) identified some elements that influence success or failure such as the shortage of financial resources and lack of experience. He also added that organization size matters as fewer accidents take place in large organizations. The reason is that they can hire full-time safety personnel (Salminen, 1998). Another research indicated that a lack of commitment toward safety from management or employees can increase the likelihood of incidents occurrence and, in turn, reduce the safety overall performance (Biggs et al., 2013; Hassan 2023). Later, scholars identified several factors that affect safety management in organizations, which involve organization size, safety culture, creditworthiness, projected profitability, return on assets, quick ratio, and each organization's priority that is focused on enhancing safety management practices (Hassan, 2020; Machfudiyanto & Latief, 2019; Nordlöf et al., 2017; Umar, 2020). In this study, the focus will be on safety culture, the size of an organization, an organization's priority, and projected profitability (Nordlöf et al., 2017; Umar, 2020; Wang et al., 2019).

Safety culture

One of the main factors that influenced organizations' safety management is safety culture (Ashebir et al., 2020; Nordlöf et al., 2017; Umar, 2020; Wang et al., 2019). Safety culture describes any shared beliefs, values, practices, and attitudes within a particular organization that prioritizes and promotes safety as an essential value (Biggs, 2013; Umar, 2020). It reflects the commitment of various organizations to create and maintain a safe working environment for employees (Hassan, 2020; Machfudiyanto & Latief, 2019; Umar, 2020). In particular, a positive safety culture not only complies with regulations but also fosters a mindset where individuals actively endorse and adhere to safe practices (Machfudiyanto & Latief, 2019). In justification, a strong safety culture involves leadership commitment, employee involvement, communication, training, education, continuous improvement, recognition, positive reinforcement, incident investigation, and safety integration (Ashebir et al., 2020; Williams et al., 2019). Eventually, a positive safety culture minimizes the risk of accidents and injuries and, consequently, enhances overall organizational performance and employees' well-being (Hassan 2021d; Umar, 2020; Wang et al., 2019).

Organization size

The size of an organization has a substantial impact on how safety management is approached and implemented (Champoux & Brun, 2003; Nordlöf et al., 2017; Sönderstrup-Andersen et al., 2010). Hence, small organizations experience more issues related to SM than bigger ones (Champoux and Brun, 2003). While, accidents are less frequent in large organizations, as they are capable of employing full-time safety personnel, allocating more funds for safety precautions at the workplace, and demonstrating greater knowledge about security practices (Salminen, 1998). This indicates that large and small organizations confront unique challenges and opportunities in managing safety (Champoux & Brun, 2003). Also, the adopted strategies may differ from them (Hassan, 2020; Sönderstrup-Andersen et al., 2010). In clarification, organization size can affect safety management in terms of the complexity of

operations, regulatory compliance, resources, budgets, flexibility, adaptability, training, education, communication, and engagement (Champoux & Brun, 2003; Hassan 2021c; Nordlöf et al., 2017; Sönderstrup-Andersen et al., 2010).

Organization priority

Regardless of size, all organizations should have the ability to prioritize safety as a core aspect of their operations (Nordlöf et al., 2017; Sönderstrup-Andersen et al., 2010). In detail, organizations prioritize safety management by implementing inclusive safety programs and practices. This includes initiating a safety culture that emphasizes the well-being of all involved individuals (Biggs, 2013; Chileshe & Dzisi, 2012; Hassan, 2021b). Organizations prioritize SM through the effective utilization of some components such as risk assessment; safety policies and procedures; emergency response planning; training; incident reporting and investigation; safety equipment and personal protective gear; continuous improvement; and leadership commitment (Hassan 2021c, Khalid et al., 2021; Machfudiyanto & Latief, 2019; Umar, 2020). Accordingly, prioritizing safety management in organizations creates a secure and healthy work environment, which, in turn, brings several benefits, such as individuals' well-being, productivity; employee morale; reduced absenteeism; legal compliance; cost savings; enhanced reputation; and operational continuity (Bavafa et al., 2017; Gunduz & Ahsan, 2018; Hassan 2023b; Hassan, 2021b; Khalid et al., 2021).

Projected profitability

Safety management has a major influence on the projected profitability of an organization (Eling et al., 2022; Florczak, 2002; Hassan 2021d, Nordlöf et al., 2017). Whereas the relationship may not always be directly apparent, effective SM contributes to organizations' profits in different ways (Hassan 2023, Madsen, 2013; Matthews, 2000; Walters & Bailey 2013). For example, reduced costs, increased productivity, minimized downtime, compliance, legal costs, brand image, customer loyalty, employee retention, recruitment, investor confidence, operational efficiency, and long-term sustainability are financial success attributes that are immediately linked to SM (Eling et al., 2022; Florczak, 2002; Hassan, 2021b). Ultimately, safety management is not only a cost center but also a strategic investment that positively affects organizational performance. By promoting a safe and healthy work environment, companies can reduce risks, increase productivity, and contribute to enhancing projected profitability over the long term (Florczak, 2002; Hassan, 2020; Madsen, 2013; Walters & Bailey 2013).

Individuals' performance in organizations

Many factors affect individuals' performance in organizations that adopt effective safety management practices (Li & Li, 2009; Lu et al., 2020). For instance, Abas et al. (2020) discovered that numerous factors can lead to better individual performance. These factors include more safety inspections, more safety-focused time, senior management is supportive of safety, and team turnover is lower. Other scholars have identified indicators for individuals' performance regarding safety such as leadership and supervision; safety equipment; personal accountability; experience and competence; organizational policies; safety procedures; attitudes and perceptions; safe working conditions; training, safety personnel's motivation and incentives; communication; fatigue and stress; and feedback and learning (Gunduz & Ahsan, 2018; Hassan 2022; Hassan, 2021a; Sönderstrup-Andersen et al., 2010). However, in this study, compliance with the safety policies and procedures; personnel accountability; Personal protective equipment; and safe working conditions are selected to be the factors that significantly impact individual performance in an organization that utilizes safe management, based on literature (Awolusi et al., 2017; Biggs et al., 2013; Hassan, 2023a).

Safety procedures

Safety procedures play an important role in ensuring a safe work environment (DeArmond et al. 2011; Lu et al., 2020; Sönderstrup-Andersen et al., 2010). The relationship between safety procedures and individuals' performance toward SM is intricate and has implications for individuals' well-being in organizations (Ashebir et al., 2020; Li & Li, 2009). Safety procedures present the guidelines and rules that employees should follow to sustain a safe workplace. Individual performance is directly linked to one's aptitude to comply with these procedures (Lu et al., 2020; Sönderstrup-Andersen et al., 2010). some of how safety procedures are linked to individual performance are related to employees' compliance and

adherence; ability to reduce risk, response to various emergencies, adequacy of communication, maintenance of a positive workplace culture, increasing productivity, and enhancing overall well-being (Gunduz & Ahsan, 2018; Hassan, 2021a; Lu et al., 2020). Further, the relationship between safety procedures and individuals' performance is multifaceted. Compliance with safety protocols not only encourages a secure work environment but also reflects an individual's commitment to everyone's well-being, including themselves. Organizations benefit from individuals who constantly prioritize safety, as it contributes to a positive workplace culture as well as overall operational efficiency (Li & Li, 2009; Lu et al., 2020).

Safety personnel

The availability of safety personnel in an organization can have a major impact on individuals' performance toward safety. Dedicated safety professionals have the needed knowledge and expertise to improve overall safety compliance, awareness, and response within a particular organization. The availability of safety personnel relates to individuals' safety performance, as safety personnel offer safety guidance, safety training, prompt response to incidents, and regular safety inspections and audits (Awolusi et al., 2017; Biggs et al., 2013; Hassan, 2023; Li & Li, 2009). In addition, safety personnel provide the necessary support to create a safety-conscious work environment (Awolusi et al., 2017; Li & Li, 2009). Whenever safety personnel are involved, individuals engage in safe practices, contribute to a positive safety culture, and respond efficiently to safety-related challenges (Ashebir et al., 2020; Hassan, 2021a; Awolusi et al., 2017).

Safety Equipment

The availability of safety equipment in organizations influences individual performance in different ways (Sönderstrup-Andersen et al., 2010; Li & Li, 2009). Ensuring that employees have access to the needed safety equipment is not only a legal and ethical requirement but also a strategic investment in an organization's productivity and well-being (Hassan, 2021a; Lu et al., 2020). In addition, knowing that an employer prioritizes safety can boost individuals' morale and job satisfaction (Gunduz & Ahsan, 2018; Lu et al., 2020). At the same time, the availability of safety equipment minimizes the frequency of workplace accidents and injuries, which lowers the rate of absenteeism that could take place due to health-related issues (Lu et al., 2020; Sönderstrup-Andersen et al., 2010). In general, the availability of safety equipment is a main factor that impacts individuals' performance in organizations. It not only protects individuals from harm but also maintains employee satisfaction, a positive work environment, and overall organizational success (Gunduz & Ahsan, 2018; Li & Li, 2009).

Safe working conditions

Safe working conditions are important for individuals' performance towards safety (Fernández-Muñiz et al., 2017; Kattan & Hassan, 2010; Nawi et al., 2016). The work environment has a crucial role in shaping how individuals behave and make decisions relevant to safety (Wei et al. 2021). Safe working conditions are also necessary for promoting a positive safety culture and enhancing individuals' performance in organizations (Fernández-Muñiz et al., 2017; Hassan, 2023b). In justification, safe working conditions prevent injury, reduce risk Reduction, assure compliance with Regulations, increase focus on Safety Practices, contribute to a positive safety culture, and minimize safety direct or indirect costs (Nawi et al., 2016; Wei et al. 2021). Eventually, organizations that prioritize and invest in safe working conditions secure benefits in terms of employees' well-being, productivity, and long-term sustainability (Griffin & Neal, 2000; Kattan & Hassan, 2010; Wei et al. 2021).

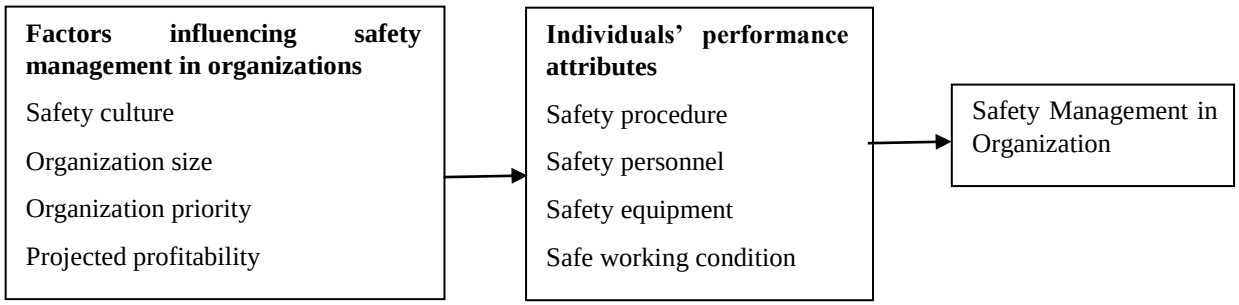
CONCEPTUAL FRAMEWORK FOR SAFETY MANAGEMENT AND INDIVIDUALS' PERFORMANCE

Considering the perceptions discussed in the previous two sections, there is a relationship between safety management and individuals' performance in organizations (Griffin & Neal, 2000; Fernández-Muñiz et al., 2009; Mossink, 2002; Smallman & John, 2001; Yanar, 2020). the main elements of safety management are the availability of a positive safety culture, recognizing the safety challenges associated with the organization's size, prioritizing safety in the organization priority, and increasing profitability by assuring a long-term safe environment (Biggs et al., 2013; Machfudiyanto & Latief, 2019; Nordlöf et al., 2017; Umar, Wang et al., 2019). Moreover, the key factors that influence individuals' performance are their compliance with safety procedures, availability of safety key personnel, adequate

use of safety equipment, and maintaining safe working conditions (Awolusi et al., 2017; Li & Li, 2009; Lu et al., 2020; Gunduz & Ahsan, 2018; Sönderstrup-Andersen et al., 2010). Accordingly, the conceptual framework of this study is illustrated in Figure 1 and the following hypothesis can be proposed:

H1: There is a significant relationship between safety management and individuals' performance.

Figure 1: Conceptual framework for safety management and individuals' performance



RESEARCH METHODOLOGY

A quantitative research approach can effectively be used when examining the relationship between two variables and their statistical findings (Gelo et al., 2008). The quantitative data collection method was selected because it helps in defining correlation as well as attracting individuals' attention and actions (Gelo et al., 2008). This method is objective and free of the subjectivity that characterizes qualitative research (Gelo et al., 2008). The quantitative research approach also develops a better understanding of individual safety needs or views and initiates a culture of safety in organizations (Gelo et al., 2008; Khan et al., 2016; Zou et al., 2009). In addition, Khan (2019) used the quantitative method in his study of safety management and how to improve their modeling. Zou et al. (2009) investigated the research techniques applied to construction safety using this approach. Accordingly, this study adopts a quantitative method to study the relationship between the key variables that are SM and IP.

This research was conducted in an academic organization located in Al Ain, United Arab Emirates. Data were collected in 2022 from the middle of September to the middle of November, a one-month duration. All participants who volunteered to participate in this study were informed about its purpose, benefits, and associated issues using informed consent. Participants signed the consent that was displayed before the survey had started. 500 questionnaires were distributed online, and a 47 percent response rate revealed a total of 250 questionnaires. All of the collected questionnaires were used, as any missing data in any questionnaire were predicted by the Statistical Package for the Social Sciences (SPSS). In turn, the study was empowered with a total of 250 questionnaires. Hitherto, the SPSS was also used in this study to investigate and analyze the relationship between SM and IP. Using this software factor analysis was also performed to identify the weak factors to examine the significance of the selected factors. This was followed by a linear regression test to determine and assess the linear association between the SM and IP. The regression test helped in not just identifying the type of relationship between the two variables of the study but also clarifying the strength or degree of this association.

The scale items taken from previous studies were merged into the questionnaire and measured using the Likert scale. This scale is widely adopted for measuring or ranking scale items in questionnaires. In addition, the precise number of items borrowed for the four independent variables safety culture, organization size, organization priority, and projected profitability; and the exact number of items for the dependent variable's safety procedure, safety personnel, safety equipment, and safe working conditions have been summarized in Table 1. On top of demonstrating the sources, the table has also attached the items used to reflect the adequacy of the adopted scale and to reflect the targeted variable.

Table 1: The Measurements of the Measures.

Variables	Items adopted	References	Example items
Safety Management			
Safety culture	4	Ashebir et al., 2020; Biggs, 2013; Umar, 2020; Nordlöf et al., 2017; Wang et al., 2019; Williams et al., 2019	1. continuous improvement of safety systems. 2. safety integration (rules, policies, procedures, etc). 3. leadership commitment. 4. commitment to improvement.
Organization size	3	Champoux & Brun, 2003; Nordlöf et al., 2017; Sönderstrup-Andersen et al., 2010	1. complexity of operations. 2. regulatory compliance. 3. budget and resources.
Organization priority	3	Bavafa et al., 2017; Gunduz & Ahsan, 2018; Khalid et al., 2021; Nordlöf et al., 2017;	1. individuals' well-being. 2. employee morale and productivity. 3. reduced absenteeism.
Projected profitability	2	Eling et al., 2022; Florczak, 2002; Madsen, 2013; Nordlöf et al., 2017; Smallman & John, 2001; Walters & Bailey 2013	1. reduced costs, increased productivity, minimized downtime. 2. brand image and long-term sustainability.
Individuals' Performance			
Safety procedure	3	Ashebir et al., 2020; DeArmond et al. 2011; Gunduz & Ahsan, 2018; Kattan & Hassan, 2010; Lu et al., 2020	1. ability to reduce risk. 2. respond to various emergencies. 3. maintenance of a positive workplace culture.
Safety Personnel	3	Ashebir et al., 2020; Awolusi et al., 2017; Biggs et al., 2013; Li & Li, 2009	1. safety guidance. 2. safety training. 3. regular safety inspections and audits.
Safety equipment	2	Gunduz & Ahsan, 2018; Lu et al., 2020; Sönderstrup-Andersen et al., 2010	1. protects individuals from harm. 2. maintains employee satisfaction and a positive work environment
Safe working conditions	3	Fernández-Muñiz et al., 2017; Kattan & Hassan, 2010; Nawi et al., 2016; Wei et al. 2021	1. prevent injury. 2. reduce risk. 3. focus on safety practices.

RESULTS

Demographics

The demographics of the participants are an integral part of any statistical analysis. Therefore, this study has conducted an adequate analysis of the collected sample properties, involving the demographical information of the participants that was gathered using an online questionnaire. The present study included 250 valid participants working at the same organization. The sample comprised 100 male and 150 female participants, which accounted for 40 percent and 60 percent of the total sample respectively as shown in Table 2.

Table 2: Gender Frequency of Participants.

	Gender	
	N	%
Male	100	40%
Female	150	60%

The majority of the respondents (62.8 percent) were in age ranging from 18 to 25 years. Table 3 demonstrates the age range of the respondents. Only 1.6 percent of the respondents were above 55 years old.

Table 3: Age Range of Participants.

Age		
	N	%
18 – 25	157	62.8
26 – 35	57	22.8
36 – 45	26	10.4
46 - 54	6	2.4
Over 55	4	1.6

The majority of the respondents (32.4 percent) are from the College of Health Science. Only 8.4 percent of the participants are from the College of Law, as shown in Table 4.

Table 4: College of Participants.

College		
	N	%
College of Health Sciences	81	32.4
College of Business	48	19.2
College of Art and Science	40	16
College of Engineering	49	19.6
College of Law	21	8.4
Other	11	4.4

The data concerning the professional status of the participants was also collected, which showed that the majority of the participants (80.8 percent) were college students. Where, as the faculty and staff who participated were 8.8 percent and 10.4 percent, respectively, as presented in Table 5.

Table 5: Professional Status of Participants.

Professional Status		
	N	%
Student	202	80.8
Faculty	22	8.8
Staff	26	10.4

Factor Loading

Table 6 illustrates the factor analysis summary in the rotated component matrix. The threshold value for the factor loading should be ideally greater than 0.5 or 0.7, meaning that only values with a factor loading above 0.5 or 0.7 would appear in the rotated component matrix (Hair et al., 2010). Table 6 demonstrates that items of every variable are shown in separate columns, confirming the absence of cross-loading among items. Besides, it can be observed that none of the items was deleted. The reason is that they have factor loading in the adequate range, which signifies their suitability for the measurements of the respective constructs.

Table 6: Factor Values.

No.	SM Factors	Value	No.	IP Factors	Value
1	SC 1	0.561	1	SP1	0.784
2	SC 2	0.527	2	SP2	0.799
3	SC 3	0.810	3	SP3	0.804
4	SC 4	0.781	4	SPE1	0.826
5	OS1	0.707	5	SPE2	0.671
6	OS2	0.180	6	SPE3	0.795

7	OS3	0.718	7	SE1	0.794
8	OP1	0.721	8	SE2	0.830
9	OP2	0.791	9	SWC1	0.852
10	OP3	0.737	10	SWC2	0.519
11	PP1	0.820	11	SWC3	0.781
12	PP2	0.767			

Hypothesis Testing

After confirming the adequacy of the measurement model, the SPSS was used to compute the total of the dependent variable (safety management) by adding its attributes (SC, OS, OP, and PP). It was also used to compute the total of the independent variable (individuals' performance) by adding its factors (SP, SPE, SE, and SWC). Then, the regression analysis was applied to test the hypothesis and clarify the relationship between the dependent and independent variables. The findings of the analysis indicate that safety management had a significant and positive impact on an individual's performance. The evidence is the significance value, which is less than 0.001 as shown in Table 7. Accordingly, it can be estimated from the results that adequate SM significantly enhances the IP as illustrated in Figure 2 (positive linear relationship) and Figure 3 (normal distribution histogram).

Table 7: Compute variable analysis – linear regression significant value.

	Sig.
Regression	< .001
a. Dependent variable: Total Individuals' Performance b. Predictor (Constant): Safety Management	

Figure 2: Normal P-P Plot for regression.

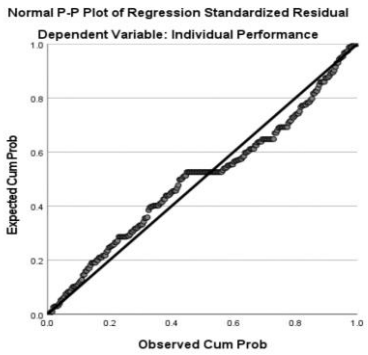
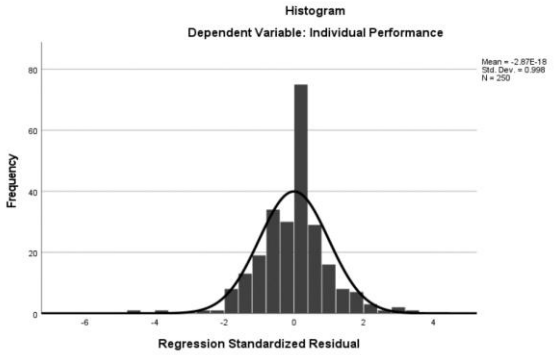


Figure 3: Normal distribution histogram.



DISCUSSION

The present study intended to examine the impact of safety management factors on individuals' performance. The study hypothesis predicted a significant impact of SM attributes (SC, OS, OP, and PP) on individuals' performance attributes (SP, SPE, SE, and SWC). The findings indicate that individuals should be mindful of the influence of safety management practices on individuals' performance. The findings also demonstrate awareness about the consequences of safe practices, as they positively enhance individuals' overall performance. Consequently, effective management practices can be achieved through maintaining a positive safety culture; meeting the safety needs of an organization considering its size; making safety one of the main priorities; and understanding that long-term safety will lead to the projected profitability (Ashebir et al., 2020; Biggs et al., 2013; Machfudiyanto & Latief, 2019; Nordlöf et al., 2017; Umar, Wang et al., 2019). At the same time, it is important to monitor individuals' performance attributes to make sure that all concerned individuals are following the available safety procedures; cooperating with safety personnel; wearing or using adequate safety equipment; and completing their

tasks under safe working conditions (Awolusi et al., 2017; Gunduz & Ahsan, 2018; Hassan 2022; Li & Li, 2009; Lu et al., 2020; Sönderstrup-Andersen et al., 2010). Numerous scholars have agreed with the results of this study. For example, Mossink (2002) pointed out that safety management is beneficial to both employees, who are affected by accidents, and the business as a whole because it helps save expenses and increase profits. Fernández-Muñiz et al. (2009) argued that individuals' performance in aspects of safety, economic growth, and competition is significantly improved by safety management. (Li & Li, 2009) added that safety management practices could substantially improve an individual's performance. Whereas, Yanar (2020) stated that dedication to safety management leads to better individual performance.

CONCLUSION

To maintain a safe workplace, it is utilizing adequate safety management practices (Awolusi et al., 2017; Biggs et al., 2013). The reason is that safety management reduces risks and prevents numerous accidents from happening (Gunduz & Ahsan, 2018; Li & Li, 2009). This study examined the factors that influence safety management and individuals' performance. Safety culture, organization's size, organization priority, and projected profitability are factors that have an impact on safety management (Biggs et al., 2013; Hassan 2021d; Machfudiyanto & Latief, 2019; Nordlöf et al., 2017; Umar, Wang et al., 2019). While, the availability of safety procedures, safety personnel, safety equipment, and maintaining safe working conditions are factors that influence individuals' performance toward safety (Awolusi et al., 2017; Li & Li, 2009; Lu et al., 2020; Gunduz & Ahsan, 2018; Sönderstrup-Andersen et al., 2010). Ultimately, the study emphasized that there is a direct positive relationship between safety management and individuals' performance (Fernández-Muñiz et al., 2009; Mossink, 2002; Smallman & John, 2001; Yanar, 2020). Further, the present study has two main limitations. First, all of the variables in the research framework are from the individuals studying or working in one organization. Second, time constraints affected the results, as the study data were collected in two months only. Furthermore, this study has practical implications such as adopting efficient safety management systems, hiring more key personnel for safety, and allocating sufficient budget to maintain safety in the workplace (Ashebir et al., 2020; Eling et al., 2022; Hassan 2022; Madsen, 2013; Nordlöf et al., 2017; Smallman & John, 2001). Besides, it is recommended that the future investigates the outcome of this study in numerous workplaces.

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