Workplace Safety Regulations and Organizational Outcomes: A Systematic Review of Employee Behavioral Responses and Productivity Trends

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ABSTRACT

Workplace safety policies are crucial for enhancing productivity and fostering a positive work environment. Various psychological and physical factors influence workplace dynamics, making it essential to understand their interactions for effective management. Ensuring a safe and secure work environment increases employee engagement, reduces absenteeism, and fosters a culture of accountability, ultimately improving organizational efficiency. This systematic review examines the effectiveness of workplace safety policies on employee behavior and productivity by analyzing factors such as toxic workplace environments, managerial roles, and safety frameworks. By prioritizing robust safety measures, organizations can enhance employee well-being, improve work culture, and drive overall success. The study identified 21 relevant research papers through an extensive bibliographic search across multiple academic databases, including PubMed, Google Scholar, CINAHL, and ProQuest, covering studies published between 1990 and 2025. The PICO methodology was employed to structure the research approach and refine key concepts. Findings indicate that workplace safety policies significantly impact employee behavior, highlighting the necessity of effective regulations and interventions. Implementing long-term studies and controlled trials can help organizations refine safety protocols, reduce workplace risks, and improve productivity. Ultimately, prioritizing workplace safety benefits employees and strengthens overall industry performance.

Keywords: *Workplace Safety Policies, Organizational Productivity, Employee Behavior, Systematic Review*

1. *INTRODUCTION*

In a general sense, work refers to any activity involving mental or physical effort done in order to achieve a result. Working is commonly understood as the act of engaging in professional activities (Rosso et al., 2010). Health results from a complex interplay of physiological, psychological, personal, and organizational resources, as well as the stress imposed by physical and social environments at work and home. This multifaceted relationship emphasizes the need for organizations to address both individual and contextual factors to promote overall well-being (Clements-Croome, 2017; Voordt & Jensen, 2023; Zanardi & Martin, 2020). A healthy workplace environment is crucial for maintaining positive outcomes, especially in stressful situations (Kodarlikar & Umale, 2020; Mikkelsen et al., 2017). The quality of the work environment significantly influences employee motivation and happiness, which in turn affects productivity and efficiency. One technique to enhance the office environment is by its safety policies (Sarode & Shirsath, 2014). A positive workplace environment benefits the organization as a whole. Companies that prioritize a health and safety

culture often see increased sales and profitability. Happy, safe and healthy employees tend to stay longer, which reduces turnover costs and enhances team stability. Additionally, organizations with strong corporate cultures attract top talent, as prospective employees are drawn to environments that prioritize their well-being (Kodarlikar & Umale, 2020; Wilson, 2019). When employees feel supported and valued, they are more likely to be engaged and committed to their roles. This engagement leads to improved performance and a reduction in absenteeism and turnover rates, both of which are vital for maintaining operational efficiency and minimizing costs associated with hiring and training new staff (Chinda et al., 2012; Hafeez et al., 2019; Kodarlikar & Umale, 2020; Leblebici, 2012; Mikkelsen et al., 2017; Taheri et al., 2020). The impact of workplace safety policies on employee behavior and organizational productivity is significant, as evidenced by various studies and practices. Employees are vital assets to any organization, and their productivity is closely linked to the safety climate established within the workplace. To effectively meet workers' safety needs and enhance motivation, management must prioritize the establishment of robust health and safety programs. Such programs should be comprehensive and well-implemented to ensure their success across all facets of the organization. A commitment to workplace safety not only protects employees but also fosters a culture of accountability and proactive engagement in safety practices (Akpan, 2011). Such programs are designed to maximize the physical, mental, and emotional health of employees and not only cause benefit to the individuals but also contribute to the overall success of the organization. Ultimately, successful initiatives aimed at fostering a safe workplace should be reflected in both financial performance and the everyday lives of employees. By prioritizing these safety practices, organizations can cultivate a culture that values employee well-being, leading to lower accident rates, improved morale, and higher productivity. Engaging employees in safety decisions and promoting a supportive environment can further enhance this culture, resulting in a more resilient and effective workforce (Etruly & Nafi'ah, 2023; Li, 2022). Improving performance within organizations is a multifaceted endeavor that can be significantly enhanced by intensifying efforts to increase both output levels and quality. Achieving these goals necessitates a concerted effort from employees in their task performance. However, the effectiveness of this employee engagement is heavily influenced by workplace safety conditions (Akpan, 2011). Effective supervision, along with a supportive work environment including considerations for task layout, safety, security, electricity, and furniture as components under investigation through workplace safety policies, plays a significant Impact on employee job satisfaction and productivity (Al Doghan & Juhari, 2024; Osibanjo et al., 2015). Safety culture encompasses the collective values, attitudes, perceptions, competencies, and behaviors that shape an organization's commitment to health and safety management. Its manifestation can differ significantly across countries, notably due to diverse backgrounds in race, nationality, religion, and community (Cox & Flin, 1998). In this context, fostering a positive safety culture necessitates prioritizing employee involvement and satisfaction. These elements are crucial as they drive continuous improvement, ultimately enhancing overall productivity (Bayram, 2022; Chinda et al., 2012; Lari, 2024; Mutegi et al., 2023). Since implementing safety workplace practices has a direct and indirect relationship with improving employee well-being and enhancing organizational performance, the five primary categories of these practices include 1) Balance between work and personal life, 2) Opportunities for employee growth and development, 3) Health and safety measures, 4) Employee recognition, and 5) Participation and involvement of employees. The effectiveness of these practices in achieving positive organizational outcomes is contingent upon effective internal communication and the alignment of these practices with the organizational context (Grawitch et al., 2006; Kirsten, 2010; Nielsen et al., 2017). Understanding the work environment is crucial because it encompasses a range of elements that can either facilitate or hinder employee performance. Factors such as workplace rewards, training and development opportunities, supervisor support, and the physical conditions of the work environment play pivotal roles in shaping employee experiences and outcomes (Ahmad, 2022; Iman et al., 2023; Nderitu & Ndeto, 2019). To assess the appropriateness of workplace safety regulations, organizations can employ various measurement methods, such as surveys to gauge employee perceptions of safety, tracking incident reports to identify patterns, and analyzing productivity metrics pre- and post-implementation of safety measures. These assessments provide valuable insights into the effectiveness of safety policies and highlight areas for improvement (Gunningham & Bluff, 2009; Policy et al., 2021). The significance of productivity cannot be overstated; it is essential for organizational success as it directly influences profitability and operational efficiency. A productive workforce is engaged, motivated, and committed to their roles, which leads to better performance outcomes (Auer et al., 2005; Mohezar et al., 2021; Scur et al., 2019; Wilson, 2019). In fostering a positive workplace culture, behaviors such as collaboration, accountability, and proactive engagement are vital. These behaviors can be enhanced through robust safety policies that encourage employees to take ownership of their safety and that of their colleagues. This approach

is often referred to as a safety-first mindset, where employees feel empowered to prioritize safety in their daily tasks. By creating an environment where safety is a shared responsibility, organizations can cultivate a culture that not only reduces accidents but also boosts morale and productivity among employees (Aderamo et al., 2024; Benson et al., 2024; Khan, 2024). In conclusion, addressing the gap in knowledge regarding workplace safety policies is essential for developing comprehensive strategies that not only protect employees but also foster a supportive environment. By focusing on empowering safety advocates and identifying the key components of successful interventions, organizations can create safer workplaces that enhance employee morale, reduce incidents, and significantly develop productivity. Effective workplace safety policies lead to a culture where employees feel valued and engaged, which in turn encourages them to take ownership of their safety and that of their colleagues. This proactive approach cultivates a safety-first mindset, where employees are more likely to communicate openly about safety concerns and contribute to continuous improvement efforts. Ultimately, prioritizing workplace safety not only mitigates risks but also enhances overall organizational performance by improving employee behavior and productivity. By investing in robust safety policies and practices, organizations can achieve a dual benefit: safeguarding their workforce while simultaneously driving productivity and operational efficiency.

2. METHOD

2.1 |Aim

The research questions addressed in this review were: (1) "What are the effects of workplace safety policies on employee behavior and productivity across different industries and cultural contexts?" (2) "What are the most essential or effective components of workplace safety policies?" and (3) "What could be the consequences of not having effective safety policies in the workplace?" This review aimed to (1) summarize available studies and associated evidence regarding the effects of workplace safety regulations on enhancing employee behavior and productivity, (2) identify the critical components that contribute to effective workplace safety policies, and (3) explore the potential risks and negative outcomes associated with inadequate safety measures, including increased accidents, decreased morale, and reduced organizational performance.

2.2 |Design

We conducted a scoping review to identify published and grey literature that evaluated workplace safety policies and their effects on employee behavior and productivity. Additionally, this evidence synthesis approach could address an exploratory research question aimed at mapping core concepts of workplace safety. The procedure for this review followed the five stages set out in Arksey and O'Malley's (Arksey & O'Malley, 2005) methodological framework for scoping studies, including: 1) Defining the research questions; 2) Identifying relevant studies; 3) Selecting studies; 4) Charting the data; and 5) Collating and summarizing the findings. The review was reported according to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses guidelines (Tricco et al., 2018)

2.3 |Search Method

A comprehensive literature search was performed to identify published research articles and pertinent grey literature (e.g., theses, research reports, and news articles) published between 1990 and 2025, with a focus on workplace safety policies and their impact on employee behavior and productivity. Given the significant evolution of workplace safety standards over the past three decades, it was crucial to include only up-to-date evidence. Most of the researched papers are submitted during these past two decades. We searched nine commonly used electronic databases for published research articles: Base, Google Scholar, ProQuest, PubMed, EconLit, PsycINFO, Wiley, CINAHL, and the Cochrane Library. The search terms using MeSH keywords utilized were: [(safety policies) OR (workplace safety)] AND [(employee behavior) OR (productivity) OR (work environment)] AND [(occupational health) OR (workplace injuries) OR (employee well-being)] (Table 2). Furthermore, three additional electronic databases were explored for unpublished grey literature and research theses/dissertations: Google Scholar, ProQuest Dissertations and Theses Global, and EthOS-Dissertation. Further literature was identified by screening the reference lists of the included articles to ensure comprehensive coverage. To optimize our search results, we also examined relevant forums and scholarly discussions/reports. All database searches were conducted between June 1 and November 11, 2024. Following the removal of duplicates, two researchers (M. E. and A. M.) independently assessed the titles and abstracts of all articles retrieved from the databases. The full texts of potentially eligible articles were then independently

reviewed by two researchers (D. S. and M.E.). Additionally, the two researchers independently reviewed the reference lists of the studies included in this review to avoid duplication of primary studies across the sources.

2.3.1. Criteria for inclusion/exclusion

English-language articles published between 1990 and 2025 were included, encompassing studies of various designs as well as grey literature from diverse workplace contexts and cultures. A final filter for open-access availability was applied to ensure accessibility. Particular emphasis was placed on the credibility and reliability of sources, with peer-reviewed research serving as the cornerstone of this systematic review. This rigorous approach facilitated the identification of a comprehensive range of perspectives and findings, providing nuanced insights into the influence of workplace safety policies on employee behavior and productivity across different organizational environments.

2.4 |Search outcomes

Figure 1 illustrates the PRISMA flow diagram for this review. In total, 697,699 articles were identified from the 12 electronic databases, a secondary search, and other sources, of which 190,309 were eliminated as duplicates. The titles and abstracts of the remaining 507,390 articles were reviewed, and 292 articles underwent full-text screening. Of these, 78 articles were excluded. Reasons for exclusion included that the articles were not relevant to the research question (n = 67), did not focus on workplace safety policies (23), were not conducted in workplace settings (n = 35), or did not involve employee behavior and productivity (n = 27). Moreover, 38 articles were excluded due to the unavailability of full text, and 3 were excluded because their results were outdated. Finally, 21 articles were included in this review. A data charting form was created by the research team. Two researchers (A. M. and M. E.) independently charted the data and subsequently compared their results. Regular research team meetings were conducted to improve agreement and accuracy in data analysis and interpretation. Any disagreements or conflicts regarding data extraction were addressed and resolved during these meetings (Figure 1).

Table 1 Definition of the components of the Systematic Review PICO.

Acronym	Definition
P (Population)	Employees in various industries affected by workplace safety policies
I (Intervention)	Implementation of workplace safety policies and training programs.
C (Comparison)	Work environments without structured safety policies or minimal safety training
O (Outcome)	Changes in employee behavior (e.g., compliance, risk-taking) and organizational productivity (e.g., efficiency, accident rates)

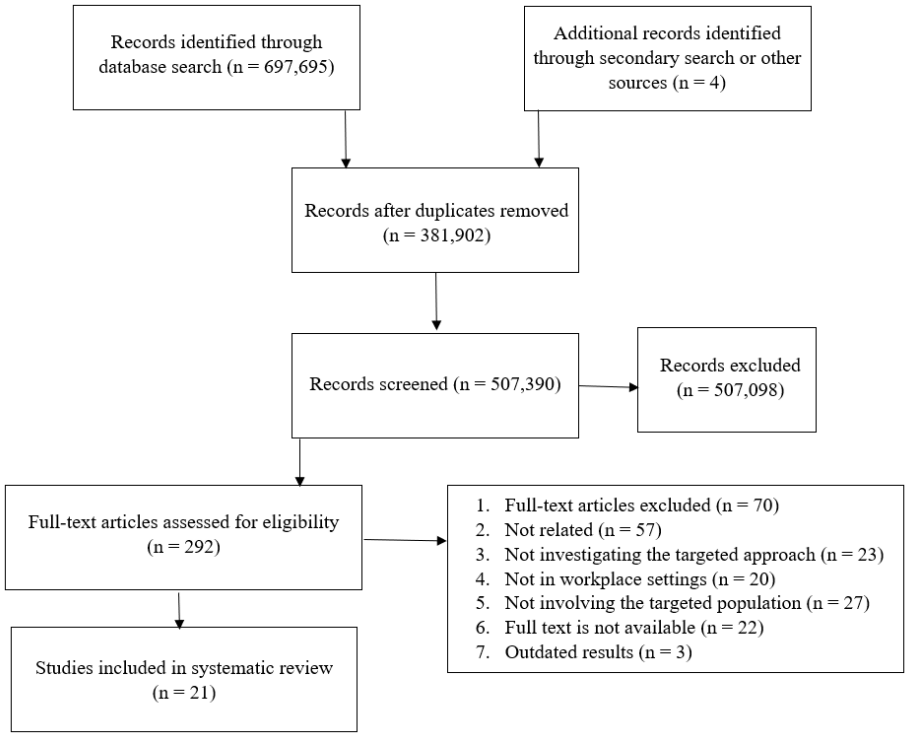


Figure 1 The PRISMA flow diagram

Table 2 Overview of Keywords Utilized Across Various Databases for Research

Databases	Keywords	Total
PubMed	safety policies OR workplace safety AND employee behavior	412
Base	safety policies OR workplace safety AND employee behavior	1779
Google Scholar	safety policies OR workplace safety AND employee behavior	17800
CINAHL	safety policies OR workplace safety AND employee behavior	4024
Wiley Online Library	safety policies OR workplace safety AND employee behavior	129079
Cochrane Library	safety policies OR workplace safety AND employee behavior	1
PsycINFO (APA)	safety policies OR workplace safety AND employee behavior	43
EconLit	safety policies OR workplace safety AND employee behavior	0
ProQuest	safety policies OR workplace safety AND employee behavior	9752729
PubMed	workplace safety AND employee behavior OR productivity	381808
Base	workplace safety AND employee behavior OR productivity	4927
Google Scholar	workplace safety AND employee behavior OR productivity	16700
CINAHL	workplace safety AND employee behavior OR productivity	5000

Wiley Online Library	workplace safety AND employee behavior OR productivity	35047
Cochrane Library	workplace safety AND employee behavior OR productivity	1
PsycINFO (APA)	workplace safety AND employee behavior OR productivity	42
EconLit	workplace safety AND employee behavior OR productivity	0
ProQuest	workplace safety AND employee behavior OR productivity	11120433
PubMed	Work environment AND Occupational health OR Workplace injuries	3083
Base	Work environment AND Occupational health OR Workplace injuries	8661
Google Scholar	Work environment AND Occupational health OR Workplace injuries	228
CINAHL	Work environment AND Occupational health OR Workplace injuries	5000
Wiley Online Library	Work environment AND Occupational health OR Workplace injuries	43575
Cochrane Library	Work environment AND Occupational health OR Workplace injuries	2
PsycINFO (APA)	Work environment AND Occupational health OR Workplace injuries	19
EconLit	Work environment AND Occupational health OR Workplace injuries	0
ProQuest	Work environment AND Occupational health OR Workplace injuries	1133110
PubMed	Safety policies AND Productivity OR Employee well-being	٤٩٠٤٦
Base	Safety policies AND Productivity OR Employee well-being	٦٨٨٥
Google Scholar	Safety policies AND Productivity OR Employee well-being	٦٩٦٠٠
CINAHL	Safety policies AND Productivity OR Employee well-being	٢٩٣٠
Wiley Online Library	Safety policies AND Productivity OR Employee well-being	٤٢٦٨٢٦
Cochrane Library	Safety policies AND Productivity OR Employee well-being	١
PsycINFO (APA)	Safety policies AND Productivity OR Employee well-being	٥٤
EconLit	Safety policies AND Productivity OR Employee well-being	١٦٦٤٥١
ProQuest	Safety policies AND Productivity OR Employee well-being	٣٠٤٥٤٦٦

3. *RESULTS*

Findings from various studies indicate that the effective implementation and formulation of workplace safety policies lead to significant changes in employee behavior and productivity. These policies not only enhance compliance and reduce risk-taking behaviors but also contribute to overall organizational efficiency. The results examined in the reviewed articles are summarized in Table 3, highlighting the diverse impacts of safety regulations on employee performance and workplace dynamics.

Table 3 Information related to the studies conducted in the field of Workplace Safety policies, empolyee's behavior and productivity

Num	Name	Authur	year	method	Increase in production	Conclusion

1	An investigation of relationships between employees' safety and productivity	Chinda et al.	2012	the structural equation modeling technique	+	Safety culture, influenced by individual values and backgrounds, impacts organizational health. Employee involvement fosters improvement and productivity, explored through factor analysis in Thailand's textile industry.
2	Impact of workplace quality on employee's productivity: case study of a bank in Turkey	Leblebici	2012	Case Study	+	The workplace environment significantly affects employee motivation, performance, and productivity, analyzed in a foreign private bank in Turkey.
3	Workplace Safety and Employee Productivity of Manufacturing Firms in Kenya	Mutegi et al.	2023	domino theory + ross-sectional survey	+	This study evaluates workplace safety's impact on productivity in Kenyan manufacturing, finding significant effects from various safety programs on employee performance.
4	The Implications of Occupational Safety and Health, Discipline, and Motivation on Employee Performance and Productivity at PT. Sarana Warna Megah Surabaya	Iman et al.	2023	Probability sampling	+	The research examines how work discipline, motivation, and occupational safety impact employee performance at PT. Sarana Warna Megah, with 60 respondents showing significant influences on productivity.
5	Implementation of occupational safety and health (K3) for increasing employee productivity	Ahmad	2022	survey research	+	This study analyzes how occupational safety and health programs affect employee productivity at PT. Pertamina Makassar, using 62 respondents for data collection.
6	The impact of interventions on health, safety and environment in the process industry	Benson	2024	Mixed-methods		This study evaluates the impact of various interventions on health, safety, and environmental outcomes in the process industry, emphasizing their effectiveness in mitigating risks.
7	Components of an occupational safety and health communication research strategy for small-and medium-sized enterprises	Schulte et al.	2018	conceptual analysis	+	The study found that effective OSH communication in SMEs enhances productivity and promotes safer behaviors. A comprehensive research framework was developed to assess communication strategies and barriers.
8	An Assesment of Influence of Occupational Health and Safety on Employee Engagement in Public Entities	Z NKYA	2023	case study approach	+	This study assesses how occupational health and safety influences employee engagement at TANESCO, using 174 participants. Data were analyzed qualitatively and quantitatively, revealing safety culture enhances engagement and productivity.
9	Perceived Workplace Health and Safety Climates: Associations with Worker Outcomes and Productivity	Abigail et al.	2019	cross-sectional design	+	The study utilized self-reported data from 959 employees to analyze the impact of perceived workplace safety and health climates on productivity, revealing positive correlations with employee health behaviors and overall satisfaction.
10	The mediating effect of job satisfaction on health and safety policy management and	Morgan et al.	2021	quantitative analytical method	+	The study examined the mediating role of job satisfaction in the relationship between health and safety policy management and employee productivity in Nigerian manufacturing firms. Using a quantitative approach, data were collected via a

	employee productivity in manufacturing firms					questionnaire from 950 respondents. Descriptive statistics and multiple regression analysis were employed to analyze the data. The Sobel test confirmed that job satisfaction significantly mediates the relationship, with findings indicating that effective hazard prevention and risk assessment positively impact productivity.
11	Safety practice and employee productivity in selected mining firms in Ebonyi State, Nigeria	Orogbu et al.	2018	correlational design (Pearson correlation) with quantitative data (questionnaire)	+	The study explored the link between safety practices and employee productivity in Ebonyi State's mining firms, finding significant positive relationships between safety culture, procedures, and production output.
12	The effect of physical work environment, work safety, occupational health and work discipline on employee productivity	Rahmi et al.	2019	survey with judgment sampling sampling technique	+	the study exploring safety practices in mining firms in Ebonyi State, this research highlights the significant impacts of various workplace factors on employee productivity within the electricity sector. Both studies emphasize the importance of creating and maintaining a safe and supportive work environment to enhance productivity.
13	Effect of work safety and work healthy towards employee's productivity in PT. Sisirau Aceh Tamiang	Mora et al.	2020	quantitative research	+	This study employs quantitative analysis with a sample of 45 employees at PT. Sisirau Aceh Tamiang, utilizing multiple linear regression to assess how work safety and health impact productivity, revealing a 61.4% influence on productivity.
14	Effect of Workplace Safety and Health Practices on Employee Commitment and Performance in Steel Manufacturing Companies in Rwanda	Umugwaneza	2019	questionnaires, interviews, and observations survey	+	This study assessed the effects of workplace safety and health practices on employee commitment and performance in Rwanda's steel manufacturing sector. Data were collected from 229 respondents selected from a target population of 533 using questionnaires, interviews, and observations. Analysis via SPSS revealed that while employees recognize safety risks, many neglect to use Personal Protective Equipment (PPE) due to discomfort. The findings indicate that effective safety practices significantly enhance employee commitment and performance, suggesting that improved safety measures can boost overall productivity.
15	Speaking up about workplace safety: An experimental study on safety leadership	Bazzoli et al.	2020	experimental study	+	This study examines how different safety leadership styles influence employees' safety voice behaviors, utilizing scenarios with 103 participants. Findings indicate transformational leadership enhances promotive safety voice, while transactional leadership promotes preventive voice, impacting organizational safety and productivity.
16	Effect of Occupational Health and Safety Practices on Employees' Job Performance: A Study of Golden Star Resources, Bogoso/Prestea	Bremang	2023	quantitative approach with a descriptive cross sectional research design	+	This study investigates the impact of occupational health and safety practices on employee performance at Golden Star Resources, revealing effective practices significantly enhance performance and promote workplace safety.

17	Workplace resources to improve both employee well-being and performance: A systematic review and meta-analysis	Nielsen et al.	2017	meta-analysis reviews	+	This meta-analysis reviews 84 studies on workplace resources, revealing that resources at individual, group, leader, and organizational levels significantly enhance employee well-being and performance, impacting productivity positively.
18	Effects of occupational health and safety practices on organizational commitment, work alienation, and job performance: Using the PLS-SEM approach	Kaynak et al.	2016	PLS-SEM approach	+	Findings indicate positive effects of OHS practices on commitment, suggesting enhanced safety measures improve employee productivity.
19	Effective safety and health management policy for improved performance of organizations in Africa	Akpan	2011	Questionnaire survey	+	Improving organizational performance requires prioritizing employee safety, as inadequate health and safety practices lead to accidents, increased costs, and decreased productivity due to absenteeism and turnover.
20	Organizational practices and workplace health and safety: A cross-sectional study in manufacturing companies	Geldart et al.	2010	cross-sectional analysis	NR	This study surveyed 312 manufacturing firms in Ontario, revealing that lower lost-time frequency rates are linked to effective safety policies, greater worker involvement, and positive managerial attitudes, enhancing workplace safety and performance.
21	Why operatives engage in unsafe work behavior: Investigating factors on construction sites	Choudhry & Fang	2008	Literature review	NR	This study investigates why construction workers in Hong Kong engage in unsafe behaviors through interviews with accident victims, identifying factors such as safety awareness, work pressure, and organizational influences affecting safety performance.

3.1. Management

Management at all levels plays a crucial role in reducing workplace risks through effective safety policy implementation (Orogbu et al., 2018). In the industrial sector, navigating competitive pressure requires a management approach grounded in safety policies (Iman et al., 2023). This involves careful planning, organizing resources, and implementing clear safety policies and procedures to protect employees and ensure compliance with industry standards. However, the most critical factor in achieving a high level of workplace safety is management's unwavering support, active involvement, and strong commitment. When leadership prioritizes safety, fosters a culture of responsibility, and leads by example, it significantly enhances overall safety performance and employee well-being (Choudhry & Fang, 2008). Managers must follow workplace safety policies to prevent accidents, ensure employees work within their expertise, and uphold efficiency (Choudhry & Fang, 2008). Assessing management's attitude toward employee health and safety is crucial for fostering a safe work environment and ensuring compliance with regulations (Bremang, 2023). A strong workplace safety policy reflects management's commitment to Occupational Health and Safety (OHS) through both attitudes and concrete actions. When management actively enforces safety measures, supports training, and fosters a culture of compliance, injury rates decrease (Geldart et al., 2010). Management commitment to Occupational Health and Safety (OHS) involves both formal measures, such as audits and safety awards, and informal actions, like recognizing safe behaviors (Geldart et al., 2010). The Theory of Planned Behavior (TPB) variables—attitude, subjective norms, and perceived behavioral control—are key predictors of managers'

safety intentions. Effective safety interventions should focus on building positive safety attitudes, shaping perceptions of social expectations, and strengthening confidence in the ability to implement safety measures across workplaces (Schulte et al., 2018). Recognizing and managing potential risks improves employee behavior and organizational productivity. A proactive approach ensures stability, boosts efficiency, and keeps the company prepared for challenges, leading to better performance and long-term success (Bremang, 2023). Based on Bazzoli et al. (2020), transformational leadership significantly increased promotive safety voice ($F = 10.26$, $p < 0.001$, $\eta^2 = 0.21$), encouraging proactive safety suggestions and improvements regarding to the importance of leadership engagement in fostering a positive safety culture (Bazzoli et al., 2020).

3.2. Working Behavior and Policies

Unsafe worker behavior stems from psychological, social, economic, and organizational influences. Management, safety procedures, training, job security, and workplace culture shape safety behavior. Addressing these factors through structured interventions enhances workplace safety and reduces risk (Choudhry & Fang, 2008). Employees' behaviors can vary based on differences in race, nationality, religion, and community, as these factors shape their perspectives, values, and work attitudes (Chinda et al., 2012). In a workplace, employee behavior is directly influenced by the level of safety provided. When employees perceive their environment as safe, they are more likely to engage in positive behaviors such as collaboration, adherence to procedures, and proactive problem-solving. Conversely, in an unsafe or uncertain environment, employees may experience stress, anxiety, or disengagement, leading to lower productivity and higher turnover rates (Akpan, 2011; Orogbu et al., 2018). Better working conditions help workers stay more active and get better sleep, leading to healthier daily habits and improved well-being (Katz et al., 2019). Employee engagement is the emotional, cognitive, and behavioral connection employees have with their work, organization, and colleagues (NKYA, 2023). Occupational discipline and motivation play important roles in influencing employee performance and productivity, but occupational safety and health have the most significant impact, directly affecting worker well-being, efficiency, and organizational success (Iman et al., 2023). Companies should prioritize worker well-being and environmental safety by implementing standard procedures, training programs, and technology, which effectively reduce workplace accidents, injuries, and illnesses. This approach fosters safer working conditions while also supporting sustainability across industries (Benson et al., 2024). Wang et al. (2018) examined how safety-related stress, Psychological Capital (PsyCap), and safety behavior interact in the workplace. Based on this study's results, organizations should focus on reducing role ambiguity and safety conflicts to lower stress and enhance safety behavior. Also, Strengthening PsyCap (self-efficacy, optimism, hope, and resilience) can mitigate stress-related negative effects, improving compliance and participation in safety programs (Wang et al., 2018).

3.3. Productivity and Policies

A higher level of productivity reflects efficient time management, effective task completion, and meaningful contributions to organizational goals (Mutegi et al., 2023). Enhancing organizational performance involves increasing output and quality, which relies on employees' dedicated efforts in task execution (Akpan, 2011). Productivity incentives often drive workers to prioritize output over safety, reinforcing unsafe behavior through rewards. Psychological, social, economic, and organizational factors shape safety behavior, with management, training, job security, and workplace culture playing crucial roles. Implementing well-structured workplace safety policies can mitigate these risks, balancing productivity and safety while fostering a culture of compliance and long-term organizational efficiency (Choudhry & Fang, 2008). Clear policies guide safe practices, reinforce accountability, and ensure a proactive approach to hazard prevention. By integrating OHS principles into daily operations, organizations create safer environments, reducing workplace incidents and enhancing overall productivity (Geldart et al., 2010). Unclear roles, conflicting policies, and safety disputes increase stress, harming well-being, productivity and performance (Wang et al., 2018). Job performance, as a key business outcome, is influenced by workplace conditions and is measured through various financial and operational indicators, emphasizing the need for proactive safety management in competitive industries (Bremang, 2023). Workplace hazards and injuries hinder job performance by increasing absenteeism (Bremang, 2023). Hazard prevention and risk assessment policies boost productivity, while job satisfaction mediates their impact on health and safety policy management in manufacturing firms (Morgan Morgan et al., 2021). Productivity measurement tools such as Work Productivity and Activity Impairment scale (WPAI) and the Work Limitations Questionnaire (WLQ) assess different aspects of productivity, as WPAI shows a significant correlation with workplace climate variables, whereas WLQ does not. This distinction highlights that these tools measure productivity in different ways, emphasizing the need to select the appropriate

instrument based on the specific workplace context (Katz et al., 2019). Firman's study (2022) aimed to examine and analyze how occupational safety and health programs impact employee productivity at PT. Pertamina. Primary data from this study were obtained from questionnaires. The results implied that, implementing safety and health programs can boost productivity by up to 72.8%. Among these factors, workplace safety had the biggest impact, highlighting the importance of clear safety protocols, proper training, and effective hazard prevention to keep employees safe and productive (Ahmad, 2022). Chinda et al. (2012) reached a similar conclusion, reporting a 79% increase in productivity through the implementation of safety policies in a textile industry in Thailand (Chinda et al., 2012). Iman et al. (2023) evaluated the collective impact of safety, discipline, and motivation on productivity, revealing that work discipline accounted for 21.1%, motivation for 20.4%, and safety had the most significant influence, contributing 58.7% (Iman et al., 2023). Mora et al. (2020) assessed the precise numerical impact of safety and health policies on productivity has been quantified using regression coefficients, indicating that improving occupational safety by one unit increases productivity by 0.314 units, while enhancing occupational health by one unit increases productivity by 0.811 units. Statistical significance values confirm the strength of these relationships, with occupational safety ($p = 0.025$, $t = 2.333$) and occupational health ($p = 0.000$, $t = 8.063$) both having a significant impact (Mora et al., 2020). Umugwaneza et al. (2019) mentions that workplace safety and health practices have a major influence on employee performance and commitment, accounting for 79.8% of their variation. Occupational hazard prevention plays a positive role in boosting productivity ($\beta = 1.625$, $p = 0.000$), ensuring that employees can work efficiently in a secure environment. However, safety and health management systems ($\beta = -0.744$, $p = 0.001$) and compensation management ($\beta = -0.566$, $p = 0.045$) seem to have the opposite effect, negatively impacting employee commitment. This is likely due to poor implementation—when policies exist on paper but fail in practice, workers become disengaged, leading to lower morale and reduced workplace satisfaction (Umugwaneza et al., 2019). Regarding to Kaynak et al. (2016), not all OHS dimensions contribute equally—while safety procedures, safety rules, and organizational safety support positively influence commitment and performance, occupational hazard prevention showed no significant impact. Work alienation negatively affects job performance, reinforcing the need for engagement-focused safety policies. Strengthening safety training, employee involvement, and policy enforcement can further improve employee commitment and workplace productivity (Kaynak et al., 2016).

3.4. Workplace safety Policy

A policy acts as a guiding framework, establishing clear expectations and standards for both employees and managers, ensuring consistency, accountability, and alignment with organizational goals (NKYA, 2023). Workplace safety programs include key initiatives such as ergonomics, emergency management, safety training, and risk transfer to create a safer work environment (Mutegi et al., 2023). Safety culture reflects the shared values, attitudes, perceptions, skills, and behaviors that shape an organization's commitment to health and safety. It influences workplace safety practices and differs across countries based on regulations, societal norms, and organizational priorities (Chinda et al., 2012). Workplaces with lower injury rates tend to actively reward safety compliance, reinforcing positive behavior and fostering a strong safety culture. Integrating such incentives into workplace safety policies enhances employee engagement, encourages adherence to safety protocols, and ultimately reduces workplace accidents, contributing to overall organizational productivity and well-being (Geldart et al., 2010). Uncertainty surrounds the impact of safety practices on employee productivity due to conflicting perspectives (Orogbu et al., 2018). The foundation of health and safety policy management is built on hazard prevention and risk assessment policies for workplace safety (Morgan Morgan et al., 2021). Policymakers globally develop strategies to enhance workplace health, safety, and employee performance (Bremang, 2023). Better work safety policies lead to higher employee productivity, ensuring efficiency, well-being, and organizational success (Rahim & Cosby, 2016). Occupational safety factors include key elements such as hazard identification, risk assessment, safety policies, training programs, protective equipment, occupational health services, safety inspections, emergency response plans, incident reporting, safety awareness, reporting systems, and a safe work environment, all essential for ensuring workplace safety and employee well-being (NKYA, 2023). Management policies are structured frameworks designed to mitigate workplace risks and ensure regulatory compliance. Effective safety policies seamlessly integrate strategies and procedures, fostering a unified, proactive approach to workplace health, safety, and overall organizational efficiency (Bremang, 2023). A well-structured workplace safety policy ensures that productivity goals align with safe work practices, preventing burnout, injuries, and inefficiencies. When management supports employees through proper training, clear guidelines, and a safe work environment, workers can perform optimally without compromising their well-being. Balancing productivity with safety fosters long-term

efficiency, job satisfaction, and sustainable organizational growth (Akpan, 2011). Clearer safety policies, training, and communication are essential to improving workplace safety culture and reducing risks (Wang et al., 2018). Weak safety policies in developing economies cause accidents, costs, inefficiency, and turnover. Effective programs ensure safety, motivation, and productivity (Akpan, 2011). Research on occupational safety and health (OSH) communication for small and medium-sized enterprises (SMEs) is lacking, despite their high rates of workplace injuries and fatalities. Strengthening employer engagement in preventative OSH measures is essential to improving workplace safety (Schulte et al., 2018). Differences in workplace safety and health policies lead to variations in employee safety and health behaviors, especially in countries like the U.S., where strict occupational safety regulations exist, but similar mandates for employee health behaviors are lacking (Katz et al., 2019). Key competencies for workplace effectiveness include maintaining documentation, suggesting system improvements, punctuality, task knowledge, necessary skills, motivation, meeting performance standards, sound judgment, quick decision-making, time management, following instructions, and adapting to emergencies (Bremang, 2023). Authorities should regularly review and update occupational safety regulations to keep up with evolving workplace challenges. Policymakers can also encourage safety investments through tax incentives or recognition programs for organizations that prioritize workplace safety (NKYA, 2023). Risk assessment policy ensures timely workplace safety management (Morgan Morgan et al., 2021). Work discipline reflects an employee's respect, commitment, and obedience to both written and unwritten workplace rules. It ensures responsibility, accountability, and compliance while accepting consequences for any violations of assigned duties and authority. Strong discipline fosters efficiency, integrity, and organizational success (Rahim & Cosby, 2016). A holistic approach integrating engineering controls, administrative measures, PPE, and behavioral interventions is the most effective strategy for improving health, safety, and environmental (HSE) outcomes, as these elements work in synergy to foster a safer workplace (Benson et al., 2024). While safety policies exist, poor implementation and lack of enforcement significantly reduce their effectiveness, leading to high accident rates, reduced employee commitment, and lower productivity (Umugwaneza et al., 2019).

4. DISCUSSION

Morgan et al. (2021) mentioned that effective hazard prevention and control measures, along with regular risk assessments, are essential for reducing occupational accidents and enhancing workers' welfare and job satisfaction. A well-managed health and safety policy fosters employee security, boosts morale, and meets safety needs, ultimately leading to increased productivity. Conducted in registered manufacturing firms in Southern Nigeria, the research employed an ex-post facto design and descriptive survey methodology, surveying 1,173 employees from 18 selected firms using stratified random sampling. Health and safety policy management was measured through constructs such as hazard prevention and risk assessment, with employee productivity as the dependent variable and job satisfaction as a mediator. Data analysis included exploratory factor analysis and multiple regression, revealing a positive perception of safety measures among employees and their impact on productivity (Morgan Morgan et al., 2021). The study of Ali and Anwar (2021) explores the critical role of Human Resource Management (HRM) in enhancing employee satisfaction and work motivation, which are essential for improving organizational productivity. It emphasizes that high employee satisfaction is a prerequisite for increased responsiveness, quality, and service recognition. The study analyzes the impact of various motivational factors, including compensation, incentives, and recognition, on job satisfaction within the banking sector. Utilizing multiple regression analysis, the findings reveal that compensation, incentives, and recognition significantly influence job satisfaction at a 5% significance level. The models demonstrate high adjusted R^2 values, indicating a strong ability to explain variations in job satisfaction. Additionally, the study highlights that non-reward incentives can positively affect employee success by promoting environmental consciousness. The research underscores the importance of continuous learning and development as a vital process rather than a seasonal operation. Overall, the results suggest that organizations should implement both reward and non-reward initiatives to enhance internal processes and foster a motivated workforce, ultimately leading to improved productivity and employee well-being (Ali & Anwar, 2021). The study of Katz et al. (2019) demonstrates that workplace conditions significantly influence worker behaviors, such as physical activity and sleep, as well as various outcomes including depression, job satisfaction, back pain, and overall health. While the findings support the application of the CWHW's conceptual model, further longitudinal studies are necessary to confirm whether workplace climate directly

leads to improved employee outcomes. The study involved a sample of 959 employees from three medium-sized manufacturing companies in Minneapolis, utilizing logistic regression to analyze the associations between perceived safety and health climates with worker and employer outcomes. The results highlight the need for organizations to foster positive workplace climates to enhance employee well-being and productivity. The results of Gyekye and Salminen (2007) indicate that a positive safety climate is linked to improved employee behavior, increased productivity, enhanced collaboration, reduced absenteeism, and higher job and life satisfaction. Enhanced perceptions of workplace health and safety are associated with reduced back pain and lower productivity loss. The research further explores the relationship between organizational safety climate and policies, perceived organizational support, job satisfaction, compliance with safety management policies, and accident frequency among 320 Ghanaian industrial workers. Findings reveal that employees with positive perceptions of organizational support also report higher job satisfaction, greater compliance with safety policies, and fewer accidents. Statistical analyses confirm significant differences in safety perceptions based on levels of organizational support, highlighting the importance of a supportive work environment in enhancing employee safety perceptions and overall well-being. This study contributes to the growing interest in understanding how organizational factors influence employee safety and supportive perceptions in the workplace (Ayim Gyekye & Salminen, 2007). Kabir et al. (2017)'s paper investigates the impact of negative workplace safety announcements on firm performance using event study methodology. Analyzing a sample of 227 negative announcements, the authors find that such announcements are associated with a significant abnormal decrease in shareholder value. The results indicate that the negative effects on firm value are more pronounced in the current environment compared to previous periods. This suggests that negative workplace safety announcements have increasingly detrimental implications for firms today. The findings emphasize the importance of effective safety management, highlighting that operations managers must take proactive roles in ensuring safe working conditions to mitigate financial losses associated with negative safety perceptions (Kabir et al., 2018). Study of O'toole (2002) revealed that Failure to meet safety standards negatively impacted bonuses and performance evaluations. The findings indicate that when management demonstrates a strong commitment to safety through actionable initiatives, employees' perceptions improve, resulting in lower injury rates and enhanced workplace safety and productivity (O'Toole, 2002). In summary, the integration of robust workplace safety policies is not just a regulatory obligation; it's a transformative strategy that mitigates risks while fostering a vibrant organizational culture. This culture enhances employee satisfaction, motivation, and productivity, creating a win-win scenario for both employees and employers. The compelling evidence strongly advocates for organizations to invest in comprehensive safety measures and supportive management practices. By doing so, they cultivate an environment that prioritizes employee well-being and maximizes performance. This paper meticulously compiles various aspects of how workplace safety impacts the employee experience, bridging the critical gap in existing literature. Through a systematic review, we present a wealth of information on workplace safety policies, enabling organizations to compare and identify the optimal workspace for their employees. This study stands out from other research in the field due to its comprehensive and systematic approach to evaluating the impact of workplace safety policies on both employee behavior and organizational productivity. Unlike many studies that focus on a single industry or a specific occupational setting, this review synthesizes findings from multiple industries and cultural contexts, providing a broader and more generalizable perspective.

5. CONCLUSION

Establishing and implementing workplace safety policies is not only essential for protecting employees' physical and mental health but also has a direct impact on overall organizational productivity and performance. By fostering a positive safety culture that encourages employee engagement and accountability, organizations can achieve reduced incidents, improved morale, and enhanced commitment from their workforce. This approach, which prioritizes safety in daily activities, provides opportunities for continuous improvement and strengthens collaboration and communication among employees. Investing in comprehensive safety programs not only safeguards employees from potential hazards but also cultivates a workplace environment where individuals feel valued and supported. This results in higher job satisfaction, lower turnover rates, and increased productivity. Ultimately, by integrating effective safety policies into organizational strategies, companies can achieve dual benefits: ensuring the health and safety of their workforce while driving productivity and operational efficiency. Future research should build on this study by conducting longitudinal and experimental studies to establish causal relationships between workplace safety

policies and productivity. Industry-specific and cross-cultural comparisons are needed to tailor safety interventions, while emerging technologies such as AI, IoT, and wearable devices should be explored for their impact on safety and efficiency.

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