

Impact of Workplace Safety on Business Success: Hazard Identification in Malaysia

Yeasmin Akter; S M Asiful Islam Saky; Jahidul Islam; Farhana Akter; Norizan Azizan

Albukhary International University, Alor Setar, Kedah, Malaysia

E-mail: yeasmin9066@gmail.com

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Abstract

Workplace safety and health (WSH) are increasingly recognized as vital components of organizational success, particularly in high-risk sectors such as manufacturing and construction in Malaysia. Despite the existence of comprehensive regulations like OSHA 1994, many companies still struggle with inadequate safety practices, leading to frequent accidents and costly disruptions. This research addresses the gap in the literature regarding the direct relationship between effective WSH practices and business outcomes, particularly in terms of profitability and productivity. The primary objective of this study is to investigate how hazard identification and risk mitigation strategies can enhance organizational performance. To achieve this, a qualitative methodology was employed, involving semi-structured interviews with safety managers, HR personnel, and compliance officers from six organizations. The findings reveal a significant positive correlation between comprehensive safety protocols and improved business performance. Companies that prioritize WSH report enhanced employee morale, reduced absenteeism, and increased productivity. Furthermore, organizations with strong safety cultures experience lower turnover rates and substantial cost savings from decreased insurance claims and legal fees. The implications of this research are profound, suggesting that businesses must integrate WSH as a core element of their operational strategy. By doing so, organizations comply with regulations and gain a competitive advantage in the market. This study highlights that investing in workplace safety is not merely a legal obligation but a strategic imperative that drives long-term success and sustainability in the evolving industrial landscape of Malaysia

Keywords: Workplace Safety; Risk Mitigation; Business Performance; Hazard Identification; Employee Retention

Introduction

In today's dynamic business environment, workplace safety and health are integral to organizational success, extending beyond mere regulatory compliance to become a cornerstone of strategic business planning. Research consistently demonstrates the positive correlation between robust WSH programs and increased productivity, improved employee retention, and enhanced financial



performance (Sorensen et al., 2018; Chen et al., 2019). By prioritizing WSH initiatives, organizations can minimize incidents and cultivate a positive work environment that fosters employee morale and productivity. This proactive approach to WSH is not simply a reaction to regulatory requirements but a strategic investment in long-term business success. A safe workplace demonstrates a commitment to employee well-being, resulting in reduced absenteeism and increased team cohesion (Sorensen *et al.*, 2018). These benefits translate into fewer operational disruptions and lower costs associated with workplace accidents (Michaels and Barab, 2020). Furthermore, organizations with strong WSH records often experience positive impacts on profitability, attracting skilled talent and achieving greater financial success (Skeepers and Mbohwa, 2015). This study explores the impact of workplace safety practices on business outcomes in Malaysia, focusing on hazard identification and risk mitigation strategies. By analyzing these key areas, we aim to identify best practices and provide valuable insights for enhancing employee well-being and organizational performance.

In Malaysia, the increasing incidence of workplace accidents and stricter enforcement of occupational safety laws have propelled workplace safety and health to the forefront. Key sectors like construction, manufacturing, healthcare, and agriculture face unique safety challenges, necessitating ongoing risk management and monitoring. While traditionally viewed as a regulatory burden, WSH is now recognized as a critical factor influencing business performance. Effective safety and health practices demonstrably enhance operational efficiency (Zulkifly et al., 2021a). This shift aligns with the Occupational Safety and Health Act (Michaels and Barab, 2020), which promotes proactive measures to ensure worker safety (Michaels & Barab, 2020). The construction sector, for example, experiences the highest fatality rate due to inadequate safety management (Gillespie, 1995). Manufacturing, particularly electronics and palm oil production, faces machinery and hazardous materials risks, underscoring the need for a robust safety culture to maintain operational continuity and control costs (Amirah et al., 2024). Healthcare workers are exposed to biological and ergonomic hazards. At the same time, the agricultural sector contends with risks from pesticides, extreme weather, and unsafe equipment, often compounded by inconsistent enforcement of safety regulations (Jakob et al., 2021). Given the significant contribution of these sectors to Malaysia's economy, inadequate safety management not only jeopardizes worker wellbeing but also undermines productivity and business sustainability (Yusnaini et al., 2024).

Effective WSH programs demonstrably improve employee retention, reduce absenteeism, and boost productivity, ultimately contributing to higher profitability (Chen et al., 2019). Organizations with strong safety records gain a competitive advantage in attracting and retaining skilled talent, a crucial factor in today's globalized economy (Skeepers and Mbohwa, 2015). Furthermore, businesses integrated into global supply chains, such as electronics manufacturers, face increasing pressure to comply with international safety standards, highlighting the strategic importance of WSH for global competitiveness (Chen et al., 2019). Proactive hazard identification and risk mitigation are not merely regulatory obligations but essential drivers of business success. Prioritizing workplace safety enables companies to avoid costly disruptions, legal penalties, and compensation claims, all of which can significantly impact profitability and operational efficiency. As Malaysian businesses navigate evolving local and international demands, workplace safety is no longer optional but a fundamental requirement for long-term sustainability and competitive advantage in the global market.(Basid and Yusuf, 2024).

Problem Statement

In Malaysia's fast-paced industrial landscape, workplace safety remains a critical yet often overlooked factor in driving business success. Despite comprehensive regulations such as OSHA 1994, many companies in high-risk sectors like manufacturing and construction struggle with inadequate safety and health, leading to frequent accidents and costly disruptions (Abdul-Aziz and Hussin, 2003). These incidents result in both direct costs—such as medical expenses and compensation claims—and indirect



costs, including reduced productivity, high employee turnover, and reputational damage. A lack of effective hazard identification and risk mitigation practices further exacerbates these challenges, threatening operational stability (Crandall, 2020). While the importance of workplace safety is acknowledged, its direct link to business outcomes like profitability and productivity is underexplored in Malaysia. Therefore, this study aims to fill this gap by examining how workplace safety and health, especially hazard identification and risk mitigation, can contribute to business success in Malaysia (Rahim et al., 2023).

Significance of Study

This study is important because it examines how workplace safety and health, such as hazard identification and risk mitigation, directly influence business success in Malaysia's key sectors like manufacturing and construction, various industries, etc. By exploring how safety practices reduce accidents, improve employee well-being, and boost productivity, this research shows businesses how investing in workplace safety can lead to higher profits and better performance. For companies, the study provides clear, practical insights into how making safety a priority can led to smoother operations, fewer disruptions, and stronger employee retention. It also highlights the business value of safety beyond just following regulations. Overall, this research benefits business leaders, policymakers, and researchers by showing how workplace safety is not just about protection but is also a smart business strategy that drives success.

Research Objectives

- 1.To investigate the importance of effective workplace safety and health (WSH) and their role in improving organizational performance.
- 2. To explore the impact of hazard identification and risk mitigation practices on productivity, employee retention, and business profitability.

Research Questions

- 1. Does workplace safety and health (WSH) affect organizational performance?
- 2. Do hazard identification and risk mitigation practices contribute to overall businesssuccess?

Literature Review

Workplace Safety and Health and Business Success

Workplace safety and health (WSH) is crucial for business success, impacting various aspects of organizational performance. A strong WSH program contributes to a positive work environment, reduces financial losses, and enhances a company's reputation. Implementing robust WSH protocols directly influences productivity. According to research found a 15% productivity increase in companies with strong safety programs compared to those with weaker records (Sousa *et al.*, 2021). This improvement stems from reduced absenteeism due to fewer workplace accidents and injuries. Furthermore, effective safety programs lead to significant cost reductions.

It is also reported that 20% decrease in compensation claims in organizations with implemented safety programs. This financial benefit is further supported by the reduced downtime and insurance



expenses associated with fewer accidents. The economic consequences of workplace injuries, as highlighted by the study across five European countries, underscore the direct link between injuries, reduced productivity, and decreased profitability. This reinforces the need for proactive safety and health measures (Tompa *et al.*, 2021). Based on the further confirmed the cost-effectiveness of WSH protocols by demonstrating increased production in organizations that adopted them(Skeepers and Mbohwa, 2015).

Beyond direct financial benefits, WSH fosters a positive safety climate, leading to decreased worker injuries and an enhanced company reputation (Alkaissy *et al.*, 2020). This positive image contributes to overall profitability and attracts and retains talent. The correlation between safety management and organizational success is well-established and demonstrates a clear link between effective safety management and positive corporate outcomes (Zulkifly et al., 2021; Bautista-Bernal, Quintana-García and Marchante-Lara, 2024). Specifically in Malaysia, showed that Malaysian enterprises implementing integrated safety management practices experienced enhanced commercial performance, also emphasizing the strategic importance of WSH investments (Sullivan & Germain, 2020).

While the benefits of WSH are universal, specific sectors face unique challenges. The research identified the difficulties in ensuring safety within agriculture, highlighting the need for tailored safety protocols across diverse industries (Jakob *et al.*, 2021). The positive influence of international safety standards, as demonstrated by the Malaysian electronics industry, further emphasizes the importance of adopting best practices and ensuring compliance for improved safety outcomes. A safe work environment also plays a crucial role in mitigating occupational stress. (Ratnawat & Jha, 2014) and examined the impact of occupational stress, revealing that hazardous work environments elevate stress levels, negatively affecting organizational performance. Conversely, a focus on safety can drive innovation. Researchers emphasized the significance of innovation management in improving workplace safety, demonstrating that safety improvements can lead to increased operational efficiency. In Malaysia, the Department of Occupational Safety and Health (DOSH) mandates comprehensive occupational safety and health policies encompassing all work-related activities. This regulatory framework reinforces the importance of WSH in the Malaysian context and provides a foundation for organizations to build upon. Further research could explore the specific impact of Malaysian regulations and DOSH enforcement on business outcomes.

Hazard Identification and Business Success

Hazard identification is crucial for worker safety and operational continuity. Proactive hazard detection prevents incidents, improves safety compliance, and boosts productivity (Skeepers & Mbohwa, 2015). Systematic hazard identification can lead to significant cost savings and improved operational stability, particularly in high-risk industries like construction and manufacturing (Hale, 2014). Their research demonstrated that organizations with comprehensive hazard identification programs experienced fewer accidents and greater operational efficiency. Furthermore, inadequate hazard identification not only increases accident risk but also negatively impacts employee morale and retention. The research found that workplaces with recurring unaddressed hazards experienced higher turnover rates, with employees citing safety concerns as a primary reason for leaving (Sullivan & Germain, 2020).

However, Hazards can be categorized into various types, including physical, chemical, biological, ergonomic, and psychological. Physical hazards, such as slips and falls, are common in many industries, including construction, and significantly impact productivity (Skeepers & Mbohwa, 2015). Chemical hazards can have long-term health consequences if not properly managed (Rim, 2021). Biological hazards, such as the COVID-19 pandemic, can cause widespread illness. Ergonomic and psychological hazards, like workplace stress, are linked to reduced productivity and increased employee turnover. Failure to address occupational hazards can result in substantial financial penalties. OSHA can impose fines of up to \$15,000 per violation, with repeated violations leading to even greater penalties (Aman-Ullah *et al.*, 2022). In some sectors, like construction, significant fines are common for preventable



incidents (Skeepers and Mbohwa, 2015; Crandall, 2020b). These penalties can damage a company's reputation, lead to legal battles, and disrupt operations (Naji et al., 2021).

Risk Mitigation and Business Success

Effective risk mitigation is a proactive approach to ensuring business success. Organizations that consistently implement risk mitigation strategies experience fewer workplace disruptions and improved employee satisfaction (Zou et al., 2006). These strategies positively impact profitability by reducing legal liabilities, insurance costs, and operational downtime. Risk management is particularly crucial in highrisk industries, where inadequate safety and health measures can have severe consequences (Bhandari et al., 2020). Research by Clarke & Cooper indicates that businesses without sufficient risk management frameworks face a 25% higher likelihood of financial losses from workplace accidents. Moreover, effective risk management fosters trust and security, leading to improved employee retention and organizational loyalty (Akinlolu et al., 2022). Conversely, neglecting hazard management exposes organizations to financial and reputational risks. Workplace accidents can increase operational costs by 10-15% (Aman-Ullah et al., 2022)). Companies with poor safety records often face higher insurance premiums and increased employee turnover, disrupting operations and escalating costs (Aman-Ullah et al., 2022). Risk mitigation involves implementing measures to reduce the potential impact of identified hazards. Organizations with robust risk mitigation strategies are better prepared for unforeseen challenges, maintain higher employee satisfaction, and ensure business continuity (Azevedo et al., 2014). Effective risk management prevents financial losses from accidents, lowers insurance costs, and improves employee retention by fostering a safer and more valued work environment. Effective risk management practices contribute to increased profitability and enhanced company performance

Methodology



Figure 1. Research Methodology

This paper develops the connection between employee safety and business in Malaysian workplaces. The research methodology will combine qualitative data collection and analysis using NVivo 15 to derive insights from industry interviews.

Research Design

A qualitative research approach was selected to gain in-depth insights into how organizations in Malaysia perceive and manage workplace safety and health. This approach facilitates a detailed understanding of company-specific safety practices, the impact of these practices on employee wellbeing, and the overall business outcomes. A case study design was employed to capture data from multiple organizations, providing a comprehensive view of current safety practices across key sectors.



Data Collection Methods

Data was collected based on semi-structured interviews carried out on key personnel in various companies from Malaysia. The interview targets were the personnel who handled the position of safety managers, HR professionals, and compliance officers. Three domains formed the basis of inquiry: workplace safety and health importance, engagement of employees in work safety, and effectiveness in hazard identification and risk mitigation practices.

Semi-Structured Interviews

Semi-structured interviews with representatives of six firms from various industries, such as construction, manufacturing, and energy, were conducted. Each interview took approximately 30-45 minutes and was conducted virtually and physically approximately 3 times to accommodate participant schedules. Interview questions covered topics such as:

- i. The types of workplace safety and health currently in place.
- ii. The process of hazard identification and its impact on daily operations.
- iii. The perceived challenges and benefits of implementing risk mitigation strategies

Using NVivo Software 15

All interviews were transcribed and coded using NVivo software to identify recurring themes, categorize responses, and highlight insights across the primary areas of interest. However, NVivo facilitated efficient organization and analysis, revealing patterns in organizational practices, employee impacts, and compliance with safety regulations.

Interview protocol: The interview schedule consisted of a list of broad questions that aimed at getting rich information on the participant's participation in educational partnerships, perceived benefits and drawbacks of partnerships, and participant perceptions of governmental and communal involvement in workforce development. Examples of questions included:

1 How do workplace safety and health in your organization reflect the standards set by Malaysian regulations?

- 2 Can you describe the process of hazard identification in your organization and how it impacts day-to-day operations?
- **3** What are the most significant challenges your organization faces in implementing risk mitigation strategies?
- 4 In what ways do you think workplace safety and health explore the effect of business performance, such as productivity and profitability, within your organization?
- 5 Can you share an example of a workplace safety initiative that has significantly improved employee well-being or organizational performance?
- **6** How does your organization ensure that safety training programs are effective in preventing workplace accidents?



- 7 How do employees perceive and respond to the workplace safety and health in place? Do you think it affects their engagement and productivity?
- 8 What role do leadership and management play in promoting workplace safety and ensuring compliance with safety protocols?
- **9** Have workplace safety and health led to any cost savings or financial benefits for your organization? If so, can you provide examples?
- 10 What improvements or changes would you suggest for the current workplace safety and health described in your organization to enhance both safety and business success?

Sampling Strategy

A purposive sampling technique was employed to select companies likely to have established workplace safety practices due to their involvement in high-risk sectors, such as construction and manufacturing, energy, institutions, etc. This selection ensured of perspective regarding the impact of safety and health on business success.

Sample Size

The study involved representatives from 6 companies, providing a well-rounded view of current practices and attitudes toward workplace safety. However, we asked questions to our respondents until we got our desired answer 2-3 times. In addition, some interviews were taken both virtually and physically.

Data Analysis

Data analysis was conducted in several stages to ensure accuracy and depth in identifying meaningful themes. All interviews were transcribed and imported into NVivo2014 for analysis. Transcripts were coded thematically, focusing on workplace safety and health to understand employee engagement and risk mitigation practices. Three major themes were pre-defined for coding: (1) Effectiveness of Workplace Safety and Health, (2) Employee Engagement in Safety Initiatives, and (3) Challenges in Hazard Identification and Risk Mitigation. Thematic analysis was performed to identify patterns within each theme. This process involved organizing the data into sub-themes to capture nuanced insights, such as the impact of safety training on employee morale and the financial benefits of effective safety practices. Descriptive summaries were created for each company, outlining their safety practices, employee engagement levels, and views on the effectiveness of hazard identification processes.

Ethical Consideration

Ethical considerations were prioritized throughout the study to ensure participant privacy and confidentiality. All participants received an informed consent form explaining the study's purpose, data handling procedures, and their right to withdraw at any stage. However, company names and specific employee identities were anonymized in the study to protect sensitive information, particularly concerning safety practices and organizational policies. In Addition, all data, including interview recordings and transcriptions, were securely stored and accessed only by the research team to maintain data integrity and confidentiality.

Limitation

While this study offers valuable insights into the impact of workplace safety and health (WSH) on business success, several limitations should be acknowledged. As a qualitative study utilizing



purposive sampling, the findings may not be representative of the broader industry landscape in Malaysia. Besides, the insights gained from the selected companies may not fully capture the diversity of practices and challenges faced by all organizations across different sectors. In Addition, the perspectives shared by participants may be influenced by their specific industry contexts. For instance, companies in high-risk sectors like construction and manufacturing may have more pronounced safety concerns compared to those in lower-risk industries, potentially skewing the findings toward more stringent safety practices. However, the qualitative nature of the research relies on participants' self-reported experiences and perceptions, which may introduce bias. Participants may present their organizations in a more favorable light or may not fully disclose challenges related to workplace safety and health. The field of workplace safety is continually evolving due to changes in regulations, technologies, and industry standards. As such, some findings may become time-sensitive, reflecting the current state of practices that could change in response to new developments or emerging safety challenges. The study's sample size of representatives from six companies, while providing rich qualitative data, may limit the breadth of insights. A larger sample size across a more diverse range of industries could yield a more comprehensive understanding of workplace safety practices and their impacts on business success.

Company Selection Justification

This research identifies four companies within Malaysia's key sectors: construction, manufacturing, energy, institute, etc. These sectors were purposefully selected to capture a range of safety and health practices, particularly those that address industry-specific hazards and risk mitigation strategies. The companies included have implemented workplace safety and health aligned with the Occupational Safety and Health Act (OSHA), which underscores the importance of proactive safety management. Each company's unique approach to workplace safety offers valuable insights into hazard identification and risk mitigation within distinct industry settings. For example, construction companies face high risks from physical hazards like falls, while manufacturing companies deal with machine-related accidents and chemical hazards. By examining how each organization integrates OSHA standards with specific safety protocols, this research highlights both common and industry-specific strategies for enhancing workplace safety. This selection facilitates a comprehensive analysis of how Malaysian industries are prioritizing workplace safety to improve operational stability and employee well-being. Additionally, understanding these sector-specific practices reveals the effectiveness of OSHA standards across various industrial contexts, supporting the broader goal of workplace safety as a foundation for business success, productivity, and employee retention.

Findings



Figure 2. Comparison of WSH Coverage and Hazard Impact by Company



Table 1. Impact of Effective	e Workplace Safety	and Health (WSH)	on Organizational	Performance
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Company	Key Findings	Percentage Coverage
BAT	Facilitates monthly safety and cybersecurity training, with leadership actively involved in communicating safety regulations, fostering a secure work environment, and ensuring adherence to local and international standards.	8.12%
KONE	Stresses compliance to Malaysian OSHA; employs digital inspection checklists and ongoing training to cultivate a safety- centric culture endorsed by management, hence augmenting employee confidence in safety processes.	11.57%
PINNACLE FOODS	Adheres to OSHA 1994, emphasizing ergonomics and machinery handling safety; routine evaluations reduce accidents, with leadership actively supporting workplace safety and health programs.	14.36%
PPKSB AIU	Adheres to Malaysian OSH requirements, guarantees safety via regular audits and compulsory training programs, and incorporates employee input to build a safety culture.	26.64%
SUNTON POWER	Complies with Malaysian and international standards; training information is scarce but emphasizes the necessity for extensive safety measures to enhance employee welfare.	7.59%
TECHTIERA	Customizes OSHA-compliant safety programs for client sites, incorporates Client-Site Safety Awareness' training, and conducts regular updates with leadership driving continuous WSH improvements.	12.18%

Result

Table 1 demonstrates that Workplace Safety and Health (WSH) practices are essential for creating a safe, compliant, and productive organizational environment. Companies with structured workplace safety and health initiatives, such as BAT Company (8.12%), which conducts monthly safety and cybersecurity training, and PPKSB AIU (26.64%), which excels in compliance through routine audits and employee feedback, illustrate the significance of fostering a robust safety culture. Aligning with Malaysian OSHA standards and customizing WSH programs to specific needs—such as KONE's 11.57% implementation of digital checklists and training, and Pinnacle Foods' 14.36% focus on ergonomics— enables these organizations to decrease incidents while enhancing employee well-being and morale. The coverage percentages indicate that WSH practices are crucial for enhancing productivity and retention by fostering a safe environment that employees trust, thereby contributing to overall business success.



Table 2. Impact of Hazard Identification and Ris	sk Mitigation o	on Productivity,	Employee	Retention,	and
Pro	ofitability				

Company	Key Findings	Percentage Coverage
BAT	Utilizes fire alarm tests and cybersecurity training to prevent hazards; enhanced employee engagement and a proactive safety culture contribute to beneficial effects on productivity and profitability.	20.04%
KONE	Regularly conducts risk assessments and utilizes digital checklists for hazard mitigation; this streamlined process aids in reducing incidents, thereby enhancing efficiency and cost-effectiveness.	18.52%
PINNACLE FOODS	Regular checks and feedback systems are used to find hazards, which lowers accidents and absences at work, increasing output and cutting costs.	18.80%
PPKSB AIU	conducts risk assessments and safety inspections and has a reporting system for identifying hazards; fewer occurrences lead to higher production and reduced insurance rates.	38.28%
SUNTON POWER	Limited data on hazards the identification highlights the need of thorough training to boost staff morale, which may affect output and profitability.	8.92%
TECHTIERA	Limited data on hazards the identification highlights the need for thorough training to boost staff morale, which may affect output and profitability.	17.56%

Result

Table 2 illustrates the clear correlation between hazard identification and risk mitigation initiatives and their impact on productivity, staff retention, and profitability, as shown by the percentage emphasis of each organization on these domains. PPKSB AIU demonstrates a significant commitment to safety inspections and risk assessments, achieving a coverage rate of 38.28%, hence mitigating occurrences and lowering insurance expenses. Likewise, BAT Company (20.04%) and KONE (18.52%) prioritize proactive hazard mitigation via fire alarm testing, cybersecurity education, and digital checklists, hence enhancing staff involvement and operational efficacy. TechTiera (17.56%) specializes in custom client protocols and digital reporting for rapid hazard responses, hence indirectly enhancing revenue by minimizing downtime. The percentage data highlight that proactive hazard management fosters cost savings and productivity improvements, demonstrating the critical need for risk reduction for sustained corporate performance in Malaysia.

Discussion

This study examines the influence of workplace safety and health practices, with a focus on hazard identification and risk mitigation, on the success of businesses in Malaysia's high-risk sectors, including manufacturing, construction, and energy. The results indicate that workplace safety and health practices enhance not only the safety of the work environment but also boost productivity, improve employee retention, and increase overall profitability. A significant relationship exists between organized safety measures and a decrease in workplace incidents, emphasizing the essential role of WSH in maintaining operational continuity and ensuring employee well-being. Furthermore, the investigation delves into the possibility of integrating WSH standards more formally within Malaysia's regulatory framework, considering the evident advantages for enterprises that actively address safety risks.



Interpretation of Findings and Comparison with Previous Research

The research demonstrates that Malaysian companies are progressively adopting comprehensive safety practices, with numerous organizations implementing systematic Hazard Identification and Risk Assessment (HIRA) processes. This is consistent with the research of (Gan 2019 and Sorensen et al., 2018), which highlights the significance of proactive safety management in reducing risks and facilitating business goals. This study highlights that firms like PPKSB AIU and KONE employed digital tools and ongoing training within their safety management strategies, supporting the assertion that a robust safety culture improves employee trust and morale. The study reveals that in addition to physical safety, employee stress associated with safety-related concerns also impacts workplace engagement, as indicated by (Skeepers and Mbohwa, 2015; Zulkifly *et al.*, 2021a). This study confirms that WSH extends beyond mere compliance, representing a significant business concern that affects both psychological and operational aspects within organizations. The favorable response to the adoption of OSHA-compliant guidelines in Malaysia aligns with global safety trends and indicates an increasing recognition of the strategic importance of workplace safety and health (WSH) (Myzabella et al., 2019.)

Broader Implications

The findings of this research underscore the transformative potential of integrating WSH practices into core business strategies. Emphasizing proactive safety management could enhance workplace culture, ensuring that employees feel protected and valued. Additionally, continuous safety training not only educates employees on protocols but also empowers them to contribute to a culture of safety, as echoed by (Colligan and Cohen, 2004; Myzabella et al., 2019). In this context, the role of technology, such as automation and real-time data analytics, becomes vital. In industries reliant on heavy machinery and digital assets, formalizing safety practices through consistent regulatory standards like OSHA could support Malaysian companies in building resilient, safe, and efficient work environments (Rim, 2021)

Study Limitations and Future Research Directions

This research presents specific limitations. The sample, while diverse, may not comprehensively represent the extensive range of safety practices across various industries. Certain sectors, especially those with lower risk, may implement less rigorous WSH measures, thereby constraining the generalizability of the findings. Future research should encompass a wider range of sectors to evaluate whether various industries encounter unique safety challenges and how these influence workplace safety and health practices. This study addresses the psychological effects of safety concerns on employee engagement; however, it does not provide a quantification of these impacts. Future studies may examine the impact of workplace safety responsibilities on mental health over time, as indicated (Sharma and Kumra, 2020). Evaluating the feasibility of expanding OSHA standards to incorporate industry-specific adaptations would provide significant insights. This will assist policymakers and companies in effectively enhancing digital safety, ensuring that WSH regulations remain adaptable and relevant within Malaysia's changing industrial context.

Recommendation

To enhance worker safety and ensure operational continuity, organizations should prioritize proactive hazard identification and risk mitigation. Refining Hazard Identification and Risk Assessment procedures are crucial for identifying potential dangers before they escalate into accidents (KUBASIŃSKI, 2024). This proactive approach not only protects employees but also safeguards the



organization's productivity and reputation (Jasiulewicz-Kaczmarek *et al.*, 2022). Integrating safety into fundamental company strategies is paramount. When safety is embedded within corporate values, it fosters a culture of responsibility and can lead to increased productivity and a stronger corporate reputation (Sorensen *et al.*, 2018). Leadership commitment is the cornerstone of this initiative. Leaders at all levels must champion safety as a shared responsibility, demonstrating their dedication through visible actions and consistent communication (Lee *et al.*, 2019).

Investing in comprehensive and up-to-date safety training is another key element. Regular training on emergency protocols, equipment operation, and relevant safety regulations can significantly reduce workplace accidents (Salvi, 2022). Leveraging technology can further enhance safety efforts. Automation and real-time data analytics can minimize human error, particularly in high-risk industries, contributing to a safer work environment. While we don't have access to the research that mentioned regarding automation, we encourage to add it to your library using the feature so we can incorporate those findings.

Cultivating leadership dedication to safety through regular meetings, targeted training, and transparent communication strengthens a robust safety culture (Williams & Marc, 2024;). Finally, aligning safety practices with international standards not only minimizes legal risks and associated costs but also contributes to long-term profitability and sustained corporate success (Chen et al., 2019). By embracing these strategies, organizations can create a workplace where safety is not just a priority but an integral part of their operations.

Conclusion

The research paper highlights the essential importance of workplace safety measures in fostering business success, especially within Malaysia's pivotal industries like manufacturing and construction, etc. The research emphasizes that implementing effective safety protocols, such as hazard identification and risk mitigation, significantly decreases workplace accidents while simultaneously improving employee well-being, productivity, and retention. Organizations that emphasize safety benefit from streamlined operations, reduced disruptions, and considerable cost savings, illustrating that safety transcends regulatory compliance and serves as a strategic business advantage. Moreover, the research highlights the necessity of embedding safety within the fundamental business strategy and cultivating a robust safety culture through dedicated leadership and ongoing training. The findings indicate that organizations with strong safety practices experience enhanced profitability and a favorable corporate reputation, which ultimately supports long-term business success. This research offers important insights for business leaders, policymakers, and researchers, demonstrating that investing in workplace safety is a strategic decision that delivers significant advantages beyond mere regulatory compliance. Future research directions are proposed, emphasizing the significance of technology, quantitative analysis, cross-industry comparisons, and employee engagement in improving workplace safety and its effects on organizational performance.

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Figure 3. Data Analysis with NVivo Software

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