Strategic Human Resource Management and Safety Climate Practices among Human Resource Practitioners

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ABSTRACT

This study aimed to investigate the relationship between Strategic Human Resource Management and Safety Climate Practices among Human Resource Practitioners. A non-experimental quantitative research design using the descriptive correlation technique was employed to scrutinize the statistical relationship between these two variables. There are 100 HR practitioners from different companies within Davao Del Norte were selected as respondents utilizing random sampling technique. Data was collected through questionnaires, ensuring reliability through Cronbach Alpha analysis and validity through panel and research adviser reviews. Descriptive statistics, such as mean and standard deviations were utilized to summarize and present the collected data. The overall mean for Strategic Human Resource Management was 4.55, indicated as 'very high' while the Safety Climate Practices got the overall mean of 4.47, also indicated as 'very high'. Furthermore, the null hypothesis is rejected, therefore, the findings showed that there is significant relationship between Strategic Human Resource Management and Safety Climate Practices among Human Resource Practitioners.

INTRODUCTION

Every company prioritizes workplace safety. Safety climate practices are establishing a workplace where employees collectively share the same perceptions towards the safety policies and procedures in their work environment (Luo, 2020, p. 107). It captures how employees view the importance of safety in their company, demonstrating the extent to which safety is valued, endorsed, and acknowledged in the workplace. In most cases, safety conditions are often neglected, and safety measures are inadequate. Based on the study of (Min-Jun, Ahn, Shin, Kang, and Won, 2025 p. 22), the safety climate among employees and the company is crucial for reducing and preventing workplace accidents in the company. If safety climate is not being actively promoted or maintained, it increases the employees' risk tolerance, which results in lower safety compliance (Wu, Wang, Ruan, and Zheng, 2022, p. 4). The low safety climate elevates the potential of workplace accidents. Hence, a safety climate is essential for organizations to predict workers' safe conduct to prevent the chances of work accidents and work-related diseases (Halomoan and Djunaidi, 2024, p. 2851).

As environmental disruptions and workplace stressors continually increase, protecting employees' safety and welfare has become essential for organizations. Fostering safety climate practices is crucial for creating a safe, productive, and compliant work environment that benefits both employees and the organization. Employees' engagement and motivation are expected to increase if they feel at ease and valued at work. Furthermore, a healthy and safety work environment lowers absenteeism, avoids downtime from accidents, and fosters a

favorable work climate (Curlett, 2024, p.1). Simultaneously, evidence suggests that some negative impacts are lessened by employees' perception of the company's disaster response, specifically when there are transparent communication and implementation of safety-related measures (Hu, Feng, He, Li, Hewage, and Sadiq, 2021, pp. 102662; Nabe-Nielsen, Holtermann, Gyntelberg, Garde, Islamoska, Prescott, Schnohr, and Hansen, 2021, pp. 1-11). Consequently, the adherence to safety climate norms inside firms greatly depends on strategic human resource management. They set the bar for safety procedures, directing everyone in the company to prioritize safety.

This study is anchored in the theory of High-Performance Work System. This theory states that utilizing strategic human resource management that promotes and conceptualizes the work system can lead to fostering safety climate practices. Based on the study of (Appelbaum and Batt, 1993, p. 10), all high - performance work practices such as comprehensive training, employee involvement, providing clear job descriptions, and promote work-life balance (Zhu, Liu, and Chen, 2018, p.18) are crucial for maintaining the safe climate in the workplace wherein the safety procedures are highly recognized; this can lead to less injuries and accidents (Zacharatos, Barling, and Iverson, 2005, p. 89). When these practices are crafted and executed inside and outside the workplace, the employees can achieve a satisfaction and motivation, and feel valued to report any safety concerns (Manadero, Villamor, Valledor, and Cole, 2024, p.22).

Strategic Human Resource Management (SHRM) plays a significant role in every organization in today's business world; this ensure that the organization can create an organizational structure and policies for all employees to maintain the high performance and gain a competitive advantage (Kuncoro and Suriani, 2018, p.186-192) and can help the employees be more resilient by stabilizing their physical and emotional health in the workplace (World Economic Forum, 2021).

Organizations in today's era experience challenges such as terrorist attacks and other environmental disruptions (Bouaziz and Hachicha, 2018, p.1), and this can affect in every employee in the workplace, which in the academic study of strategic human resource management (Manadero et al., 2024, p.20) emphasize the conditions in the workplace and how it can give an impact in the employees the way they strive and perform inside of the organization. HR must essentially observe all employees' health and well-being (World Economic Forum, 2021). To respond to these environmental disruptions, strategic human resource management (SHRM) must create competencies for all employees to prepare to face the threats, survive uncertainties, and endure unpredictable events.

The independent variable of this study is Strategic Human Resource Management (SHRM). For the past three decades, strategic human resource management has become visible in people management and is a guideline in every organization (Boxall and Purcell, 2022, p.145-146). Based on the study of (Boon, Den Hartog, and Lepak, 2019, p.2499 - 2528), it is a process of reinforcing and administering the policies and procedures of working environment. SHRM does not just focus on the inward situations of organization; employees also face environmental disruptions outside of the organization that affect their work performance. Likewise, during the COVID-19 pandemic, strategic human resource management played a key role in performing the concept of self-awareness and resilience in prevailing over the situations (Anvari, Kumpikaitė-Valiūnienė, Mobarhan, Janjaria, and Chermahini, 2023 p.3 - 4). Furthermore, strategic human resource management relies on conducive working conditions. The employees would be more encouraged to work if the working conditions were well-organize and safe. The productivity of employees will be higher if the environment aims to promote well-being (Kapur, 2021 p.13).

The concept of strategic human resource management is a framework for human resource management in creating a broader approach within the organization (Adiguzel, Ozcinar, and Karadal, 2020, p.1), and Strategic Human Resource Management practices can help in increasing the environmental performance of employees (Hamadamin and Atan, 2019, p.2 - 18). Also, the recent study by (Ali, Lei, and Wei, 2018, p.2 - 11) shows the significance of strategic human resource management in employee performance, which creates a social atmosphere and encourages boosting the employee centered-culture. This, adopting the strategic human resource management practices in an organization helps restore the creativity and thinking of an employee on how to resolve the environmental challenges (Yong, Yusliza, Ramayah, and Fawehinmi, 2019, p.364 - 374).

The first indicator of independent variable is *Cohesiveness*. This concept is when a team inside of an organization coordinate with one another (Lvina, Johns, and Vandenberghe, 2018). Based on the study of (Malik, Salem, and Malik, 2020, p.3) it is evident that implementing integrated activities. Cohesiveness in a workplace affects the safety performance of employees. Similarly, a recent study (Tucker, Hendy and Chrysanthaki, 2022, p. 1679-1706) emphasizes that cohesiveness is not only focusing on the general welfare of the workplace but also on the individual welfare of those who work in the workplace — suggested that leaders in every organization prioritize better cohesiveness to ensure a healthy work environment.

The second indicator is *Strategy Integration*, it defined in the study of (Bauer and Friesl, 2022, p.39-42). Strategy integration is a combination of two or more different entities in a company or even an organization that could result in extensive collaboration and interaction in pursuing strategic goals. The organization's primary concern is to choose the right HR strategy that would be suitable for the success of integration, and it should be in line with the decision-making process (Chang-Howe, 2019, p.25). Additionally, the study of (Martineau, Mansour, Deileman, Ackweongo, Amon, Chikaphupha, Mubiri and Raven, 2023, p.7) in African countries shows that the healthy work performance of an employee can be improved through strategy integration; this concept significantly impacts solving problems in the organization.

The third indicator is *Devolvement of HR Function*. Human resource practitioners are also responsible for increasing organizational performance and setting policies in a decentralization approach that helps improve the quality of work and decision-making (Khan and Abdullah, 2019, p.38-44). Moreover, in the study of (Prabhu, Abdullah and Madan Mohan, 2019, p.1-6), conducting employee training can increase the productivity of an employee and also make sure that a safer workplace is established and this can help in regards to the outcome of the company (Alserhan and Shbail, 2020, p.3758-3760). Managers are able to expand productivity, cultivate well-being and promote the welfare of employees by shifting the tasks to line managers; these functions lead to a successful organization (Hanić and Jevtić, 2020, p.130).

On the other hand, the dependent variable of this study is the safety climate practices. In essence, it pertains to employees' perceptions of the organization's policies, procedures, and practices related to workplace safety (Shea, De Ciere, Vu, Pettit, 2021, p.3-4). Safety climate, originating from the broader concept of organizational climate, was first developed nearly 45 years ago when Zohar in 1980 introduced and validated a measure for assessing safety within industrial organizations. Safe workplace surroundings are ensured through implementing policies, procedures, and practices. Providing safety training programs, encouraging open communication about safety concerns, and stimulating employee engagement in safety efforts are all essential ways that human resource practitioners contribute to developing of a healthy safety atmosphere.

The idea of safety climate is characterized by employees' view about the importance of safety in their work environment. Enterprises with strong safety policies are more likely to be efficient, have a better reputation, and have happier employees (HSE, 2023). Moreover, every firm's safety climate cannot be established or changed instantly; instead, it evolves due to factors such as history, the workforce, the workplace, health and safety procedures, and management's leadership. Mindful safety practices are essential for creating and maintaining a safe and healthy workplace, and a good safety climate fosters them. (Dahl and Kongsvik, 2018, p.29-36).

The first indicator of the dependent variable is *Management Commitment to Safety and Personnel Collaboration*. Based on the study (Su, 2021, p. 197), managers' strong commitment to safety is crucial for ensuring a safe climate, both directly and indirectly, through worker participation. Additionally, safety leadership is receiving more attention in many successful organizations today. Building a strong safety climate through empowering management is one way to raise employees' awareness of safety risks. Training courses and coaching on empowered managerial practices helps direct managers properly express organizational priorities and strategic goals, generating a favorable perception of safety rules, procedures, and practices among their employees (Mezentseva, Gracia, Silla, and Martínez-Córcoles, 2023, p. 8).

The second indicator is *Safety Communication*. As stated in the research of (Reader, 2022, p. 1-3), safety communication is the sharing safety information among businesses to reduce hazards and improve risk management. Employees' willingness and trust to engage in safe communication customs is evidence of a strong safety climate. Moreover, safety communication is the most influential instrument in every business. Safety

hazards, regulations, goals, warnings, area guidelines, rules, and progress reports must be adequately communicated to the employees to create a properly protected workplace (Naji, Isha, Alazzani, Saleem, and Alzoraiki, 2022, p. 4).

The third indicator, *Work Environment*. It refers to where the workers work and carry out their daily activities. Hence, it is essential to have a conducive workplace environment (Majid, Ramli, Badyalina, Roslan and Hashim, 2020, p. 191). To add more, the study of (Adikoeswanto, Nurjanah, Mukhtar, Eliyana, and Mohd, 2024, p. 46) demonstrates that companies must develop a work environment that fosters and encourages work engagement. Improving the work environment and employee well-being establishes a more productive and positive company culture, which drives the organization's success (Krishnan and Ammupriya, 2024, p. 100).

The fourth indicator is *Formal Training*. Formal training guarantees that staff members have expertise in safety procedures and regulations. Equips employees with the necessary knowledge and skills to perform their tasks safely and recognize potential hazards. This helps in preventing workplace accidents and injuries (Haan, 2024). Employees acquire the skills to identify and mitigate risks, leading to a safer work environment. (Finn, Walsh, Rafter, Mellon, Chong, Naji, O'Brien, Williams and McCarthy, 2024, p.1).

The fifth indicator is *Personal Priorities and Need for Safety*. This emphasized that both organizational and personal priorities factors contribute to workplace safety. It demonstrates how work environment and conditions influence employees' well-being, and it strives to continually raise safety concerns and assess safety practices to make improvements and necessary adjustments for the organization's overall stability (Schult, Nagler, Sorensen, Sullivan, Gendreau, Seibert, and Mohr, 2022, p.1).

However, despite numerous studies about strategic human resource management and safety climate practices, there are still limited studies on the setting of HR practitioners in Davao Del Norte. Therefore, the researchers fill the gap and investigate the relationship between strategic human resource management and safety climate practices among human resource practitioners. This study is valuable to establishments prone to environmental disruptions and lack of safety practices. Especially, nowadays many employees are experiencing unsafe practices in their organization; through this information the employer and manager can build an organization that promotes a healthy environment and a comfortable workplace.

Generally, the importance of this study is to highlight the crucial role of human resource practitioners in maximizing human capital and providing a positive impact through improving the well-being of employees and promoting a more sustainable work environment. Furthermore, this study can contribute to the local establishments by validating that through aligning human resource strategies with safety climate goals, businesses in Davao del Norte can foster a work environment that prioritizes the employee and reduces workplace accidents. In terms of sustainable development goals, this study is beneficial through promoting wellness programs and workplace safety training that helps to reduce healthcare burdens. Moreover, positive safety climate can promote a decent work condition that leads to enhancement of overall economic performance and this study can help through inter-organizational partnerships to build industry-wide safety standards that fosters collaboration between government and businesses for sustainable labor practices.

Research Questions

This research aims to examine the relationship between strategic human resource management and safety climate practices among human resource practitioners. The purpose of this study is to conceptualize and understand the relationship between the independent variable and dependent variable on Human Resource Practitioners. Specifically, the purpose is to find answers to the following objectives: (1) To determine the level of strategic human resource management among human resource practitioners in terms of cohesiveness, strategy integration, and devolvement of HR function; (2) To determine the level of safety climate practices among human resource practitioners in terms of management commitment to safety and personnel collaboration, safety communication, work environment, formal training and, personal priorities and need for safety; (3) To determine the significant relationship between strategic human resource management and safety climate practices among human resource practitioners. The null hypothesis was tested at a 0.05 level of significance, which states that there is no

significant relationship between strategic human resource management and safety climate practices among human resource practitioners.

METHOD

This section describes numerous data collection techniques and analyses pertinent to the study. It includes research concepts, approaches and study materials.

Participants

The focus of sampling is to get a small number of units from a large population or groups so that the researchers can efficiently conduct their study in a valid generalization (Tabash, Rahman, Salamzadeh, Abduli, 2022, p.1). The participants were selected using random sampling technique. This study involved a total of 100 participants, all of whom are from human resource practitioners who currently working in roles directly related to human resource management, such as recruitment, employee relations, training and development, and performance management. Provided that they have been employed for at least one year in their company and also with the age bracket from 24 – 65 years old. These 100 respondents came from randomly chosen 10 establishments in Davao Del Norte; 75 human resource practitioners from private companies and 15 human practitioners from local government unit.

Additionally, newly hired employees with less than three months of tenure may be excluded since they may not yet have sufficient experience to provide meaningful insights. Also, individuals who do not consent to participate, as well as those who submit incomplete, are excluded to maintain ethical standards and data quality. Moreover, this study focused on specific departments or units, employees outside the targeted groups are excluded to maintain the focus and relevance of the findings.

Material/Instruments

The researchers utilized a standard questionnaire to collect the data from Human Resource Practitioners in Davao del Norte. The set of inquiries used for evaluating the strategic human resource management and safety climate practices was taken from (Sajeevanie, Opatha, and Dissanayake, 2020) and (Arghami, Nouri Parkestani, and Alimohammadi, 2013). The study questionnaire comprises three sections: part one asked about the backgrounds of the respondents; part two focused on strategic human resource management and its indicators; and part three asked about safety climate practices and its indicators. For each component, the respondents were asked to select a specific option from a range of 5 to 1. Subject-matter experts evaluated the respondents to ensure the reliability of the survey. Generally, this set of questions allowed the researchers to gather, calculate, and asses data about the respondents' view of strategic human resource management and safety climate practices. The validity was measured using a pilot test. The independent variable of this study which is strategic human resource management demonstrated acceptable reliability, registering a Cronbach's Alpha of 0.76, while the dependent variable which is safety climate practices exhibited good reliability, with a Cronbach's Alpha of 0.88.

The following scaling used to determine the level of strategic human resource management were as follows: 4.21-5.00 (very high), which means that the strategic human resource management was always manifested; 3.41-4.20 (high), indicates that the strategic human resource management was often manifested; 2.61-3.40 (moderate), meaning that the strategic human resource management was sometimes manifested; 1.81-2.60 (low), which implies that the strategic human resource management was seldom manifested; 1.00-1.80 (very low), which means that the strategic human resource management was never manifested.

The scale used to evaluate safety climate practices were as follows: 4.21-5.00 (very high), this indicates that safety climate practices were consistently implemented; 3.41-4.20 (high), which means that safety climate practices were often implemented; 2.61-3.40 (moderate), it implies that safety climate practices were sometimes implemented; 1.81-2.60 (low), this indicates that safety climate practices were seldom implemented; and 1.00-1.80 (very low), this suggests that safety climate practices were never implemented.

Design and Procedure

The researchers used quantitative-non-experimental research methodology based on the correlational method to explore and describe the connection between strategic human resource management and safety climate practices among human resource practitioners. Quantitative research is characterized by its use of numbers. It converts information gathered about individuals or processes into numerical data. Quantitative research frequently generates vast volumes of numerical data initially obscure in interpretation. Furthermore, quantitative researchers utilize statistics and sophisticated software packages to analyze their data. The analysis is helpful in describing data, identifying patterns, and testing relationships (Kotronoulas and Papadopouloub, 2023, p. 1–7).

Additionally, non-experimental research is conducted without the manipulation of an independent variable. Instead of influencing an independent variable, non-experimental researchers primarily measure variables as they occur. Correlational research is a non-experimental study in which the researcher analyzes two variables and assesses the statistical relationship between them with little or no effort to control for external factors (Jhangiani, Cuttler, and Leighton, 2019, p. 114–117). This research design was relevant since the study intends to determine the relationship between strategic human resource management and safety climate practices among human resource practitioners.

The data collection and analysis were a month-long process. The researchers' questionnaires were validated by the research panels to ensure that they were appropriate. Researchers then wrote a letter requesting permission to perform the study, which was addressed to the human resource practitioners of different companies. Upon approval, the researchers distributed the survey questionnaires. After the respondents had completed the questionnaires, the researchers gathered and tallied the data and submit it to the statistician. The following statistical tools were used in the study: (1) Mean was used to evaluate the level of independent variable and dependent variable. (2) Pearson correlation coefficient (r) this was utilized to figure out if there's a relationship between strategic human resource management and safety climate practices among human resource practitioners.

RESULTS AND DISCUSSION

This section presents the result of the study in responds to the research query. The researchers presented an interpretation, analysis, and presentation of data pertaining to strategic human resource management and safety climate practices among human resource practitioners. The findings are presented in both tabular and textual format with corresponding logical description of the results.

Level of Strategic Human Resource Management

Table 1. Level of Strategic Human Resource Management

Strategic Human Resource Management	Mean	Descriptive Equivalent
Cohesiveness	4.53	Very High
Strategy Integration	4.46	Very High
Devolvement of HR Function	4.67	Very High
Overall Mean	**4.55**	**Very High**

Table 1 shows the result of Strategic Human Resource Management and its indicators, accompanied by their respective mean and descriptive equivalents. The over-all mean rating for Strategic Human Resource Management is 4.55, indicating a very high level which implies that strategic human resource management was always been manifested in the part of human resource practitioners in Davao Del Norte.

The devolvement of HR Function got the highest over-all mean among the three indicators of strategic human resource management with 4.67, which it is indicated as 'very high'. It implies that the procedures for connecting HR functions with strategic objectives of the organization that lead to enhancing the performance of human resource practitioners in Davao Del Norte have always been manifested (Bratton, 2022, p. 2). Furthermore, the question with the highest mean in this indicator states that "Participating in the panel of interview in the selection process", decentralization of human resource management becomes a key factor in ensuring productivity through HR activities such as hiring, training and development, creating job descriptions and specifications, needs assessment and engaging in strategic decisions (Sivagnanasundaram, Goonetillake, Buhary, Dharmawardhana, Weerakkody, Gunapala, and Ginige, 2021, p. 7823).

Cohesiveness was the second-highest indicator with a mean of 4.53. This implies that HR practitioners in Davao Del Norte was always manifested unity and executed firm cooperation in applying strategic HR policies. Also, the question with the highest mean in this indicator states that "When presenting proposals, HR practitioners has shown clearly how they were related to business strategy and how they would give benefits to the overall organization in terms of financial results", cohesion is visible across HR specialized teams when HR activities are well implemented with strategic objectives (Tessema, Yang and Chen, 2025, p.2). Another supporting study (Mladenova, 2024, p. 523) stated that alleviating the social cohesion of employees can be a source of recovery during disruptive occurrences (Jewett, Mah, Howell, and Larsen, 2021, p.333).

Meanwhile, strategy integration got the lowest over-all mean among three indicators, with 4.46. However, it is still considered a 'high level'. This implies that the strategy integration of HR practitioners in Davao Del Norte was always manifested in aligning strategic goals in the organization. Moreover, the question with the highest mean in this indicator states that "HR issues are an integral part of strategic business/corporate strategy along with other functional issues" it highlights in the study (Lajevardi, 2024, p. 110) that organization goals and functions will achieve through building an alignment between HR units and those each organization. Moreover, (Salmina, Ding and Yu, 2021, p. 1-8) believed that the quality of integrating HR strategies relies on the specialization of HR Managers, this means that these managers know how to organize and are excellent in operating human resource tendencies in which, it should be adhered with align criteria.

Level of Safety Climate Practices

Table 2 illustrates the result of Safety Climate Practices and their indicators, accompanied by their respective mean and descriptive equivalents. The over-all mean rating for Safety Climate Practices is 4.47, indicating a very high level which implies that safety climate practices was consistently implemented in the part of human resource practitioners in Davao Del Norte.

Table 2. Level of Safety Climate Practices

Safety Climate Practices	Mean	Descriptive Equivalent
Management Commitment to Safety and Personnel Collaboration	4.52	Very High
Safety Communication	4.36	Very High
Work Environment	4.38	Very High
Formal Training	4.39	Very High
Personal Priorities and Need for Safety	4.69	Very High
Overall Mean	**4.47**	**Very High**

Personal priorities and the need for safety got the highest overall mean of 4.69 classified as 'very high'. It implies the unwavering dedication of HR practitioners within the selected company in Davao del Norte through fostering

personal safety awareness that cultivates a workplace culture that prioritizes employee well-being was consistently implemented. Also, the question with the highest mean in this indicator states that "It is important that there is a continuing emphasis on safety" (Yiu, Chan, Shan, and Sze, 2019., pp.23-32) states that the foundation of a company's safety climate starts with employees' acknowledgement and commitment to their safety responsibilities, which influence and strengthen the organization's overall security. This means employees' dedication to upholding safety standards shapes the company's safety climate.

Management Commitment to Safety and Personnel Collaboration obtained the second highest mean of 4.52, which equates to 'very high'. This demonstrates that the human resource practitioners in Davao del Norte consistently implemented safety and personnel collaboration. Furthermore, the question with the highest mean in this indicator states that "The company values the correct observation of safety rules and procedures" in the study of (Choudhry, Mansour, and Zafar, 2023, p. 9) emphasized that management commitment and employee collaboration towards safety are essential elements in managing safety in the workplace. Management commitment is a central element in an organization that strongly impacts workers' safety behavior and is vital for the effectiveness of safety management systems. Also, management commitment is critical in influencing employee safety performance through safety participation. As a result, enhancing safety practices will lower accidents, injuries, and absenteeism (Ali, Arifin, Abas, Ahmad, Khairil, Cyio, Samad, Lampe, Mahfudz, Ali, 2022, p. 16).

Moreover, the formal training, which got an overall mean of 4.39, is described as 'very high'. This suggests that formal training was consistently implemented within the selected company in Davao del Norte, providing the employees with necessary skills and knowledge required to perform their jobs safely. The questions with the highest mean in this indicator states that "Discussions about safety at the briefings/meetings I attend are frank and open" and "The training I received covered the safety risks associated with my work". This result underscores the idea of (**Alruqi and Hallowell 2018,** pp. 165-173) that formal training is crucial in minimizing workplace accidents and serves as a key predictive factor in preventing risks. It is also supported by (Singletary, Koebele, Evans, Copp, Hockaday, and Rego, 2022, pp. 235–249) that involving the employees, safety experts, and other stakeholders will strengthen the dissemination of information and **co-producing knowledge for climate resilience.**

Work Environment garnered 4.38, which is classified as 'very high'. This indicates that the work environment within the selected company in Davao del Norte was consistently implemented to have safe and comfortable workspace where employees could perform their duties efficiently. The question with the highest mean in this indicator states that "Safety procedures are carefully followed", this supports the notion of (Arooj, Majid, Alam, and Bilal, 2022) that the workplace environment reflects how the management commits to safety-related initiatives and follows strict compliance with laws and regulations since HR practitioners coordinate with management in creating and overseeing effective safety programs. This highlights the role of leadership, policies, and procedures in promoting organizational safety climate.

Safety Communication acquired the mean of 4.36, which is described as 'very high'. However, this indicator got the lowest mean among the five indicators. This shows that the selected human resource practitioners in Davao del Norte consistently implemented safety communication in the workplace. The question with the highest mean in this indicator states that "I am aware of the safe system of work before I start a job". Safety communication has a significant effect on the safety climate. Furthermore, the organization should try to improve safety leadership and communication, which would lead to a safer work environment (Adi, Eliyana, Hamidah, and Tri Mardiana, 2021, p. 161). Human resource practitioners can encourage employees to adopt safety-promoting behaviours; hence, it improves workplace safety, and the efficacy of communication decreases stress on employees. A study found that safety communication is necessary to ensure all employees and management have the same knowledge about safety regulations to optimize safety performance (Oduro, 2023, pp. 139-141).

Significant Relationship Between Strategic Human Resource Management and Safety Climate Practices Among Human Resource Practitioners

Table 3. The Significant Relationship Between Strategic Human Resource Management and Safety Climate Practices

Variables	Standard Deviation	Mean	Description	r-value	p-value	Decision on Ho @ 0.05 level
SHRM	0.61	4.55	Very High			
				.586	.000	Rejected
Safety Climate Practices	0.66	4.47	Very High			

Table 3 illustrates the significant relationship between strategic human resource management and safety climate practices among human resource practitioners. The overall mean score for strategic human resource management is 4.55, described as a very high, with a standard deviation of 0.61. On the other hand, the mean score for safety climate practices is 4.47, identified as very high, with a standard deviation of 0.66. The correlation coefficient (r-value) between the two variables is .586, and the associated p-value is .000, less than the significance level 0.05. Therefore, the null hypothesis is rejected, which shows a significant relationship between strategic human resource management and safety climate practices among human resource practitioners.

The findings imply that there is a significant relationship between strategic human resource management (SHRM) and safety climate practices. The selected HR practitioners in Davao del Norte implement strategic human resource management to promote and maintain a strong safety climate within their organizations. Strategic human resource management sets the foundation for creating a workplace culture prioritizing employee well-being and safety. When HR strategies align with organizational goals and place safety into recruitment, training and development, and performance management, it strengthens the safety climate. HR practitioners play a key role in shaping employee attitudes and behaviors toward safety, ultimately leading to safer and more productive work environments.

This study is consistent with the High-Performance Work System Theory. The high-performance work system (HPWS) is an integrated human resource management model that aims to enhance business performance by training, motivating and improving employees' knowledge, skills and abilities (Li, Li, and Liu, 2021, p. 3). This is also supported by the study of (Aboramadan, Kundi, Elhamalawy, and Albashiti, 2022, pp. 1439-1440), which indicates that employees who have a favorable opinion of high-performance work system believe that their organization cares about them and, hence, have a perception of safety climate. The study also stated that it is beneficial for human resource practitioners to utilize a high-performance work system because effective implementation can strengthen employees' perception of safety. Human Resource practitioners should foster a safe environment by displaying a strong commitment to safety and devoting adequate resources to achieve this goal.

The findings also align with the study of (McCallum, Haar, Myers, 2023, p.401-402), which demonstrates the importance of creating resilient HRM systems and recognizing Human Resource practices and safety climate are complementary. This study highlights the contribution of strategic human resource management in significantly creating an intense, positive work atmosphere. Implementing strategic human resource management that promotes a strong safety culture may reduce incidents and improve overall safety. Integrating effective HRM techniques is necessary for creating a safe environment (Oyewole, Okoye, Ofodile, Odeyemi,

Adeoye, Addy, and Ololade, 2024, p. 629). Human Resource practitioners must ensure employees feel a safe climate within the organization and help them to demonstrate positive work results.

CONCLUSIONS AND RECOMMENDATION

This section presents a summary of the findings and the researchers' conclusions and recommendations based on the investigation results.

Conclusions

Based on the study's results, strategic human resource management (SHRM) showed a "very high level". The investigation assessed three leading indicators: Cohesiveness, Strategy Integration, and Devolvement of HR Function. On the other hand, safety climate practices also showed a "very high level". This variable in the study comprises five leading indicators: Management Commitment to Safety and Personnel collaboration, Safety communication, Work environment, Formal training and Personal priorities and need for safety. Thus, the null hypothesis is rejected, indicating this study has significant relationship between strategic human resource management and safety climate practices among human resource practitioners.

Recommendation

The findings and conclusion of this study generate the following suggested recommendations:

HR may provide profound observation by conveying employee performance data, knowledge gaps and employee trends. This implies that management needs to understand how employees fully impact the success of a strategy. Additionally, by involving HR in a decision-making process, they can embed safety standards in the workplace. By using data about workplace incidents and safety training effectiveness, management can recognize the current safety climate in the workplace. If HR can establish and advocate employee involvement in safety programs during decision-making, it will lead to a positive safety culture. To sustain this recommended solution, HR practitioners may consistently execute its value by giving data-driven insights that are clear and accurate, aligning strategically with business goals and demonstrating active collaboration with stakeholders. Also, they may continue to build trust and open communication when solving a company's challenges. By doing so, HR practitioners may prove that they are not only for administrative function but also strategic partner in decision making.

On the other hand, it is recommended to execute regular training sessions and workshops that focus on effective safety communication can further equip the employees with proper skills to articulate and address safety concerns. Moreover, safety communication training can be implemented into strategic process that improves workplace safety while driving profitability. The Human Resource Department may conduct a comprehensive safety audit to identify communication gaps and ensure that training objectives align with business goals. Following the implementation of the training, HR Practitioners may organize a regular training session to maintain engagement, with managers playing a crucial role in strengthening safety communication strategies.

Furthermore, businesses with remarkable safety records can use them as a competitive edge to attract investors, customers, and even top talent. Reducing workplace accidents results in significant financial benefits such as lower liability expenses, decreased compensation claims, and minimized operational disruptions. Also, HR Practitioners may conduct post-training evaluations to gather feedback and measurable enhancements to the organization's safety climate. By integrating these strategies, companies can shift the training from a mere operational cost into a valuable investment that strengthens employee well-being and long-term profitability.

Lastly, future researchers encouraged to explore strategy integration and safety communication. Such studies could identify existing gaps and provide information on improving these areas. Also, this study may serve as reference for future researchers' papers.

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