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Safety Management Paradigms: COVID-19 Employee Well-Being Impact on Occupational Health and Safety Performance

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Abstract: In safety-critical organizations, safety management plays a crucial role in ensuring occupational health and safety performance. This paper presents the conceptual model for the safety management paradigms to enhance occupational health and safety performance with the mediating role of employee well-being in Malaysia's oil and gas industry. This study aims to develop a safety management model to reduce the rate of accidents and injuries. This study will collect data from operation and production department employees with convenience sampling technique from downstream of oil and gas Malaysia. In the future, the proposed model can be validated in high-risk hazardous industries, including construction, manufacturing, and transportation.

Keywords: COVID-19, Safety Management Paradigms, Employee Well-Being, Oil and Gas, Malaysia.

安全管理范例：新冠肺炎员工幸福感对职业健康和安全绩效的影响

摘要：在对安全至关重要的组织中，安全管理在确保职业健康和安全绩效方面起着至关重要的作用。本文介绍了安全管理范式的概念模型，该模型以员工的福祉在马来西亚石油和天然气行业中的中介作用来提高职业健康和安全绩效。这项研究旨在建立一种安全管理模型，以减少事故和伤害的发生率。这项研究将利用马来西亚石油和天然气下游的便捷采样技术从运营和生产部门员工那里收集数据。将来，该模型可以在包括建筑，制造和运输在内的高风险危险行业中得到验证。

关键词：新冠肺炎，安全管理范例，员工福利，石油和天然气，马来西亚。

1. Introduction

Ensuring occupational health and safety performance is still the biggest challenge for theorists and practitioners alike [1, 2]. Workers around the world continue to bear millions of injuries each year (International Labor Organization). Therefore, it is not surprising that a plethora of research is trying to identify safety management paradigms to improve occupational health and safety performance via employee well-being [3-6]. Safety management paradigms are the essential roles and functions that organizations follow to remain safe [7]. In addition, safety management paradigms are the subsystem of the safety management system in the organization, and it maintains various techniques and strategies [5, 6, 8, 9]. In past studies, numerous attempts have been made to identified specific safety management paradigms to improve occupational health and safety performance [8, 10, 11]. In the competitive market, the work burden has been increased on workers [12]. However, employee well-being at work has gained

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interest in high-risk hazardous organizations [13]. According to [14], to remain profitable and efficient, companies need healthy employees. Similarly, [15] pointed out that well-being in the workplace is essential and steadily rising by introducing workplace employees' health willingness to perform the job safely. [16], argued that proactive employee well-being support helps to tackle ill-health issues of employees' in organizations and decrease the rate of absenteeism.

All businesses strive to progress in a healthy state and improve employee well-being and good health to maintain occupational health and safety performance [4]. Despite the appeal for initiatives to improve occupational health and safety performance, the role of safety management paradigms and employees' well-being is important in high hazardous organizations, including, e.g., the oil and gas industry.

In addition, according to [17], across occupational sectors, e.g., oil and gas, manufacturing, and construction, employees are experiencing physical and psychological issues. However, management commitment and appreciation for risk help to work safely with co-workers at the workplace. Given the current situation in the workplace in Malaysia's oil and gas industry, this study aimed to explore ways to improve occupational health and safety performance. The oil and gas industry plays a significant role in creating employment opportunities and supporting the country's economy. Large numbers of oil and gas plants operate in the country, so they warrant the attention of researchers to solve the problem related to occupational health and safety performance.

2. Oil and Gas Sector of Malaysia

In Southeast Asia, Malaysia is the second-largest oil and natural gas producer and exporter of liquified natural gas globally. In Malaysia, the oil and gas sector is considered the most important to contribute to the country's economy, which is up to 20 percent of the overall gross domestic product (GDP). However, this industry faces a lot of challenges to maintain safety performance. These challenges are included to reduce fatal incidents rate, accidents, near misses, and injuries. In Malaysia, from January 2019 until June 2019, 5031 workplace accidents occurred with 127 fatalities and 131 permanent disabilities, and 3491 non-permanent disabilities were reported by the Department of Occupational Safety and Health (DOSH) [95]. In 2019, according to the annual report, RM 4,160,000.00 was allocated for safety enforcement [95]. Hence, Malaysia is enforcing ACT- 1994 to combat the workplace issues high hazardous for the health safety and environment [95].

Furthermore, the report also states that approximately 10,000 cases were carried out during the year. However, there is still a lot to be achieved to improve health safety and environmental performance. In an organization, safety committed employees have a strong willingness to exert a safety effort to attain organizational safety performance [11]. This paper explores the relevant safety management paradigms to develop a conceptual framework to reduce the rate of accidents and injuries, with employee well-being in Malaysia's oil and gas sector.

Table 1 Total number of person-days lost and funds paid in last 5 years

Year	Total Number of Person-Days Lost	Temporary Disability Funds	Permanent Disability Funds
2015	3,396,800	177.86	470.60
2016	3,556,765	188.15	500.19
2017	3,685,358	191.21	504.10
2018	3,712,258	194.75	507.12
2019	3,771,354	195.85	505.08

Note: The amount paid for PD and TD is in RM Million [89].

Table 1 shows the person-days lost of five years from 2015-2019. It is showing that permanent disability funds and temporary disability funds are increasing as compared to previous years. The number of man-days also lost increases due to injuries, accidents, and near misses.

Table 2 Statistic of accidents/injuries and funds paid in the oil and gas sector

Year	Male	Female	Total	Temporary Disability Funds	Permanent Disability Funds
2015	1,618	382	2,000	1,843	569
2016	1,588	425	2,013	1,939	621
2017	1,621	449	2,070	2,000	657
2018	1,693	388	2,081	2,014	620
2019	1,563	672	2,235	2,125	685

Note: The amount paid for PD and TD is in RM Million [89]

Table 2 shows the accidents and injuries rates and funds to the employees for permanent and temporary disability in the oil and gas sector. The statistics shows that from 2015 to 2019, the funds' ratio has been increasing. The total number of male and female employees shows fluctuation and serious concern to improve occupational health and safety performance.

3. Impact of COVID-19 on the Oil and Gas Sector of Malaysia

The COVID-19 pandemic has had a drastic impact on overall industries, but oil and gas have a hard hit worldwide. The spread of various has forced many oil

and gas companies to stop or slow down physical operations. Moreover, coronavirus has influenced the downstream market because oil prices were crashed, and crude oil prices on January 1, 2020, were $67.05 on NASDAQ and $30.00 on March 15, 2020 [96]. In the market, oil players are trying to struggle with declining demand to ensure employees' safety. Malaysian oil and gas industry experienced the third time in the last 12 years, but after 1st two shocks, the Industry started to work as usual. This time COVID-19 affected supply demand for the commodity and brought a global humanitarian crisis for the oil and gas industry [102]. Additionally, this time sector's financial health is worse as compared to the previous twice crisis. Hence, in May 2020, PETRONAS announced that it is slashing 21% capital expenditures around RM50 billion [97].

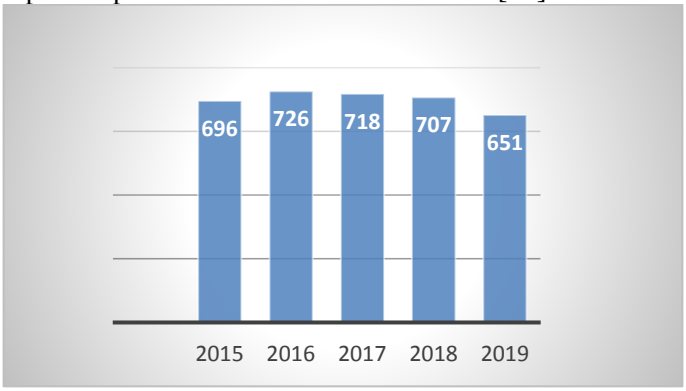

Fig. 1 Oil production in Malaysia from 2015 to 2019 [90]

Fig. 1 shows the oil production in Malaysia barrels per day from 2015-2019. So, it shows that in 2015 per day production was 696 barrels, which increased to 726 in 2016, and statistics show that there is a continuous decline in 2017 (718), 2018 (707), in 2019 (651) is showing the lowest production per day in last five years. The last five years' analysis clearly shows the impact of COVID-19 on the Malaysia oil and gas industry in 2019.

4. Safety Management Paradigms

In the market, industries face challenges to reduce the accident rate, fatalities, and near misses to improve occupational health and safety performance. Safety management is usually regarded as a subsystem of the safety management system to maintain essential roles, functions, and systems to maintain workplace safety. Training plays a vital role to equip employees with competent skills and knowledge for job-related tasks. According to [18], safety-related training helps overcome the deficiencies for injuries from a safety perspective. Safety training led to prevent accidents in work areas and improve the competencies of workers [19]. In contingency situations, well-trained employees handle issues in a better way [20]. Safety in organizations demands management support for safety climate and employee training [21]. The previous research studies evidence shows that many workplace accidents occurred due to inadequate training [22]. In the workplace, accidents occur because of a lack of skills and expertise to operate plants [23]. It is argued that when safety training is upheld for an extended period, workers' safety can be supported [24]. Training is the biggest challenge for organizations because it involves higher cost, effectiveness measurement of training also difficult for organizations [25].

Safety rules and procedures are reports that communicate what steps employees can take and what they can not bear to accomplish workplace safety [26]. The organizational Safety policies and procedures show the expression of safety improvement to reduce accidents and injuries [27]. According to the Malaysian Occupational Health Safety Administration act [98], employers are responsible for formulating safety policies for the employees at the workplace. Notably, formal safety policies and high standards harness and positive organizational management attitude help improve safety performance [7]. According to [10], it has been demonstrated that companies registered with OHSAS 18001 certification perform better in terms of safety performance. Well-documented safety rules and procedures and their enforcement can improve employees' safety performance and safety behavior [28]. The safety rules and procedures may minimize the causes of accidents and injuries because they give a clear picture of safety improvement practices.

In safety management, employee's involvement in decision-making has been reported as negative, particularly in identifying safety problems [23]. Management safety commitment provides ultimate support to employees and encouragement to follow the safety rules and procedures [29]. Besides, top management support reshapes employees' perceptions and behavior related to safety [30-32]. Hence, top management commitment is included in safety training for employees and job design [33]. Many studies have been conducted on management safety commitment in the view of literature, including construction, hospitality, and heavy vehicle transport [34-36]. According to [29, 37], management safety commitment is an important factor determining the safety outcome for injuries, fatalities, and near misses. Further, organizations need to aware of the importance of safety management commitment to improve safety outcomes [13]. However, employees' safety behavior contributes to maintaining workplace safety performance and developing a safe relationship with co-workers [38].

The previous research studies [37] found that employees' behavior with co-workers helps to report risk hazards and problems that can cause the accident at the workplace [13, 29, 39, 40]. Similarly, a safety promotion policy is also part of safety management, including rewards and incentives to report safety hazards and unsafe conditions [41]. These compensation practices also create competition among employees to report unsafe co-workers' acts and safety-related problems [1]. In safety management practices, one most important factor that has been ignored was the usage of drugs at the workplace [42].

However, Safe work practices depend on effective communication [43]. Prior research [44] shows that agile organizations use different communication techniques to decrease injury performance. Employee training and learning are not enough to work safely [45]. However, communication allows people to interact purposively and cooperatively to develop safety environment [46, 47]. Hence, the way seniors and management communicate with subordinates influences safety behavior, whether to participate or not in the workplace's safety process [48]. The language used to convey a message often determines whether the safety process is rejected or accepted [49]. Nevertheless, safety practices depend on communication practices used in an organization [50]. A safe work environment provides a sense of commitment and lowers the risk of hazards and injuries [51-53]. Management provides an open system and two-way communication information related to risks and hazards to work safely [54, 101]. Employees contribute effectively and consultation that encourages to report hazards, near misses, and injuries [55]. Moreover, in decision-making, employees are motivated to work safely [21, 29, 56]. In high-risk jobs, employees intend to discuss issues openly with seniors [50].

Communication barriers create a challenge to adopt safety-related communication in the organization [57]. According to Kim et al. [43], effective communication may help to reduce hazards' risk. The organizational open-door policy for communication facilitates discussing threats and challenges at the workplace [26, 58]. Safety commitment has described the individual's involvement in safety activities to achieve organizational safety goals and improve safety performance at the workplace [59, 60]. In the past, many studies have been discussed the importance of safety commitment and safety performance [61]. Many studies have been conducted on management safety commitment in construction, hospitality, and heavy vehicle transport [34-36]. According to [29, 37], management safety commitment is an important factor determining the safety outcome for injuries, fatalities, and near misses. Further, organizations need to aware of the importance of safety management commitment to improve safety outcomes [13]. However, employees' safety behavior contributes to maintaining workplace safety performance and developing a safe relationship with co-workers [38].

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5. Employee Well-Being

In an organizational context, employee well-being was used to investigate job satisfaction at the workplace [63]. According to [64], employee well-being encompasses the combination of job stress, psychological and mental indicators, e.g., frustration, anxiety, and blood pressure. In the past, many studies have been discussed employee well-being [65-67].

[68] argued that employee well-being is multi-dimensional, and its roots are from the psychology field. In addition, healthy employee well-being impacts the organizational outcome because it is associated with the quality of employees' life [65]. The model of employee well-being encompasses three dimensions, including subjective well-being (SWB), Psychological well-being (PWB), and workplace well-being (WWB) [69]. Hence, life well-being is associated with satisfaction and happiness in employees' personal life, and workplace well-being is associated with happiness at the workplace and job activities [65]. Therefore, employee well-being promotes the advantages that add value to organizational performance [70]. According to [71], sociologists and psychologists have researched that cognitive factors affect the employees' quality of life [70, 72, 73]. Therefore, management commitment focus on maintaining employees' mental health and physical health at the workplace [74]. According to [69], employees work in high hazardous areas, so it is a

challenge for management to maintain employees' well-being to provide safety and protection [75]. Hence, organizations face challenges since December 2019 to maintain employees' mental and physical health because of COVID-19. It has been shown that in previous studies [16, 65, 70, 76, 77], healthy employees contribute significantly to organizational performance. So, when management focuses on developing and implementing safety management paradigms, it influences employees' well-being, contributing to maintaining occupational health and safety performance [78, 79]. Likewise, safety management paradigms are important. Therefore, employee well-being is also important for occupational health and safety performance.

6. Occupational Health and Safety Performance

In the 21st century, occupational health and safety performance is the biggest challenge for researchers and practitioners. According to an international labor organization (ILO-2048) on workplaces, millions of workers suffer from accidents and injuries every year around the globe. In the most hazardous workplace, employees face health and safety issues [80]. However, these problems increase the employees' medical expenses for health [81]. According to [59], safety performance influences employees' retention rate. Safety performance in an organization depends on employees' safety, commitment, and engagement with co-workers [9]. In previous studies related to safety performance and employees' relationships, Ellinger et al. [69] argued that when employees engage, they share safety information. Employees learn through formal safety training [81]. Workers share information at the workplace when engaging in following safety rules and procedures [82]. Safety commitment behavior is the primary concern for safety performance [83]. According to [66], [84], employees' positive safety commitment behavior encourages co-workers to be related to safety and measures and follow the rules [48].

Therefore, organizational safety performance is indirectly the result of employees' job performance [11, 85, 86]. According to [87], a positive response to employee engagement supports sharing safety knowledge with co-workers. Furthermore, workplace safety performance is measured to minimize accidents and occupational injuries [25]. Several studies addressed that researchers need to point out the factors that lead to severe injuries and accidents, and near misses in an organization [48, 61]. However, employees' behavior matters a lot to maintain and enhance safety performance [52, 53]. According to [88], safety performance is also associated with an employee's safety compliance and safety commitment in the workplace, while safety behavior indirectly supports developing a safety culture and enhancing safety performance [27]. Additionally, [82] argued that safety performance is associated with employees' safety commitment at the workplace. In the last decade, numerous studies focus on investigating safety performance predictors. Safety improvement is a continuous process. It improves when organizations take serious initiatives [91]. However, these initiatives are included safety training and its implications of learned skills and knowledge [55].

7. Hypotheses

H1: Management commitment will have a positive relationship with employee well-being.

H2: Safety rules and procedures will have a positive relationship with employee well-being.

H3: Safety training will have a positive relationship with employee well-being.

H4: Personal appreciation of Risk will have a positive relationship with employee well-being.

H5: Safety communication will have a positive relationship with employee well-being.

H6: Employee well-being will mediate the relationship between management commitment to safety and occupational health and safety performance.

H7: Employee well-being will mediate the relationship between safety rules and procedures and occupational health and safety performance.

H8: Employee well-being will mediate the relationship between safety training and occupational health and safety performance.

H9: Employee well-being will mediate the relationship between personal appreciation of risk and occupational health and safety performance.

H10: Employee well-being will mediate the relationship between safety communication and occupational health and safety performance.

H11: Employee well-being will have a positive relationship with occupational health and safety performance.

8. Contextual Analysis

The literature analysis shows that numerous studies have been conducted to improve occupational health and safety performance in high-risk hazardous organizations, e.g., small-medium enterprises (SEMs), construction and manufacturing industries. This study focused primarily on downstream in the oil and gas sector of Malaysia. In the downstream sector, mainly involved activities are manufacturing, gas processing plants, petrochemical plants, including polymers, fertilizers, and olefins. The Occupational Safety and Health Master plan 2016-2020

is planning to develop a strategy and protect the most important asset of the country's human resources with the goal of vision 2020 [99].

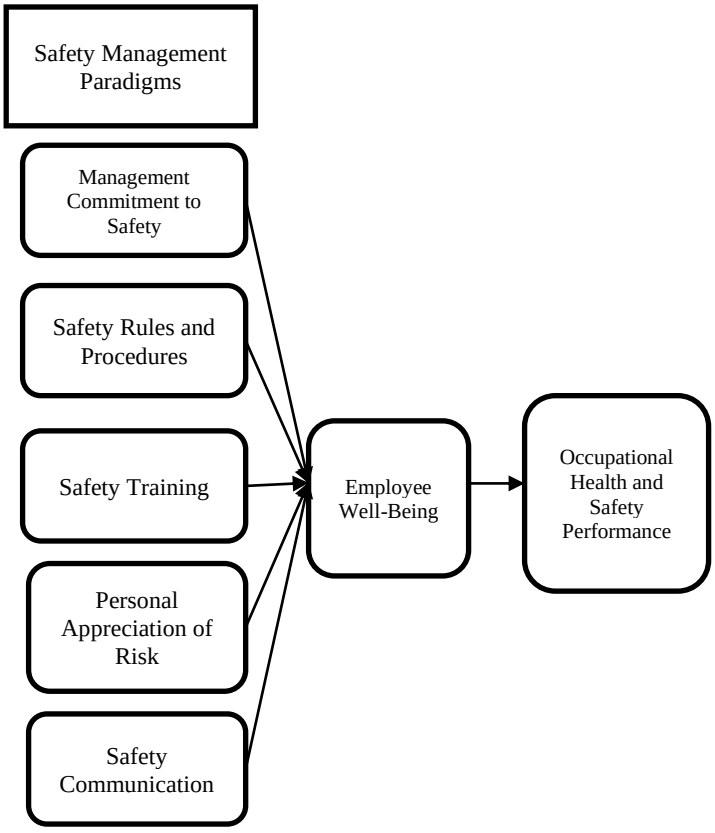

Fig. 2 Conceptual framework

9. Methodology

The research paradigm enables the researcher to use appropriate methodology to complete the study scientifically. In this study, the positivist approach will be adopted, which is also a quantitative approach. However, this approach helps to apply theory and methods to accept or reject the hypotheses. Hence, this study unit of analysis will be individual, and data will be collected from the operation and production workers downstream of Malaysia's oil and gas industry. The sample size will be selected from the production and operation department because employees work in high hazardous areas and have more experience of injuries, accidents, and near misses. The research instrument for the data collection will be used from [1, 92, 93]. For computing the sample size, G* Power version 3.9.2 [94] will be used. However, an adopted questionnaire will be translated into the Malay language to make it easily understandable for the study respondents. Data will be collected through self-administered and non-probability (convenience) sampling techniques in this study. The data will be analyzed by using the SPSS 23.0 version and Smart PLS. The mediation analysis will be tested by following Barron & Kenny's [100] steps to test the relationships among the proposed model variables.

The proposed methodology steps and procedures will be helpful to validate the model rigorously and produce productive results.

10. Conclusion

This conceptual paper emphasizes the safety management paradigms' impact on occupational health and safety performance with the mediating role of employee well-being in Malaysia's oil and gas industry. The present study extends the existing models of safety management [1, 2, 45] by integrating employee well-being with safety management paradigms to reduce the rate of accidents, injuries, and near misses, which directly reduce the cost of occupational health and safety performance. In the future, researchers can validate the proposed conceptual model in high hazardous safety concern organizations, including oil and gas, construction, manufacturing, and transportation. The validated model will help the top management, safety leaders, and strategists maintain occupational health and safety performance to reduce accident rates, injuries, and near misses.

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