STRATEGIC HUMAN RESOURCE MANAGEMENT AND SAFETY CLIMATE PRACTICES AMONG HUMAN RESOURCE PRACTITIONERS IN DIGOS CITY, PHILIPPINES

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Abstract:

In a world of increasing environmental disruptions, ensuring the safety and well-being of workers has become a top priority for organizations. Unplanned incidents and natural disasters pose serious challenges for businesses, especially in managing employees and maintaining safety. This study aims to comprehend, in the context of environmental disruptions, the critical relationship between safety climate practices and strategic human resource management (SHRM) among human resource practitioners in Digos City. Using a stratified random sampling technique, 114 HR practitioners of Digos City were surveyed, and data was treated statistically with mean and Spearman rho. The findings revealed that the levels of SHRM and safety climate practices in Digos City were both very high. Based on the analysis, strategic human resource management and safety climate have a positive strong relationship. The study suggested SMEs allocate resources to formal training programs aimed at bolstering employee skills and knowledge in company safety procedures, especially in the event of a disaster. Furthermore, organizations can offer training to top-level management on effectively ensuring employee safety during working hours and cultivating a safety-focused environment to enhance overall employee safety performance.

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1. Introduction

Forcing employees to work in an unsafe environment would be an enormous stressor without recovery. Safety management, health, and well-being in the workplace have become significant components of work-life quality. Safety climate is the way that workers view the safety policies, procedures, and practices of the company from the perspective of peers, supervisors, and management (Mosly, 2019, pp. 105–109). Safety climate is largely influenced by the safe behavior of employees since organizational culture fosters and supports secure conduct, which in turn creates a safety culture (Draghici, et al., 2022, p. 8464).

Unpredictable events have increased concerns about workplace safety, and companies are looking for ways to maintain competitiveness while ensuring the wellbeing and safety of their workers (Subramony, et al., 2022, pp. 363– 374). In the context of disruption, the issue of security becomes critical as it can have significant human and economic consequences. For instance, Voorhees, Fombelle, and Bone (2020, pp. 396-400) highlighted the extreme stress that service delivery staff experience during disasters. Several cohort studies have shown that disaster-related stress is widespread among workers worldwide, related to safety anxiety, concern, and psychological exhaustion (Nabe-Nielsen et al., 2021, pp. 1–11; Sasaki et al., 2021, pp. 2020–0017). At the same time, there is proof that some of these unfavorable effects are mitigated by employee opinions of the company's catastrophe response, such as when there is clear communication and other safety-related procedures (Hu et al., 2021, pp. 102662; Nabe-Nielsen et al., pp. 1–11). Taken together, these preliminary results highlight the significance of closely analyzing the safe climate procedures that service providers create in reaction to major calamities like fires, earthquakes, and other occurrences.

The academic field of strategic human resource management (SHRM) emphasizes the organization of workplaces and how it impacts "the actions of individuals as they strive to develop and implement the strategic requirements of the business." In 2020, workplaces across the globe were impacted by environmental disruptions (Collings, McMackin, et al., 2021, pp. 1378–1382; Collings, Nyberg, et al., 2021, pp. 819–833), which have already had a significant impact on how organizations operate. This has led to a re-evaluation of how we perceive, structure, and carry out work (Mihalache and Mihalache, 2021, pp. 295–314; Minbaeva, 2021, pp. 1–8; Ritter and Pedersen, 2020, pp. 214–224; Trougakos et al., 2020, pp. 1234–1245). Strategic human resource management plays a vital role in today's highly competitive business environment, as it enables organizations to leverage their unique organizational structure and gain a competitive advantage (Kuncoro and Suriani, 2018, pp. 186–192).

The management of human resources is in charge of encouraging worker participation and adhering to safety protocols. For instance, a recent Chinese study

discovered that workers' worry about the COVID-19 virus translated into decreased levels of safety-related activities (Wang, et al., 2022, pp. 1–15). Human resource management is critical in organizations since it focuses not only on employees' performance and compensation but also on the safety that the firm provides. Employers are responsible for making sure that their workers are safe, and this will also fall under the supervision of the human resources department in the company. One of the major problems in human resource management is the health and safety of employees (HRM) (Gannon & Paraskevas, 2019, pp. 1737–1768). Research in human resource management has recently begun to emphasize that preserving occupational health and safety is a key priority for HR managers (Ho & Kuvaas, 2020, pp. 235-253; Peccei & Van de Voorde, 2019, pp. 539–563).

Hazardous areas and risk phenomena that have never been predicted can give employees an unsafe and uncomfortable environment. Environmental disruption is gaining traction in the management profession because of its unpredictable nature and substantial effects on existing arrangements both inside and across organizations (Hällgren et al., 2018, pp. 111–153; Oh & Oetzel, 2022, pp. 1–24). Natural calamities such as tsunamis, earthquakes, and typhoons severely affect labor management. This can have a physical and emotional effect on the workers. Natural disasters are sometimes called "acts of God" because they are unpredictable and leave organizations unable to forecast and plan for their occurrence and effects (Oh & Oetzel, 2022, pp. 1– 24). Frontline employees are vulnerable, especially during natural catastrophes. Another problem that HRM should focus on is protecting the health and well-being of their employees because they are more exposed to potentially life-threatening and emotionally taxing conditions (Das et al., 2021; Nagesh & Chakraborty, 2020). These may provide a problem for human resources regarding how they manage their personnel during calamities.

To further minimize employee stress caused by environmental changes, the researcher should delve deeper into HR policies and procedures. Notably, studies have shown that a company's substantial support during disasters is crucial in reducing employee stress (Mihalache, et al., 2022, pp. 295–314). A promising area for future research is to enhance the existing HR process literature, which highlights the process by which HR practices can produce their effects (Sanders & Yang, 2021, p. 50). In Turkey, a magnitude-6.6 earthquake hit Izmir's buildings, causing roughly 400 buildings to sustain major damage and resulting in the collapse of six buildings. Most severely damaged structures were constructed in the 1990s using outdated earthquake-resistant design codes from 1975, with inadequate code compliance and poor construction quality. In addition, the buildings' structural systems were changed while they were still used to allow commercial usage on the first level (Erdik, et al., 2020, p. 10). Additionally, the most damaging occurrence happened in June 2015 in Ranau, Sabah, Malaysia, not just for the locals but also for the city's small businesses. The aftermath resulted in the terrible deaths of 18 individuals on Mount Kinabalu, physical damage to structures, interruption of lifelines, and regular commercial operations, including hotels and rest houses (Fabeil, et al., 2019, pp. 301-313).

In the Philippines, typhoon Yolanda destroyed several micro, small, and medium-sized businesses (SMEs), destroying their infrastructure and injuring employees, upsetting supply networks, and affecting public services (Mendoza, 2018, pp. 938–952). Typhoon Yolanda's consequences are anticipated to extend beyond the storm's immediate effects and impact the community's way of life. In the context of human resource management, industrial leaders must instruct employees on how to deal with such catastrophes. On October 16, 2019, a 6.3-magnitude earthquake hit Digos City, and the local government instructed malls and department stores to close (Aguirre, E., 2019). According to Napallaton (2019, pp. 13–24), earthquakes are the most common natural disaster in the Philippines due to the Philippines being located on tectonic plates within the so-called Pacific Ring of Fire. Additionally, to educate and prepare each student for upcoming disasters, schools in Davao del Sur are conducting disaster preparation activities. However, researchers tend to ensure that local establishments, specifically in Digos City, conduct safe climate practices.

This study is based on the High-Performance Work System Theory (HPWS), which proposes the existence of a defined set of work methods designed for an organization's core employees (Appelbaum & Batt, 1993, p. 94). HPWS is composed of a network of interlinked HRM practices crafted to enhance employees' skills, engagement, and commitment. These practices include elements like internal mobility, training, performance evaluations focused on outcomes, job security, employee involvement, promoting work-life balance, and providing clear job descriptions (Dorta-Afonso, et al., 2021, p. 3226), which can help create a climate at work where safe behaviors are encouraged, ultimately leading to a reduction in the quantity and extent of accidents (Lindahl, et al., 2022, p. 438). When these practices are successfully put into action, employees typically exhibit motivation, dedication, satisfaction, and greater adherence to safety measures.

2. Research Objectives

Environmental disruptions like natural calamities may substantially hinder an organization's capacity to manage its people, thus impacting its performance. As the frequency of environmental disruptions increases, it is essential to discover strategic human resource management methods that enable businesses to remain resilient in the face of disruptive circumstances like natural catastrophes. Hence, this study examined the relationship between strategic human resource management and safety climate practices among human resource practitioners in Digos City. Specifically, this study aimed:
1. To assess the level of strategic human resource management among human resource practitioners in Digos City in terms of:
   1.1 cohesiveness;
   1.2 strategy integration; and
   1.3 devolvement of HR function.

2. To ascertain the level of safety climate practices among human resource practitioners in Digos City in terms of:

   2.1 management commitment to safety and personnel collaboration;

   2.2 safety communication;

   2.3 supportive environment;

   2.4 work environment;

   2.5 formal training;

   2.6 priority of safety; and

   2.7 personal priorities and need for safety.

3. To determine the significance of the relationship between strategic human resource management and safety climate practices among human resource practitioners in Digos City.

3. Material and Methods

3.1 Respondents

The study originally aimed to have 300 respondents; however, due to rejections from certain establishments, a sample size of 114 was ultimately used. According to Roscoe (1975, p. 55), this sample size falls within the range deemed suitable for the majority of behavioral research. To ensure an accurate representation of the sample, a stratified random sampling approach was used, covering various establishments in Digos City. The population was stratified based on the exclusive affiliation of respondents with Small and Medium Enterprises (SMEs). Random samples were drawn from each group, guaranteeing that each small and medium-sized enterprise (SME) contributing to the overall sample had an equal proportional representation.

This study focused on HR practitioners employed in the private sector with at least thirty (30) to one hundred (100) employees within Digos City, provided they possessed at least six months of working experience, ensuring a foundational understanding of the human resource practices in their respective workplaces. Conversely, HR consultants and HR practitioners working in the government sector, as well as those located outside the study area, were excluded from participation. Furthermore, the research respected the voluntary nature of participation, with respondents having the right to withdraw or decline to answer specific questions.

The age distribution showed the highest proportion (32.4%) in the 26–30 years old category, followed by 31.5% in 31–35 years old, 15.7% in 36–40 years old, 12.2% in 18–25 years old, 5.2% in 41–45 years old, and the smallest percentage is 2.6% in over 46 years old. In terms of working position, the majority of the respondents were rank and file, comprising 50.8% of the sample, followed by 27.1% in managerial positions, 18.4% in supervisory, and the smallest percentage was 3.5% in other positions. Employment status revealed that 86.8% were regular employees, while 13.1% were probationary.

3.2 Instruments

This study utilized an adapted questionnaire verified by experts to be tailored to the respondents' profiles. The first section of the instrument included questions about strategic human resource management, which was taken from the study of Sajeevanie, T.L. (2020, pp. 18–19), entitled "An Instrument to Measure the Practice of Strategic Human Resource Management in Private Sector Organizations. To interpret the responses of the employees in terms of the level of strategic human resource management, the following rating scale was used.

Range of Means	Descriptive Level	Interpretation
4.20 - 5.00	Very High	This indicates that strategic human resource management is always observed.
3.40 - 4.19	High	This indicates that strategic human resource management is often observed.
2.60 - 3.39	Moderate	This indicates that strategic human resource management is sometimes observed.
1.81 - 2.59	Low	This indicates that strategic human resource management is seldom observed.
1.00 - 1.80	Very Low	This indicates that strategic human resource management is never observed

The second part of the questionnaire included questions about safety climate practices, which consisted of seven indicators, namely: management commitment to safety and personnel collaboration, safety communication, supportive environment, work environment, formal training, the priority of safety, personal priorities, and need for safety. The questionnaire was adapted from the study of Arghami et al. (2013, p. 145), entitled "Reliability and Validity of a Safety Climate." To interpret the level of safety climate practices, the scale shown below was used.

Range of Means	Descriptive Level	Interpretation
4.20 - 5.00	Very High	This indicates that safety climate practices are always observed.
3.40 - 4.19	High	This indicates that safety climate practices are often observed.
2.60 - 3.39	Moderate	This indicates that safety climate practices are sometimes observed.
1.81 - 2.59	Low	This indicates that safety climate practices are seldom observed.
1.00 - 1.80	Very Low	This indicates that safety climate practices are never observed.

3.3 Design and Procedure

A quantitative-correlational research method was used in this study. The correlational design examined the connections between the variables and could go in either a positive or negative direction (Bhandari, 2022, p. 3). This research design was the most efficient

method for quickly collecting data from real-world contexts, which made it easier to apply the findings to actual circumstances in an externally valid way. This design was appropriate since the study aimed to determine the relationship between strategic human resource management and safety climate practices among human resource practitioners in Digos City. The questionnaire was personally distributed to respondents as part of data collection. Before survey questionnaires were distributed, the researchers obtained approval from the authorized personnel of certain Digos City establishments through letters of intent to conduct the study. After the data was gathered from the respondents, the statistician tabulated the responses and approved them for interpretation in light of the problem statements. Moreover, Mean and Spearman were the statistical tools used to analyze and interpret the data. Mean was used to characterize the SHRM and safety climate practices. On the other hand, Spearman was used to ascertain the significance of the relationship between the independent and dependent variables.

4. Results and Discussion

4.1 Level of Strategic Human Resource Management among HR Practitioners in Digos City

Table 1 displays the level of strategic human resource management in Digos City across three indicators: cohesiveness, strategy integration, and HR function. The overall mean score of 4.39 (SD=0.42) indicates a very high level of strategic human resource management, which means that SHRM practices are always observed. As bannered in the table, devolvement of HR function has the highest mean score of 4.49 (SD=0.42), followed by strategy integration ($\bar{x}$=4.31, SD=0.48), and cohesiveness ($\bar{x}$=4.36, SD=0.44). The high overall mean score and the strong performance across the three indicators affirm that SHRM practices are well-established and consistently followed among HR practitioners in Digos City. These results are indicative of a proactive and strategic HR approach that aligns with the broader organizational objectives, fostering an environment of effective HR management.

Table 1: Level of Strategic Human Resource Management of HR Practitioners

Indicators	Mean	SD
Cohesiveness	4.36	0.44
Strategy Integration	4.31	0.48
Devolvement of HR Function	4.49	0.52
Overall	**4.39**	**0.42**

Devolvement of HR Function garnered the highest mean score among the three indicators, which implies that HR functions have been effectively distributed or delegated within the organization, allowing for a more efficient and streamlined HR department. This idea resonates with the insights presented by Baird et al. (2019, pp. 451-474), who asserted that delegation empowers employees to work within a supportive framework and environment that encourages them to perform effectively. In addition, the

decentralization of HRM within companies holds significance because it plays a crucial role in enhancing organizational performance through HR activities like training and development, crafting job descriptions and specifications, assessing manpower needs, and participating in selection decisions (Sivagnanasundaram et al. 2021, p. 7823).

Cohesiveness emerged as the second-highest-rated indicator, indicating that HR practitioners in Digos City have established a strong sense of collaboration and unity in the pursuit of implementing strategic HR initiatives. In the context of the study, cohesiveness highlights the essential role that strategic alignment plays in shaping employee awareness, attitudes, and growth. It serves as a catalyst for translating the company's strategic plans into practical operational steps, effectively bridging the gap between strategy and execution. This perspective is consistent with the study conducted by Kroik and Swida (2018, pp. 69–82), which underscores the critical importance of personnel strategy cohesion. This cohesion involves the seamless integration of an organization's HRM practices to support the effective implementation of the overall strategic plan, ultimately leading to enhanced employee satisfaction and commitment. Furthermore, Jewett, Mah, Howell, and Larsen (2021, pp. 69–82) argue that cohesiveness becomes an important asset in times of crisis when the coordinated efforts and unity of HR practitioners and employees can be critical in responding to and coming out of disruptive occurrences.

On the other hand, *strategy integration* was found to be the least observed aspect of strategic human resource management among HR practitioners in Digos City, although it still received high ratings. This result signifies that HR strategies are well integrated with the overall organizational strategy. While strategy integration is not as well-observed as various other indicators, it is still essential to achieving sustainable development goals. This observation aligns with the study of de Miranda (2020, pp. 229–26), who emphasized the importance of creating alignment between HR and the organization's strategic objectives, ensuring internal consistency within HR policies, and nurturing a profound understanding of HR's significance among managers to facilitate the successful execution of strategic plans (Chams & Blandons, 2019, pp. 109–122).

4.2 Level of Safety Climate Practices among HR Practitioners in Digos City
Shown in Table 2 is the result of measuring the level of safety climate practices among HR practitioners in Digos City, which has an overall mean score of 4.36, assessed to be very high. The very high levels could be attributed to the predominantly high ratings given by the respondents to the seven indicators, which include personal priorities and the need for safety ($\bar{x}$=4.55, SD=0.58), safety communication ($\bar{x}$=4.41, SD=0.55), management commitment to safety and personnel communication ($\bar{x}$=4.39, SD=0.48), work environment ($\bar{x}$=4.36, SD=0.55), supportive environment ($\bar{x}$=4.34, SD=0.53), priority of safety ($\bar{x}$=4.26, SD=0.55), and formal training ($\bar{x}$=4.23, SD=0.66).

Table 2: Level of Safety Climate Practices of HR Practitioners in Digos City

Indicators	Mean	SD
Management Commitment to Safety and Personnel Collaboration	4.39	0.48
Safety Communication	4.41	0.55
Supportive Environment	4.34	0.53
Work Environment	4.36	0.55
Formal Training	4.23	0.66
Priority of Safety	4.26	0.55
Personal Priorities and Need for Safety	4.55	0.58
Overall	**4.36**	**0.43**

These suggest that safety climate practices are well-established and prioritized various facets of safety within the HR sector in Digos City. Moreover, these results affirm a conscientious approach to safety and a robust commitment to creating a secure work environment, ultimately contributing to the well-being of both employees and the organization as a whole.

As can be gleaned from the table, *personal priorities and the need for safety* garnered the highest mean score, which suggests that HR practitioners in Digos City place a strong emphasis on personal safety awareness and its intrinsic significance within the workplace. This finding supports Yiu et al., (2019, pp. 23–32), who articulated that an organization's safety climate begins with the individual's awareness and commitment to their own safety. Furthermore, the high rating in this indicator aligns with the principles of safety climate discussed by Sinclair and colleagues (2021, pp. 85–119), emphasizing that when employees accept personal responsibility for their safety and view it as an essential component of their work, a strong safety climate is created. Such a proactive stance among HR practitioners indicates a workplace culture that not only prioritizes safety measures but also actively encourages employees to internalize safety practices as an integral part of their work ethic (Borgheipour et al., 1994, pp. 109–117).

Safety communication also garnered very high ratings from the respondents, which indicates a robust commitment to transparent and effective communication regarding safety matters within the organization. This result underscores the idea that HR practitioners in Digos City recognize the pivotal role of open and clear communication in maintaining a strong safety climate (Pandit et al., 2019, p. 71). It aligns with the principles articulated by Caliguiri et al. (2020, pp. 697–713), emphasizing that safety communication is the cornerstone of hazard identification and risk mitigation. When safety communication is given such importance, it can lead to improved hazard reporting, a timely response to safety concerns, and a work environment where employees feel confident in sharing their safety-related insights without fear of reprisal. This commitment to safety communication promotes a culture of shared responsibility for safety, ultimately contributing to a safer and more resilient workplace.

Next to safety communication is *management commitment to safety and personnel collaboration*, which similarly garnered a very high rating. This indicates that management provides supervision regarding the safety practices instituted within the organization.

This is in line with a study by Xia et al. (2020, p. 105350), which highlights the ways in which employees can lessen the detrimental effects of risk perception on safety motivation and behavior at work by using positive communication and cooperation. According to Hu et al. (2021, p. 102662), managers can show employees that they genuinely care about workplace safety by putting three management strategies into practice: safeguarding, promoting, and participating. By highlighting the need for safety precautions and increasing risk awareness, these techniques eventually lead to the adoption of safety practices in employee behavior. One major factor that determines how trustworthy management is how well they can foresee and recognize the dangers and issues that can prevent the company from accomplishing its goals. It is essential to implement changes in the management system to prevent disruption and, in the event of a disruption, to return the organization's performance to its normal state. This level of dependability can create a conducive environment for positive work attitudes, increased job satisfaction, stronger commitment to organizational values, improved collaboration among team members, and enhancement of managerial skills and interpersonal relationships (Bieńkowska et al., 2020, p. 4318).

Work environment ranked closely after management commitment to safety and personnel collaboration, which shows that safety procedures within organizations are highly observed, fostering a secure and comfortable atmosphere for employees to perform their duties. This result aligns with the concept of Arooj et al. (2022, pp. 17–18) that a positive safety climate can be fostered by involvement and commitment to safety-related initiatives, which are reinforced by the management's strict adherence to laws and regulations for employee safety. HR professionals frequently collaborate with management to develop and execute safety policies and programs. As Vaness et al. (2019, pp. 37–45) suggest, a comfortable work environment might result in calmer, more disciplined workers who are more inclined to abide by the policies and procedures of the organization.

Supportive environment also got a high rating, which signifies that HR practitioners in Digos City received acknowledgement and encouragement from the management concerning safety matters within the organization. This is comparable with the study of Bunner et al. (2021, pp. 1–8), which found that safety climate increased when associated with organizational support. Such support can lead to job satisfaction, an emotional attachment to the organization's objectives, and an urge to continue longer (Maan et al., 2020, pp. 1–12). Kim et al. (2021, pp. 28–42) also noted that employees who receive valuable support from their leaders and cultivate strong connections are likely to have enhanced resilience and motivation. Cooke et al. (2019, pp. 695-718) likewise argued that in high-pressure work environments, employees can boost their resilience resources through encouragement and support from their supervisors.

The HR practitioners in Digos City also possessed a high level of safety climate practices through the *priority of safety*. This indicates the organization's unwavering dedication to ensuring a culture that prioritizes the well-being of employees. This result is in line with the research by Hu et al. (2021, p. 102662), which found that workers put

in the time and effort necessary to implement risk management plans that are anticipated to produce the safety outcomes that the organization desires. Prioritizing safety in job performance can take precedence for employees when management demonstrates a strong commitment to safety. Other senior managers need to cultivate the attributes of responsible leadership to proactively prevent accidents (Saleem and Malik, 2022, p. 13686).

Despite being rated the least among the safety climate factors, the respondents exhibited a very high level of observation through *formal training*. This indicates that formal training programs are conducted within the workplace, equipping workers with the skills and knowledge necessary to perform their jobs safely. This result underscores the idea of Luo (2020, pp. 106–119) that work safety training can enhance workers' skills and minimize accidents in the workplace. It also aligns with the principle articulated by Alruqi (2018, pp. 165–173) that formal training serves as a predictive factor in safeguarding against workplace accidents. As highlighted in the study conducted by Vignoli and colleagues (2021, p. 105388), apart from providing technical training, it is crucial to incorporate specialized training in soft skills like risk awareness and intercultural communication to enhance worker safety. The work environment appears to be the key factor, as it can either enhance or diminish the positive outcomes of such training efforts. In essence, suggesting the creation of an extensive training curriculum for companies and stakeholders may be a way to increase the positive effects and expand the applicability and transferability of all safety training materials. The study of Sherperd and colleagues (2021, p. 105388) confirmed that incorporating a variety of groups in the research and training process—including important stakeholders, local coworkers and supervisors, safety experts, and safety training—led to a more thorough perspective and improved efficacy in the transmission of knowledge and skills.

4.3 Correlation between Strategic Human Resource Management and Safety Climate Practices among HR Practitioners in Digos City

Table 3 shows a strong positive correlation between strategic human resource management and safety climate practices, which was statistically significant (rs(112) = .714, p = 0.000) among HR practitioners in Digos City. The correlation analysis between strategic human resource management and safety climate practices revealed a computed r-value of .714 with a probability value of p<0.000, which is significant at the 0.05 level. This indicates a strong positive relationship between the two variables, implying that an effective strategic human resource management results in the safety level of employees.

These findings underscore the importance of strategic human resource management in driving a higher level of safety practices among employees within the organization. This is comparable to the study conducted by Collings et al. (2021, p. 1378), which emphasizes how crucial HR's role is to operational and strategic success during the COVID-19 pandemic, especially when it comes to an understanding how the workplace influences employees' behavior and actions. According to Kiani et al. (2021, pp. 1-7), management commitment, safety-related training, safety communication,

employee involvement, and safety rules and procedures all have a positive impact on employee performance. These factors also reduce the number and extent of accidents while promoting a safe climate and increasing safe behaviors. Similarly, the research conducted by Ajmal et al. (2022, p. 4569) found that safety-management practices were significantly associated with occupational accidents through safety compliance.

The findings also align with the study of Lu et al. (2023, pp. 331–553), which found that strategic human resource management leads to increased employee resilience and engagement, demonstrating that engaged workers were more likely to be resilient. Emeagwal and Ogbonmwan's study in 2018 (pp. 1–19) shows that when employees receive comprehensive training, it boosts their knowledge, skills, and capabilities. Moreover, managers who make safety training a priority within a safety-focused environment create a chance to establish a competitive environment that is not only secure but also excels in safety performance (Saleem & Malik, 2022, p. 13686). Implementing strategic HRM within organizations can directly and positively affect safety practices within the organization, ultimately leading to the attainment of long-lasting competitive advantages (Musonda, Hapompwe, & Karim 2023, pp. 11–25). It suggested that fostering a strong safety culture within the company would result in allocating enough resources to enhance safety performance by minimizing the psychosocial hazards experienced by employees. According to Asad et al. (2022, pp. 1858–1864), adopting strict sanctions and punishments by policymakers in small and medium-sized enterprises (SMEs) has the potential to foster a safety culture and eventually enhance safety performance.

Table 3: Correlation between Strategic Human
Resource Management and Safety Climate Practices

	MC	SC	SE	WE	FT	PS	PP	Overall
Cohesiveness	.452**	.481**	.275**	.442**	.287**	.337**	.352**	.528**
Strategy Integration	.565**	.549**	.292**	.509**	.437**	.352**	.428**	.647**
HR Function	.519**	.562**	.369**	.558**	.439**	.326**	.371**	.631**
Overall	**.596****	**.617****	**.355****	**.583****	**.462****	**.389****	**.455****	**.714****

*p<.05, **p<.01

Moreover, this research is valuable for HR professionals and managers, particularly in service-oriented organizations, as it offers insights into optimizing human resources effectively. To bridge the gap between strategic HRM practices and positive outcomes, HR practitioners and managers recognize the significance of employee relationship climate. Understanding how employees perceive their work environment can greatly enhance organizational performance (Alshurideh et al., 2019, p. 7). With that, practitioners and decision-makers implement practices that foster a climate encouraging motivation and the enhancement of employees' skills, ultimately leading to improved overall organizational effectiveness (Ali et al., 2018, pp. 115–122). Offering strategic HRM and fostering a culture of safety in the workplace will contribute to the growth of employees' hidden knowledge. Additionally, effective human resource management will

increase employee engagement, making them feel like integral members of the organization. Consequently, this will increase their drive and commitment to the business.

These results align with the principles of High-Performance Work System Theory, which premise that meeting employees' basic safety needs and establishing autonomy-supportive work environments can affect strategic human resource management and safety climate practices positively (Wang et al., 2021, p. 670132). Through employee training and support, HPWS strives to increase performance levels and enhance company performance in a fast-paced, competitive environment. The focus will be on increasing organizational capacity that helps to achieve the organization's objectives, and thus there are inevitable constraints for employees to meet performance standards (Chillakuri & Vanka, 2021, pp. 71–93). Additionally, Dorta-Afonso, et al. (2021, p. 3226) revealed that HPWS are conducive to increasing employees' motivation, organizational commitment, and job satisfaction.

5. Recommendations

Business organizations may adopt the findings of this study to enhance the strategic human resource management and safety climate practices among HR practitioners in Digos City. Given the results, it is advised that organizations should allocate resources to formal training programs aimed at bolstering employee skills and knowledge of company safety procedures, especially in the event of a disaster. Additionally, organizations can offer training to top-level management on effectively ensuring employee safety during working hours and cultivating a safety-focused environment to enhance overall employee safety performance. Moreover, it is essential that top management thoroughly incorporate safety climate practices into all areas of the organization, ensuring consistent and thorough monitoring to foster and sustain a resilient safety culture within the organization.

Furthermore, it is recommended that organizations integrate the concept of a high-performance work system into their HR plans in order to ensure that workers build their competencies, expertise, and knowledge at work, which will ultimately result in higher output. Conversely, HR professionals can gain valuable insights from this study by acknowledging the significance of employee safety within the workplace and implementing activities that promote career growth among employees. Recognizing how strategic human resource management positively influences employee safety climates could motivate individuals to actively seek opportunities and workplaces that prioritize both employee safety and personal growth. Future studies could delve more deeply into the relationship between the productivity of HR practitioners and the intrinsic training provided by core employees. By addressing these aspects, employers can establish a safety-oriented environment that not only imparts knowledge and skills in safety procedures but also places a strong emphasis on employee safety.

6. Conclusion

The purpose of this study was to identify the relationship between strategic human resource management and safety climate practices among HR practitioners in Digos City. The findings revealed a very high level of SHRM practices measured in terms of cohesiveness, strategy integration, and devolvement of HR function. On the other hand, the study also revealed a very high level of safety climate practices measured in terms of management commitment to safety and personnel collaboration, safety communication, supportive environment, work environment, formal training, priority of safety, and personal priorities and need for safety. Based on the analysis, strategic human resource management and safety climate have a positively strong relationship, which was statistically significant at the SPEARMAN threshold. In particular, the devolvement of HR function displayed a significantly strong positive correlation with formal training among the indicators.

Conflict of Interest Statement
The authors declare that they have no conflicts of interest regarding the publication of this paper. The research was conducted independently and without any financial or personal relationships that could have influenced the results or interpretation of the data.

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