

NAVIGATING WORKPLACE SAFETY: THE ROLE OF LEADERSHIP, POS, AND SAFETY CLIMATE IN ENHANCING OHS COMPLIANCE

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Abstract

This study, with its practical implications, aims to establish the factors that affect OHS compliance in Pakistan textile organizations, where employees are highly exposed to risk factors from unsafe working environments. By understanding the interaction between leadership, job demands, and job resources, including POS and safety climate, we can improve OHS compliance. The data, collected from 300 employees in cities like Karachi, Lahore, and Faisalabad, shows that transforming leadership, POS, and a strong safety culture positively relate to OHS compliance, while job strain assembly negatively influences compliance. The study's results, which support mediation and moderation hypotheses tests, show that POS is a mediator between OHS compliance and job strain, and that leadership and safety climate are moderating variables. This study has practical implications for promoting effective leadership and organizational support in managing job strain and ensuring safety compliance, thereby improving workingmen's safety and organizational performance in high-hazard working environments.

Keywords: Occupational Health and Safety (OHS), Leadership Styles, Job Strain, Perceived Organizational Support (POS), Safety Compliance

1. Introduction

In today's workplace, retention of workplace safety and adherence to Occupational Health and Safety (OHS) legislation is crucial to organizations

within all sectors. In its broad understanding, OHS is extremely important for preventing workplace accidents, increasing employee satisfaction and the organization's appeal, and reducing staff turnover (Eisenberger et al., 2020). This is especially essential in risky organizations like manufacturing, construction, and health centers because due to the degree of difficulty and the challenges that come with the kind of tasks that are carried out in the organizations, there is always a need to ensure compliance to safety measures regarding safety requirements (Probst et al., 2020). The textile industry of Pakistan is one of the largest industries; millions of people are working in this sector, and most are exposed to risky working conditions (Haas, E. J. 2020). Hence, promoting safety and compliance in this sector is not just a professional duty, but also a national agenda that we all must commit to (Pakistan Bureau of Statistics, 2022).

Pakistan's textile industry is an essential sector in the export business as it contributes around 60% of Pakistan's total exports, and more than 15 million employees are associated with this industry (Pakistan Bureau of Statistics, 2022). However, in this line of business, the working conditions of employees in many textile firms are wanting; they are sometimes exposed to pollution, poor ventilation, unsafe working equipment, and toxic chemicals (Boamah et al., 2021). A significant issue in this industry is the non-adherence to OHS standards, resulting in a high accident rate and a host of diseases affecting the workers (Mullen et al., 2024). This research aims to establish the relationship between leadership, job stress, perceived organizational support (POS) safety performance, and adherence to the requirements of OHS in the textile sector of Pakistan (Kurtessis et al., 2017).

Safety climate, as the perception expressed by workers about the management's safety policies and practices, is an essential moderator of safety behavior at the workplace (Zohar, 1980). That is why a high safety climate indicates good communication, safety-related policies and procedures, and a high level of safety concerns presented by the employees (Probst et al., 2020).

Significant evidence exists about a link between a strong safety culture and enhancement of OHS compliance (Testa.et.al,2020). However, it is essential to appreciate that creating a safe climate is not a one-off task; it is a process that is affected by leadership action, job demands, and the support from the organization available to the employees (Kurtessis et al., 2017). This research analyzes these factors to assess their synoptic influence on safety compliance in the Pakistan textile industry (Zhu et al., 2020).

It is clear, therefore, that leadership has a critical influence over the safety culture in organizations. Thus, transformational leadership that fosters motivation and inspiration and makes people look for ways to align organizational objectives with one`s own has been evidenced to improve safety results significantly (Bass, 1985; Boamah et al., 2021). The leadership in the organization best advances safety culture by insisting that the employees use safety procedures as a guide to the way they work, a rule of thumb contrary to a mere guideline that must be followed (Lecca.et.al,2020). Conversely, transactional leadership, which entails incentive and reward power systems, might create coerced or temporary compliance because of extrinsic motivation and not intrinsic motivation toward a safe organizational culture (Clarke, 2020). The leadership style used in textile factories is a major influencer on the practical success of the OHS protocols (Kurtessis et al., 2017).

One of the most significant factors in industries with high working demands is job strain, defined as high job demands and low job decision latitude (Karasek, 1979). According to the Job Demand-Control Model, job strain harms the employee's health and other organizational consequences (Van der Doef & Maes, 2021). Namely, job strain is realized as a substantial factor constituting the risk of accidents at work and non-adherence to the safety regulations in the textile industry, especially given the strict working hours, physically demanding tasks, and high-performance quotas(Tan.et.al,2020). Pressure is put on workers to work harder, making

them complacent in their work, forgetting the safety measures that would have helped them avoid an incident that could have been prevented by proper support and leadership (Van der Doef & Maes, 2021).

Perceived Organizational Support is the extent to which one feels that the organization appreciates the efforts that he/she puts into work and cares for the workers' welfare (Eisenberger et al., 2020). These perceptions result from high POS, positively affecting job demands, job satisfaction, and commitment to organizational objectives such as safety standards (Mearns et al., 2017). Being particular to the textile division, hazardous working conditions are more common in many industries; POS adoption can significantly support a safe work environment and corresponding safety standards enforcement (Mehrad et al., 2020). When employees feel there is much organizational backing, they can take safety measures more closely and participate in safety-related behaviors in the workplace (Kurtessis et al., 2017). However, the interrelation of safety climate, leadership, job strain, and POS and their overall impact on OHS compliance in Pakistan's textile industry has not been thoroughly investigated (Boamah et al., 2021). To this end, this research seeks to establish the correlation between those factors to identify how leadership styles and organizational support can help reduce job strain and enhance safety compliance (Fan, et al., 2020).

2. Literature Review

2.1. Safety Climate

According to Zohar (1980), a safety climate can be described as the agreements between employees of an organization and corporal safety policies, practices, or procedures. Therefore, a perceived safety climate is defined as the level of concern an organization has demonstrated regarding employees' welfare (Schall Jr. et al., 2022). Safety climate has been identified as a significant predictor of safety-related outcomes, including the risk of accidents, the number of reported injuries, and the extent of OHS policy compliance. Several indicators have presented A positive safety climate in the literature,

including communication of safety expectations, employee training, leadership commitment, and acknowledgment of the importance of safety at all organizational levels of the company(Naji. et al.,2022).

Given this, significant research has been done on the safety climate to enhance compliance with safety regulations. For instance, Probst et al. 's (2020) meta-synthesis reviewing studies from different sectors supported cross-industry generalization of a finding that organizations with a robust and favorable safety climate have fewer accidents and adherence to regulations after getting an OHSAS 18001 certification(Vu, T.et.al,2022). The authors pointed out that when a safety climate is developed in an industry, employees are more informed about risks involved in tasks, conform to safety protocols, and are more committed to performing activities that can reduce incidents(Naseer et al.; U., 2021).

Consistent with prior literature, the role of leadership in a safe climate is also highlighted. Leadership, especially in high-risk specific industries, influences workers' attitudes toward safety(Nagler. et al.,2021). Multifacts include leaders who are observed as being actively involved in issues related to safety and visions conveyed in words that employees can understand that they have the backing of their employers in the safety regimen they wish to uphold. Consequently, safety programs rely significantly on leadership practices since the safety climate supports structures for positive achievement(Saleem. et al.,2022).

2.2 Leadership and Compliance with Safety Standards

For a long time, organizational leadership has been attributed to being one of the ubiquitous determinants of organizational performance, including safety compliance. Scientific papers have established that the various leadership styles produce varying outcomes regarding OHS and how much organizations conform to OHS regulations(Mirza. et al.,2022). Most attention has been paid to transformational leadership, which has been determined to be especially useful in developing a positive safety culture within an organization.

Transactional leadership is where leaders influence, encourage, and ensure people's objectives are harmonious. These leaders map their goals on leadership development, employee interaction, and organizational goals and objectives, making the employees feel part of the organization. Safety climate research has established that transformational leaders improve safety behaviors by changing workers' attitudes and making them more accountable for safety activities, not forced by threats of penalties but by the obligation to the team and the organization(Yang. et al.,2021).

For instance, Boamah et al. (2021) sought to establish the effect of leadership on safety compliance levels in high-risk sectors such as the health sector and manufacturing industries. They noted indications that transformational leadership had a positive impact on safety compliance levels. Successful leaders ensure that safety has ownership down to the employee level and that a safety culture is nurtured in the organizations(Peters. et al.,2020). In such cultures, employees are inclined to participate in safety issues, inserting into the contact the belief that safety precautions are essential for their individual self-preservation and professional achievements. Moreover, it has been proved that applying transformational leadership minimizes the impact of high job demands by offering employees more control and encouragement to succeed(Rodríguez-Fernández. et al.,2021).

Transactional leadership, where the leader uses the power of reward and punishment to motivate employees to achieve organizational objectives, does not create a safety culture compared to transformational leadership(Shin et al., W. M,2021). Though transactional leadership may secure short-run compliance with safety standards among subordinates, such behaviors are not sustainable after removing extrinsic rewards. In the extended review of leadership and safety compliance conducted by Clarke (2020), several outcomes showed that transactional leadership serves the aim of resultantly motivated spread compliance, mainly stimulated by extrinsic motivational aspects and not by an intrinsic commitment towards

organizational safety. This makes it less sustainable, especially for industries where workers are exposed to risks regularly, such as the textile industry(Suárez-Albanchez. et al.,2021). In such working conditions, the safety values that leaders embrace, as opposed to creating a safety regulation that personnel will conform to in exchange for prosaic incentives or threats of punishment, are essential for the consistent practice of safety measures(Yu et al.; J., 2022).

2.3 The job strain among the employees and safety measures adopted by the employers

As stated above, job strain is stress resulting from high-level demands, low control, and a lack of resources to meet the demands. Job strain has been explored concerning the Job Demand-Control Model or the Cognitive Demand-Control Model suggested by Karasek (1979), which says that as the demands at the workplace rise and the control over them drop, job strain also rises. Under these conditions, job strain has the potential to have negative implications on both safety compliance and the overall well-being of employees and organizational effectiveness(Jung et al., S,2020).

Among carriers of high job demands, industry workers will experience job strain due to high production targets and physically challenging working conditions. Workers who have been under pressure for a long time are likely to neglect safety measures as they get tired, and in some cases, they are compelled by their employers to work with bare regard to safety measures. For example, Van der Doef and Maes (2021) conducted a study in the textile industry, showing how job strain is associated with noncompliance with safety measures(Irfan. et al.,2023). According to the study, workers who experienced high job strain were more likely to engage in high-risk behaviors, override safety measures, or choose risky ways to achieve production goals. Such behaviors were often followed by accidents that could have been averted if the employees had observed specific safety measures(Sorensen. et al.,2021). The study also focused on leadership's role in decreasing job strain by providing

employees with the means, voice, and support they need. Managers and organizational leaders who ensure employees learn they do not have work control and their organizations support them will likely diminish job strain on safety behavior.

2.4 Perceived Organizational Support (POS)

POS is among the most critical factors influencing employees' behaviors and attitudes about safety issues. POS is a measure of how much the employees feel the organization embraces them and cherishes them. For instance, it is hypothesized from Social Exchange Theory (SET) that when working employees feel supported by the organization they are moving into, they are more willing to conform to good organizational practices, such as compliance with safety measures and safeguarding safe workplaces (Piotrowski. et al., 2021). This two-way relationship implies that people in employment are optimistic about reciprocating with organizations by promoting positive work behavior.

Many researchers have supported the view that high POS levels are associated with better safety performance. Eisenberger et al. (2020) pointed out that employees who think that their organization cares for them, offers and ensures that they have all the resources required to perform safely and demonstrate concern for their welfare have high odds of embracing safe work practices and adhering to the requirements of the OHS laws. This is especially true in industries marked by high risks, such as the textile industry, since numerous workers are subjected to risky working conditions (Huang al., 2021). It also explained that when the workers believe their organization cares for their safety, they are most likely to be more committed to safety programs and regulations. In their survey study on the textile manufacturing industry, employees revealed that POS was negatively related to job strain and positively related to job satisfaction and organizational safety compliance (Edgelow. et al., 2022). Among different reasons, sufficient organizational support makes a person less stressed regarding job demands

because an individual is secure and sure about the organization's primary interest in his/her well-being. The findings reported that organizational commitment to supporting employees through offering appropriate staff training, healthcare, and proper communication and safety policies improves safety standards and Bertness for organizational performance (Alroomi, A. S., & Mohamed, S,2021).

As the leading literature on safety climate, leadership, job strain, and POS, the given field of study still has a significant research gap where the interplay of these elements has not been explored well, particularly within the textile industry of Pakistan(Naz. et al.,2021). Many prior researches have targeted industries characterized by high levels of risk in Western environments, which may be diverse from developing environments in terms of regulation and business culture. Furthermore, an extensive infusion of cultural factors into the gadget's working environment, the poor conditions in the textile sector in Pakistan, poor enforcement of safety regulations, and other factors affecting the safety behaviors of employees in the textile sector in Pakistan have not been established (Amponsah-Tawiah. et al.,2020).

This research, therefore, seeks to address this gap by assessing the link between leadership behavior, job demands, POS, and safety obeisance in the Pakistani textile industry. By elucidating these interactions, the research will be useful in understanding how leadership practices and organizational support could effectively reduce job strain and enhance compliance with OHS requirements. These dynamics allow one to build strategies to increase safety in one of Pakistan's most significant sectors(Probst T.et al.,2020).

2.5 Hypothesis Development using Social Exchange Theory (SET)

n is the Social Exchange theory (SET) by Michael R. Bl provides insight into the flow of relationships between employees and the organization (1964). As stated by SET, when the staff of an organization develop the feeling that the organization is concerned about their welfare and appreciates the effort that they put into their work, each of them is expected to emulate the same by

observing organizational standards such as safety standards, enhancing their working efficiency, and lessening their stress levels(Basit, A. A,2021). Theoretically, SET extends knowledge about the following factors: leadership behavior, job demands and resources, perceived organizational support, safety performing behavior, and OH&S compliance in the texture industry of Pakistan. The following hypotheses are advanced from the premise of SET to examine these relationships.

2.5.1 OHS Compliance and Job Strain

According to social exchange theory, whenever one perceives a high level of demand from another, that demand will be regarded as positive or negative depending on the surrounding circumstances. Working conditions demands are comprised of safety legislations, which are, in turn, compliance requirements for the employees to follow specific safety regulations and procedures in the workplace(Laloo. et al.,2023). In industries where physical strength and dangerous working conditions are characteristic of the workplace, such compliances may not be appreciated by adding to the burden of work and stress of the workers, as illustrated in the following compliances.

However, according to SET, employees may not mind or even welcome these other expectations if they feel that the OHS compliance demands are a genuine organizational concern for their welfare as employees (Probst et al., 2020). When employees expect the organization to look out for their best interests as they meet set compliance requirements, this may reduce their perception of the demands placed on them. However, the expansionist nature of the additional physical and mental demands increases job strain, a trend that should not be overlooked.

H1: OHS compliance is positively related to OHS compliance and job strain.

This hypothesis recognizes the twofold condition of OHS requirements. While they are crucial in guaranteeing workplace safety, they also cause job stress, especially for workers in textile factories. This is why researchers need to establish how compliance requirements affect job strain so that organizations

can work toward lessening the toll that compliance requirements have on their workforce.

2.5.2 Job demands and resources and safety climate and perception of organizational support for organizational health and safety (POS)

One can establish that relationship reciprocity is vital in OHS compliance and Perceived Organizational Support or POS. POS consists of employees' attitude that their organization shows concern for their welfare and the extent of organizational support they receive (Eisenberger et al., 2020). When some organizational standards aim at ensuring high levels of OHS compliance, they are good examples of how organizations care for their employees' safety. Such an act of placing the employees' safety at a premium will probably be perceived as a measure of instrumental support.

SET postulated that employees who feel their organization is committed to their safety and health by implementing the OHS regulations should be valued. This perception of support strengthens the social exchange process between the employee and the organization. Thus, when conforming to OHS legally, the employees will not view it as a formality but as the organization is concerned about their welfare.

H2: OHS compliance is positively related to Perceived Organizational Support (POS).

This hypothesis postulates that compliance assurance that focuses on OHS can increase employee perception of organizational support. If employees feel their organization values them and truly cares for their safety, adopt safety measures, and even start caring more for their employer's goals, Strengthening this aspect of the employer-employee relationship becomes imperative to facilitate the former's observance of compliance requirements while simultaneously creating a working environment for employees(Yıldız.et.al,2020).

2.5.3. Perceived Organizational Support (POS) and Job Strain

Therefore, it is worth considering the moderating impact of Perceived Organizational Support (POS) in the relationship between demands at work and well-being at work. According to SET, when employees are assured of the support of their company, they are likely to gain the much-needed commitment level when handling their tasks and, hence, have the ability to deal with stress in the organization (Yuan, Z. et al., 2021). POS at work can reduce job strain by providing some form of shield that enables the employees to cope well with physical and mental pressures characteristic of specific jobs (Kurtessis et al., 2017). In the textile industry, where employees work in unfavorable conditions and conditions of high production pressure, POS can lower the impact of job demands on employees' health by offering them the necessary resources to handle their working conditions.

The perception that one's organization supports one means one feels more secure and wanted and thus can cope with stress arising from work. For instance, when textile workers know that their organization provides safety gadgets, health care, and additional training in safety measures relating to their working environment, they can handle the prospective risks associated with their employment, decreasing job stress (O'Connor et al., 2020).

H3: Perceived Organizational Support (POS) is positively related to job strain.

This hypothesis postulates that overall employee job demands are reduced where employees are supported by their organization. POS acts as a buffer that helps employees manage job demands, placing them in a better position to handle stress in their workplace.

2.5.4. Perceived Organizational Support (POS) as the Mediating Variable

This has been done by identifying how various organizational elements relate to each other, which is the cornerstone of Social Exchange Theory. According to Breugh (2007) and, more so, in line with the objectives of the current

study, POS is hypothesized to play the role of a moderator and, therefore, an independent variable between OHS compliance requirements and job strain. Although there are added demands triggered by compliance with OHS requirements, POS offers workers assurance and assistance to diminish the pressures from compliance.

Suppose the employees get a clear signal from the organization that they are supported while implementing and following OHS. In that case, they will likely suffer the loss of additional pressures with compliance (Loh, M. et al., 2020). Thus, POS functions as a mediator and shifts the negative influence of compliance requirements while framing the relationship between the employee and the organization as a mutually beneficial exchange (Eisenberger et al., 2020). High POS assures employees that their work organization cares for them, which also overpowers job strain and the readiness to obey safety measures (Jule, J. G., 2020).

Hypothesis 4 (H4): POS mediates the relationship between OHS compliance and job strain.

This hypothesis clearly shows an inverse relationship between job strain and POS, which acts as a mediator. Thus, compliance requirements may lead to higher job demands, but POS can reduce them by providing resources and moral support to handle the pressures.

2.5.5 Effective Leadership as a Moderator

Organizational leadership also plays a vital role in creating employees' perceptions of the organizational environment and how they will behave. In particular, the transformative type of leadership, which focuses on motivation, inspiration, and employees' psychological needs, is most efficient in encouraging positive safety behaviors and enhancing POS (Simpson et al., A, 2020). Self: According to Social Exchange Theory, transformational leaders as role models help employees embrace safe behavioral patterns and safety as the core organizational culture (Boamah et al., 2021).

Strong leadership enhances the correlation between OHS compliance requirements and POS since it enhances the reinforcement of safety in the organization. If employees perceive managed care, safety compliance reactions follow in order, and employees perceive organizational support at higher levels. On the other hand, while weak or transactional leadership orientation may result in low levels of POS, OHS compliance may also be perceived as a burden by the employees, hence low levels of safety compliance.

H5: Effective leadership moderates the relationship between OHS and POS so that the relationship becomes strong in highly effective leadership and vice versa.

This hypothesis posits that an effective leadership style would supplement OHS compliance requirements for POS and improve business outcomes. Specifically, transformational leadership helps enhance employees' feelings about organizational support by highlighting managerial interest in their safety and welfare.

2.5.6. Moderating Role of Safety Climate

That means a safety climate would be the organization's set perception of safety. A high safety climate promotes a shared responsibility between the organization and its employees to provide and maintain a safe organizational climate (Simpson et al., 2020). Thus, supported by Social Exchange Theory, the study hypothesized that a positive safety climate would moderate the relationship between POS and job strain by allowing employees to feel valued in the organizational setting (Zohar, 1980).

Cultures with a highly protective safety climate enhance the overall perception of organizational support and have reduced job strain regardless of challenging job demands. On the other hand, a poor safety climate might dilute the buffering role of POS by preventing employees from noticing the organization's safety assurance. A strong safety climate results in people in a given organization feeling obliged to ensure safety, thus decreasing strain at

the workplace and increasing compliance with safety measures(Simpson et al., A,2020).

H6: Safety climate moderates the relationship between POS and job strain, so the relationship becomes strong in a high safety climate and vice versa.

This hypothesis entails that the safety climate is a major factor in any organization that helps explain the relationship between POS and job strain. POS has an inspiring influence on nurturing a safe climate, which makes employees feel more protected and less pressured.

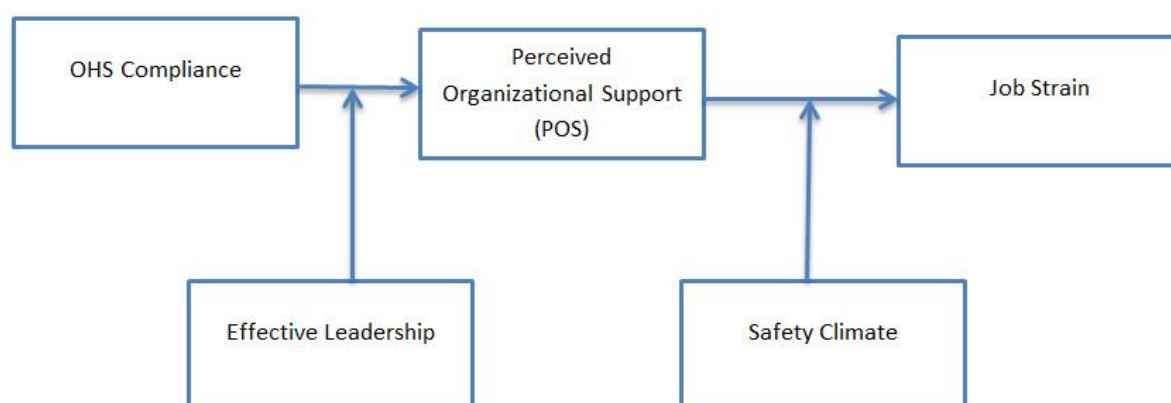


Figure 1: Conceptual Framework

3. Methodology

This study's research method is quantitative, and it analyzes the research question regarding leadership styles, job strain, safety climate, perceived organizational support (POS), and Occupational Health and Safety (OHS) compliance in Pakistan's textile industry.

3.1 Research Design

The study adopted a cross-sectional survey design whereby the data collection was conducted on many employees simultaneously. This approach provides a practical method of obtaining a cross-sectional view of OHS compliance, leadership, job demands and control, safety culture, and POS in Pakistan's textile sector. A descriptive research design was also adopted, as it used hypothetical constructs to examine the strength and direction of the relationships between the variables.

3.2 Sample and Data Collection

The sampling target population includes workers employed in the textile manufacturing industries of Karachi, Lahore industrial zones, and Faisal Abad. These cities incorporate a sizable chunk of Pakistan's textile industry, including commerce and industries ranging in size and medium. The study targets the main cities in different countries, meaning it addresses a broad cross-section of the workplace.

Covert random sampling was employed, and the participants were further divided using factory size and location, including oversized, medium, small, and factories in the western, northern, eastern, and central regions. A target population of 300 employees was chosen, reaching a level of statistical power that would allow for the identification of highly significant relations between the variables. Lastly, there is always the probability of non-response or partially filled questionnaires, so 350 was used as the sample size. Among these, 300 fully completed surveys were returned for a reasonable response.

3.3 Measures

The study employed a closed-ended questionnaire to measure the five key variables: leadership styles, job strain, safety climate, POS, and OHS compliance. All sections of the present questionnaire were developed from other validated scales in the literature, thus the reliability and validity of the measures used in the study.

Leadership Style: The leadership styles instrument was developed based on an instrument known as the Multifactor Leadership Questionnaire (MLQ) developed by Bass & Avolo, 1995. This instrument assesses three leadership styles: The MLQ comprises 36 items answered on 5 5-point Likert scale: 1= Strongly disagree, 5 = Strongly agree. Each subscale's reliability and internal consistency were estimated with a Cronbach alpha coefficient greater than 0.70 considered reliable.

Job Strain: Psychological demands at work were assessed by Karasek's job demands-control scales (Karasek, 1979), which assess the level of decision-

making authority that one has at the workplace. The next section of the questionnaire consisted of 15 items concerning Job demands (workload, complexity) and job control (autonomy, decision power.). This means that items were answered on a 5-point Likert scale.

Safety Climate: The Safety Climate Scale, developed by Zohar (2000), was used to assess the employees' views regarding safety policies and procedures in their organization. This scale consists of 16 items to assess the level of safety commitment displayed by management, their efforts to enforce safety policies, and their reporting of safety plans. The extent to which each item was accepted was measured on a Likert scale, ranging from 1 to 5.

Perceived Organizational Support (POS): POS was captured through Eisenberger et al.'s (2020) new POS scale, which examined employees' organizational support, particularly in terms of. The scale includes 12 questions, each representing 3 factors and being asked on a 5-point Likert scale. Some questions are below: "My organization recognizes my contributions" and "Safety resources my organization provides enable me to work safely."

OHS Compliance: Specific instruments were designed to measure safety-oriented behavior in a non-academic organization, namely OHS-required behaviors and level of compliance within the textile sector. For example, general statements like "I always follow safety protocols" were answered on a five-point Likert scale. They were designed with the help of safety specialists in the textile industry because the materials revealed in this case are truly pertinent and reliable.

3.4 Data Analysis

Descriptive and reliability analyses were done using descriptive statistics, while regression analyses were done using SPSS and Process Macro. In terms of data, descriptive statistics helped provide data features, while in terms of reliability, Cronbach alpha was applied. Multiple regression and hierarchical analysis were used to determine the relationships between leadership, job

strain, safety climate, POS, and OHS compliance. Analysis and moderation of mediations investigated POS and safety climate.

4. Results and Findings

Table 1 presents the means, standard deviations, correlations, and reliabilities (Cronbach's alpha) for the main variables of interest in this study: OSH compliance, job strain index, POS, Effective Leadership, and Safety Climate. Below is a detailed interpretation of these results:

4. 1. Means and Standard Deviations

Mean JS (Job Strain): The perceived job strain index mean is 3. 24(SD = 0. 96), indicating that employees experience moderate job strain. The SD of 0. 96 is moderately variable. Thus, the job strain experienced by the employees differs.

Mean POS (Perceived Organizational Support): According to the above analysis, mean analysis was conducted to determine the scores of each variable. The mean for POS was 2. 63 (SD = 0.71), thus depicting that employees have relatively low organizational support. A low POS score indicates that the employees may not feel supported by their respective organizations. The SD of 0. 71 suggests a moderate deviation in employees' perception of organizational support.

Mean EL (Effective Leadership): The results of this study were obtained as follows: The mean score for effective leadership is 2. The average leadership effectiveness assessed by the employees was $M = 748$ (SD = 0. 77), which is slightly less than average. The variability is moderate, as an SD of 0. 77 depicts the variety of observations.

Mean SC (Safety Climate): Regarding safety climate, the average score equals 2. 83 (SD = 0. 88), thus showing that employees have a slightly negative safety climate in their workplace. Safety policies and practices are not regarded as very effective or ineffective. The SD of 0. 88 indicates that the level of safety climate perceived by employees of the organization may have a moderate degree of variation.

4. 2. Correlations

OSH compliance and Job Strain ($r = 0.222, p < .01$): OHS compliance and job strain are moderately positively correlated. This indicates that whereas job strain rises, there is a slight inclination to compliance with OHS regulations. This might be so because employees experiencing higher strain levels might be more vigilant with safety measures to deal with workplace risks.

OSH compliance and POS ($r = 0.216, p < .01$): As the OHS compliance level increases, the perceived organizational support level is also moderately high and significantly related. This goes a notch higher to suggest that employees with more recognition of organizational support compliance will follow its safety regulations. This is because when employees feel that their organization supports them, they may feel compelled to follow the safety protocols.

OSH compliance and EL ($r = 0.255, p < .01$): Therefore, a positive, moderate relationship between OHS compliance and leadership perception indicates that whenever employees perceive leadership to be effective, they will follow OHS regulations. Calm the storm: The specific type of leaders that can help shape the culture of safety are the so-called transformational leaders who focus on improving employees' conditions and well-being.

OSH compliance and SC ($r = 0.244, p < .01$): Safety climate correlates moderately positively with the OHS compliance level. This relationship suggests that where employees acknowledge a clear safety climate in their place of work, they will be more inclined to abide by safety standards.

Job Strain and POS ($r = 0.533, p < .01$): Job strain positively correlates with POS. Surprisingly, the more the employees perceive high levels of organizational support, the higher their job strain, and this may not be something that one would have expected. The first one can be explained by the fact that although excellent working conditions may help protect staff from

stress despite high job demands in select careers, even vehement HS might not fully compensate for job demands.

Job Strain and EL ($r = 0.374, p < .01$): The first relationship between job strains and effective leadership is moderately positive. The strategic implication could be that as leaders become more effective, the employees become more aware of their responsibilities and work under higher strain to meet these new expectations.

Job Strain and SC ($r = 0.45, p < .01$): There is an approximate positive relationship between job strain and safety climate; hence, it can be concluded that employees who perceive a strong safety climate in their organization might experience high job strain as a result of the strict compliance to safety measures and policies.

POS and EL ($r = 0.359, p < .01$): As highlighted, POS is moderately positively correlated with effective leadership, implying that while a leader is effective, the workers are likely to have a feeling of support from the organization. This makes more sense because effective leaders will likely support supportive environments.

POS and SC ($r = 0.367, p < .01$): A moderate positive correlation of POS with safety climate was also found. Employees who feel a strong safety climate also feel the organization supports them. It would be as if a firm prioritizes safety; other accompanying practices are friendly to workers.

EL and SC ($r = 0.345, p < .01$): The positive relation found, which is moderate, implies that effective leadership is one of the ways of influencing the development of a strong safety climate. Managers who emphasize safety can set the tone so that safety regulations are adhered to.

4. 3. Reliability (Cronbach's Alpha)

The figures in the parenthesis denote Cronbach's alpha for the respective scale used to measure the variables defining each scale. **OSH compliance ($\alpha = .77$):** This is satisfactory and shows that the items employed to gauge OHS compliance are reliable in terms of a reliable measure. **Job Strain ($\alpha = .$**

84): The items used to measure job strain are highly reliable because of the high coefficient. **POS ($\alpha = .90$):** In measuring perceived organizational support, the reliability coefficient yielded here is highly robust, having an alpha of. 90, proving that the items used were highly reliable in capturing the desired construct. **Effective Leadership (EL) ($\alpha = .88$):** This also demonstrates the scale's reliability, pointing out that the leadership measure has a high reliability level. **Safety Climate (SC) ($\alpha = .84$):** This high reliability confirms that the safety climate scale is globally dependable and highly reliable depending on the setting applied.

Table 1: Means, standard deviations, correlations, and reliabilities for the main variables of interest in this study

	Mean	SD	OSH	JS	POS	EL	SC
1 Mean OSH	3.11	0.95	(.77)				
2 Mean JS	3.24	0.96	0.222**	(.84)			
3 Mean POS	2.63	0.71	0.216**	0.533**	(.90)		
4 Mean EL	2.748	0.77	0.255**	0.374**	0.359**	(.88)	
5 Mean SC	2.83	0.88	0.244**	0.45**	0.367**	0.345**	(.84)

Note. N=300; Cronbach alpha reliabilities are in parenthesis.*p<.05, **p<.01

4.4 Mediation Analysis

Table 2 shows the results of the mediation analysis testing the mediation effect of Perceived Organizational Support (POS) as a mediator in the relationship between Occupational Health and Safety (OHS) compliance and Job Stress (JS). The analysis is based on Baron and Kenny's (1986) mediation

model, in which POS is regarded as the mediator, and JS is the dependent variable (DV).

Direct Effects

1. The other second-order paths of the OHS model were the direct effect of OHS on job strain (OSH \rightarrow JS). $\beta = 0.210$, S. E. = 0.0469, $T = 4.48$, $p < 0.001$, LLCI = 0.1180, ULCI = 0.3026 OHS compliance has a direct significant impact on Job Strain at $p < 0.001$ with a positive standardized regression coefficient of 0.210. This indicates a marginal direct relationship between OHS compliance and job strain, implying that higher levels of job strain are realized with high OHS compliance. This could be because while practicing safety regulations, there could be feelings of more loads being placed on the part of the employee. The 95 % CI for this effect combined the hazard ratio with 1.95 to 0.1180 to 0.3026, is not equal to zero, thus further supporting the above-presented relationship.

2. This is the first retention strategy where POS directly affects Job Strain, POS \rightarrow JS.

$\beta = 0.24$, S. E. = 0.05, $T = 5.27$, $p < 0.001$, LLCI = 0.1506, ULCI = 0.3301 In the same way, the links between POS and Job Strain are also statistically significant in the current study at $p < 0.001$. As for POS, its positive coefficient ($\beta = 0.24$, $p < 0.05$) means that increasing its value increases job strain. This may seem rather paradoxical because increased organizational support should decrease strain. However, in this context, it could be that with higher support, higher expectations come with it, or the sample is made up of employees in highly demanding positions; therefore, despite the support, they feel pressured because of their jobs.

3. Another relationship between independent variables is that OHS has a direct relationship with POS: OHS \rightarrow POS. $\beta = 0.217$, S. E. = 0.07, $T = 3.69$, $p < 0.001$, LLCI = 0.1017, ULCI = 0.3328 OHS compliance on POS also has a direct impact, which is also statistically significant ($p < 0.001$) and has a

positive value ($\beta = 0.217$). This means that a higher level of OHS compliance is associated with higher levels of POS. In other words, while the employees obey the OHS regulations, they may feel that the organization supports them because their willingness to obey them indicates their support.

Indirect Effects

1. Mediating Role of POS in the Relation between OHS and JS – Path Analysis (OHS \rightarrow POS \rightarrow JS). $\beta = 0.1581$, S. E. = 0.04, LLCI = 0.0678, ULCI = 0.2484. The result also shows that the indirect effect of OHS compliance on Job Strain through POS is significantly different from zero, given that the confidence interval (CI) for the indirect effect is 0.0678 and 0.2484 for the lower and upper limit respectively. This is not standardized, meaning the coefficient of 0.1581 indicates that POS partially explains the interaction between OHS compliance and Job Strain. More specifically, OHS compliance was found to enhance the job strain indirectly by a positive relationship with perceived organizational support. This clearly illustrates how compliance with OHS leads to increased POS, but POS leads to increased job strain, probably attributed to the increased demand or expectations with organizational support.

Under normal theory, we have the following test for indirect effect. Effect = 0.05, S. E. = 0.017, $Z = 2.99$, $p = 0.0028$. The normal theory test for the indirect effect also supports the abovementioned mediation analysis. The Z-value of 2.99 and the p-corresponding value of <0.0028 at the 1% significance level. This also supports that POS partly explains the relationship between OHS compliance and Job Strain

job strain. The pace of OHS compliance is directly proportional to job strain, and a slight increase in the job strain variable is predicted when OHS compliance is higher.

Likewise, there is a direct positive relationship between POS and JS, meaning that while employees may experience high levels of POS, they may also have high levels of strain.

Applying further analysis of the relationships between OHS compliance and POS, it has been revealed that employees' OHS compliance affects their POS because they feel more supported by the organization. As demonstrated, POS mediates the relationship between the level of OHS compliance and job strain to a large extent. This means that POS changes can explain some of how OHS compliance affects job strain. The results suggest that higher OHS compliance means higher levels of perceived organizational support, resulting in higher job strain.

The implications regarding OHS compliance indicate that, although it gives workers the perception that their organization supports them, it also increases job strain on POS employees. This may imply that keeping to the safety standards as desirable as they may be might imply adding to the work-related stresses and loads experienced by employees. Moreover, the organizational support, which is beneficial, may also have some positive requests or loads that put pressure on the person. Enhancing OHS compliance or Support levels may not necessarily erode job demands. They must also ensure that the service support mechanisms implemented do not add pressure to relieve it within the same capacity.

Leadership can effectively target workload, job demands, and OHS strategies to eradicate job insecurity. Thus, these results accentuate the challenges of performing multifaceted safety and support roles in the workplace, where even such constraints as OHS compliance and organizational support can harm employees' well-being.

Table 2: *Mediation Analysis (perceived organizational support mediated between OSH compliance and job strain)*

Mediator: POS and DV: JS

	β	S.E	T	p	LLCI	ULCI
OSH→JS	0.210	0.0469	4.48	0.000	.1180	.3026
POS→JS	0.24	0.05	5.27	0.001	.1506	.3301
OSH→POS	0.217	0.07	3.69	0.0003	.1017	.3328
Indirect Effect						
	β	S.E	LLCI	ULCI		
OSH→POS→JS	0.1581	0.04	.0678	.2484		
Normal Theory Test for Indirect Effect						
	Effect	S.E	Z	p		
	0.05	0.017	2.99	0.0028		

Note: n=300; unstandardized regression coefficients are reported. Bootstrap sample size=5000.LL=lower limit; CI= confidence interval; UL = upper limit

4.5 Moderation analysis (Moderator: EL to OSH and DV: POS)

Table 3 displays the results of the moderation analysis examining to what extent Effective Leadership (EL) moderates the OHS compliance–Perceived Organizational Support (POS) association. To examine this, the moderating effect of leadership on the relationship between OHS compliance and POS is established and analyzed to understand if leadership enhances or dilutes the relationship's strength.

The Dependent Variable (DV) is POS, the Independent Variable (IV) is OHS compliance, and the Moderator is Effective Leadership (EL). The next term, OSH × EL, reflects the moderation effect whereby the extent of EL was used to regulate the relationship between OHS compliance and POS.

1. High ($\beta = 3.46$, SE= 0.645, $t = 5.378$, $p < 0.001$)

The equation's constant represents POS when OHS compliance and Effective Leadership (EL) equal zero. The positive constant is a number 3. The floor of a positive constant is equal to the positive constant. Be the positive constant. The value of the positive constant is 3. The positive constant is equal to three. 46 indicates that, on average, the organization's employees and those within

similar enterprises feel that the extent of the organizational support is moderate. This p-value is below 0.05 ($p < 0.001$), indicating that the model carries a significant baseline value.

2. Direct effect of OHS on POS, Estimate = 0.1439 SE = 0.0524, $t = 2.744$, $p = 0.065$

The results indicated that the direct relationship between OHS compliance and POS is positive, with the coefficient estimate of $\beta = 0.1439$. Nonetheless, the main value of the p ($p=0.065$) is slightly higher than the accepted conventional level of 0 used to determine the significance of parameters. These findings support the hypothesis that a direct positive and significant relationship exists between OHS compliance and POS (Hypothesis 2a: $POS = 0.586 + 0.349 \times VOHS$).

The revised hypothesis independently established that the correlation coefficient is quite small ($r = 0.349$) and just significantly different from zero at the 5% level ($t\text{-value} = 2.05$, $p < 0.05$). In other words, OHS compliance is not sufficient to enhance the POS irrespective of other factors.

3. The Direct Impact of EL on POS results in a regression coefficient of 0.6634, a standard error of 0.0693, a t -statistic of 9.579, and a p -value of less than 0.001.

The direct impact of Effective Leadership(EL) on POS was found to be statistically significant with the positivity of the coefficient ($\beta = 0.6634$ $t = 9.579$, $p < 0.001$). This strong effect shows that the perceived effective leadership has a considerable and directly positive effect on the perceived organizational support related to the need. In other words, a positive perception of leaders enhances the perception of organizational support in employees.

4. In the proposed model and in, POS ($\beta = 0.2331$, SE = 0.0672, $t = 3.472$, $p = 0.006$) was positively influenced by the EL's interaction effect with OHS.

The interaction term ($OHS \times EL$) is significant at $p = 0.006$, and the positive coefficient ($\beta = 0.2331$) suggests that POS mediates the relationship between OHS and Effective Leadership. In particular, with leadership effectiveness, the

positive correlation between OHS compliance and POS becomes more evident. This means there is a synergistic effect in that leadership effectiveness in enhancing OHS compliance has an overproportionate influence on how employees perceive organizational support.

In the first model, OHS compliance has a marginal, positively direct effect on POS, although the impact is not statistically significant.

This study also confirms the hypothesized positive relationship between effective leadership and POS, asserting that whenever employees have positive perceptions of how their leadership is being done, they also feel that the organization supports them. The variation in the terms OHS and EL shows that Effective leadership enhances the positive correlation between OHS compliance and POS. In other words, the positive influence of compliance with OHS standards and its effect on employee's perception of the organization's support in return is contingent on perceived leadership effectiveness. This means that, in organizations with effective leadership, enhancements of OHS compliance will create a perception from the employees that the organization is supportive.

Table 3: Moderation Analysis

Moderator: EL to OSH and DV: POS				
	β	S.E	t	P
Constant	3.46	0.6450	5.3780	0.000
OSH	0.1439	0.0524	2.7444	0.065
EL	0.6634	0.0693	9.5793	0.000
OSH×EL	0.2331	0.0672	3.4718	0.006

Note: DV=POS IV=OSH, Moderator=EL

4.6 Moderation Analysis (Moderator: SC to POS and DV: JS)

Table 4 below shows a moderation analysis where Safety Climate (SC) mediates between Perceived Organizational Support (POS) and Job Strain

(JS). Therefore, this study investigates whether the moderating effect of perceived Safety Climate on the relationship between POS and JS holds.

Job Strain (JS) is the Dependent Variable (DV), Perceived Organizational Support (POS) is the Independent Variable (IV), and Safety Climate (SC) is the moderator. The variable POS SC measures the moderating role of Safety Climate on POS with Job Strain.

1. Constant ($\beta = 3.46, SE = 0.645, t = 5.378, p < 0.001$)

The constant stands for Job Strain (JS), where POS is equal to zero, and SC is equal to zero. The positive constant, as I can see, is 3.46, which is statistically significant ($p < 0.001$) and implies that as far as job strain is concerned, without negating or excluding POS and SC, the mean value of job strain is moderate among the employees.

2. The relationship we hypothesized was $POS \rightarrow JS$. This relationship gives it an estimate of 0.1509, $SE = 0.0452, t = 3.4745, p = 0.070$.

The significance of the relationship between Perceived Organizational Support (POS) and Job Strain (JS) is marginally significant with the obtained p-value of 0.07, which can be just considered as a tad beyond the conventional level of significance of 0.05. The coefficient sign indicates that when organizational support is high, the job strain of the employees rises slightly ($\beta = 0.1509$). Another possibility for this could be to consider that the term 'perceived organizational support' could, to a certain extent, be translated into feeling that employees may bear a higher level of expectation from their organizations, leading to a higher strain level.

3. SCJP Direct Impact: This study revealed that the safety climate had a direct positive effect on job strain whereby the coefficient was ($\beta = 0.5543$) and the significance level of ($p < 0.001$).

The estimated path coefficient between Safety Climate (SC) and Job Strain (JS) is positive and statistically significant at $p < 0.001$ level, indicating a direct relationship with the coefficient value of 0.5543. This implies that a perceived

safety climate can influence job strain; hence, firms with a higher score on perceived safety climate will have higher job strain. This could be due to the higher workload or attention, more so in organizations where safety is of paramount importance, which may, in turn, exert more pressure as everybody tries to be safe.

4. Moderation Moderation POSadies SC on the results of the workload stress ($POS \times SC \rightarrow JS$) ($\beta = 0,3321$, $SE = 0,0726$, $t = 3,8143$, $p = 0,008$)

The interaction term ($POS \times SC$) is significant ($F = 8,754$; $p = 0,008$) with a positive value ($t = 5,647$; $\beta = 0,3321$). This means that there is a partial meditational effect: Safety Climate (SC) mediates the effect of Perceived Organizational Support (POS) on Job Strain (JS). More importantly, the positive interaction implies that when the safety climate is strong, the association of POS with JS is higher than at a high safety climate, and more organizational support implies high job strain. An interpersonal combination of high S-O and SC leads to a higher employee strain level.

The direct relationship between POS and Job Strain reveals that organizational support may lead to a slight increase in job strain, while its significance is not very substantial. A positive, significant relationship between Safety Climate and Job Strain is established, demonstrating that the safety climate enhances perceived job strain. This could be because employees are more attentive and wary of ensuring safety measures, which is stressful and time-consuming.

The result further shows that the interaction term ($POS \times SC$) is significant; this reveals that Safety Climate moderates the relationship between POS and Job Strain. The two studies are as follows: In a particular respect, among groups having a robust safety organizational climate, some increased level of POS causes higher job strain. From this, one can deduce that while employers place a premium on safety, employees' perception that their

organizations support them may also experience increased pressure or stress from the extra measures employed to ensure safety measures are followed.

Table 4: Moderation Analysis

Moderator: SC to POS and DV: JS				
	B	S.E	t	P
Constant	3.46	0.6450	5.3780	0.000
POS	0.1509	0.0452	3.4745	0.070
SC	0.5543	0.0369	9.7538	0.000
POS×SC	0.3321	0.0726	3.8143	0.008

Note: DV=JS IV=POS, Moderator=SC

5.1 Discussion

This research shed light on the mediating role of leadership, job demands and resources, POS, safety climate, and OHS compliance in the context of the textile sector in Pakistan. One of the significant findings is a positive relationship between OHS compliance and job strain; this leads to enhanced security compliance, hence raising demand for job strain. The study also establishes that leadership enhances the mediation between OHS compliance and POS. Works have demonstrated that increased organizational support results in increased compliance with safety standards, and leadership has a role in boosting the employees' perception, hence, safety culture in the organization. Another research implication is the moderating effect of safety climate on the relationship between the two variables. A solid safety climate helps enforce safe behavior amongst employees, but it comes at the cost of job stress as they are more devoted to following safety procedures.

5.2 Theoretical Implication

Theoretically, this study adds to the Social Exchange Theory (SET) by showing how leadership, job strain, and organizational support contribute to OHS compliance in dangerous sectors such as textile manufacturing. The current study's findings reveal that leadership constitutes a key to promoting a safety

culture in an organization, as reflected by the support extended and provisions of safety made for employees. However, the study also reveals an inverted U-shaped relationship between organizational support and job characteristics, where they find that more organizational support leads to more job strain due to higher expectations from organizational support.

5.3 Practical Implication

In practical terms, the research provides valuable suggestions for companies operating in high-risk categories. This creates the need for leadership development programs geared towards training efficient leaders to see compliance with safety measures achieved. Furthermore, organizations must consider creating support programs to give employees any required tool or resource without adding to the employees' workload. Implementing means and ways of enhancing clear policies and heavily transferred communications regarding the safety climate can also increase compliance with the OHS standards. However, much attention should be paid to the fact that it should not become a burden for the employees and create additional stress.

5.4 Limitation and Future Direction

Even though the study has provided valuable findings, some limitations can be discussed below. The use of cross-sectional design still restricts the opportunity to make causal conclusions. The findings presented in the paper may not hold in industries other than the textile industry or different geographical locations. Also, the study relies on self-report data, and therefore, there is a possibility that responses will be biased, either high or low. Subsequent studies should follow up on these relationships to ascertain their temporal properties. Similar surveys within and across other sectors and Third World countries would also be helpful and informative in validating these conclusions.

6. Conclusion

In conclusion, this research has revealed significant relationships between leadership and organizational support with safety climate and their mediating

influence on OHS compliance in the Pakistan textile industry. While an organization needs to promote a safety culture, it should do so while considering the adverse effects on job demands. The management of the organization will have to find ways of ensuring that it supports the employees without overburdening them with more work that they cannot handle while, at the same time, ensuring that employees follow organizational norms. Moreover, this study stresses the need to develop interventions that target employment needs at the risk factor as enumerated in the textile industry. Therefore, by matching the leadership practices to the individual needs of the workers, organizations can foster a context in which safety compliance is achieved and the adverse consequences of job strain are prevented. Therefore, this research lays the groundwork for other related studies to delineate specific occupational health and safety perspectives. Organizations must reassess their safety management practices and leadership perspectives for improvement as they adapt to the current employment market forces.

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