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The Role of Sustainability Management and Safety Culture in the Sustainable Performance of Companies

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ABSTRACT

This study aims to analyze the role of sustainability management and safety culture in supporting corporate sustainable performance and to understand the relationship between these two aspects. This research employs a qualitative approach with an interpretive paradigm through a literature review method. Data were obtained from relevant national and international journal articles, academic books, conference proceedings, and official documents. The analysis involved identifying, selecting, categorizing, interpreting, and synthesizing the literature based on the themes of sustainability management, safety culture, occupational safety integration, and organizational performance. The findings indicate that sustainability management serves as a strategic framework for integrating economic, social, and environmental dimensions into corporate policies and operational activities. Meanwhile, safety culture contributes to worker protection, accident risk reduction, operational stability, and organizational learning. These two aspects are complementary: sustainability management provides strategic direction, objectives, and management systems, while safety culture translates these policies into everyday workplace behaviors and practices. This study concludes that integrating sustainability management and safety culture is an important organizational mechanism for strengthening corporate economic, social, and environmental performance over the long term.

Keywords: *Sustainability Management; Safety Culture; Sustainable Performance; Occupational Health and Safety; Corporate Sustainability*

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INTRODUCTION

Pressure on companies to operate sustainably continues to increase, from regulators, investors, and the public. Company performance is no longer measured solely by financial performance but also by its ability to manage environmental, social, and human safety impacts from its operations. Elkinton's (1997) triple bottom line concept emphasizes that corporate sustainability is based on a three-dimensional balance: economic, environmental, and social. In Indonesia, this demand is reinforced by mandatory sustainability reporting for issuers and public companies, as well as national commitments to the Sustainable Development Goals (SDGs).

In practice, sustainability management is the approach companies use to integrate sustainability principles into their strategies, policies, and daily operations. This approach includes setting sustainability goals, managing environmental and social risks, involving stakeholders, as well as measuring and reporting performance. However, good policies and management systems on paper do not automatically translate into sustainable performance. Their success heavily depends on how the values, attitudes, and behaviors of organization members translate those policies into real work.

This is where safety culture becomes relevant. Safety culture is understood as shared values, beliefs, perceptions, and behavioral patterns within organizations that determine commitment to occupational safety and health (Reason, 1997; Zohar, 1980). Companies with strong safety cultures tend to be more proactive in identifying hazards, more open in reporting incidents, and more consistent in implementing procedures. Safety is also part of the social dimension of sustainability, as protecting workers is a fundamental corporate responsibility.

Workplace accidents cause human losses, operational disruptions, financial costs, and reputational damage, which ultimately threaten company sustainability. Workplace accidents in Indonesia remain a serious problem affecting worker safety and the sustainability of company operations. According to BPJS Ketenagakerjaan reports, the number of work accident cases has fluctuated in recent years: 298,137 cases in 2022, rising to 377,700 cases in 2023, and reaching 356,383 cases in October 2024 (Kontan, 2025). In 2025, 319,224 work accident claims were recorded, with 9,834 cases resulting in death and 4,133 cases resulting in functional or total disability (Antara, 2026). Satudata data from the Ministry of Manpower recorded almost identical numbers, namely 319,382 cases from January to December 2025 (Kemnaker, 2025). Each case of death and disability indicates that workplace risks are not yet optimally controlled.

In terms of regional distribution, workplace accidents are concentrated in provinces with large industrial and workforce bases. East Java recorded the highest number of cases (53,620), followed by West Java (53,404) and Central Java (37,804). Banten recorded 26,921 cases and Riau 25,663 cases. North Sumatra recorded 20,184 cases and the Riau Islands 16,091 cases. Bali recorded 9,305 cases and West Sumatra 6,909 cases. This pattern shows that workplace accidents occur in various regions with diverse economic characteristics, including manufacturing and resource-based sectors (Ministry of Manpower, 2025).

The economic burden from work accidents is also significant. Between January and November 2024, BPJS Ketenagakerjaan work accident claims reached IDR 3.06 trillion. Of that amount, 90.19% (IDR 2.76 trillion) came from wage workers, 8.01% (IDR 245.78 billion) from non-wage workers, and 1.81% (IDR 55.45 billion) from the construction services sector (Kontan, 2025). These costs do not include indirect losses to the company, such as production disruptions, decreased productivity, and reputational damage.

Besides workplace accidents, reporting occupational diseases (PAK) also remains a challenge. In 2025, only 158 PAK cases will be recorded, a figure stated by the Minister of Manpower that does not fully reflect the situation on the ground due to limited reporting (Antara, 2026). The Minister also believes that investing in prevention programs will yield greater savings compared to relying solely on compensation schemes (IndoTelko, 2026). This situation emphasizes the need to strengthen a safety culture through prevention approaches so that the company's sustainable performance is not disrupted by workplace accident risks.

Although many studies on corporate sustainability and workplace safety exist, most examine the two separately. Studies on sustainability management generally focus on environmental and financial performance, while studies on safety culture focus more on accident prevention in high-risk sectors. Research examining both simultaneously as factors shaping sustainable performance is still limited, especially using qualitative approaches capable of explaining how and why both factors operate in the context of real organizations.

The first study, Hajmohammad and Vachon (2014), examined the benefits of safety culture for companies. Based on organizational support theory, they examined the direct and indirect effects of safety culture on company performance. Studies published in the Journal of Business Ethics use a survey approach and link occupational safety to environmental management and sustainable development (Hajmohammad & Vachon, 2014). This study provides a conceptual basis that safety culture is not merely a compliance obligation, but an organizational resource that contributes to the company's sustainable performance.

The second study, Lee (2018), examined the influence of safety management and sustainability activities on sustainable performance, focusing on suppliers. The results show that planning and control systems influence participation and monitoring in supply chain management processes, which in turn positively affect sustainable performance. More specifically, participation and monitoring activities are positively related to occupational safety and environmental performance. This study also confirms that workplace safety affects productivity and performance, ultimately impacting sustainable management activities (Lee, 2018). These findings are relevant because they show that structured safety practices and sustainability management drive sustainable performance.

The third study. Ying and Allaqtta (2025) examined the influence of safety culture, risk mitigation, and sustainability practices on business performance in small and medium enterprises (SMEs) in Palestine, with employee involvement as mediators. This quantitative study used data from 450 SME respondents in the West Bank using targeted sampling techniques. The results showed that safety culture, risk mitigation, and sustainability practices have a positive and significant impact on business performance, and employee involvement as a mediator reinforces these influences. PLS-SEM analysis in this study showed a path from safety culture to business performance of $\beta = 0.257$ and a path from sustainability practices of $\beta = 0.158$, both significant at $p < 0.01$ (Ying & Allaqtta, 2025). This study supports the argument that sustainability management and safety culture together strengthen company performance. Furthermore, research in the Indonesian context that captures the integration of the two remains rare.

Based on the description above, this study is designed to answer the following questions: (1) how sustainability management is implemented and contributes to the company's sustainable performance; (2) how safety culture plays a role in shaping the company's sustainable performance; and (3) how these two factors are interconnected in supporting the company's sustainable performance. Therefore, the purpose of

this study is to describe and analyze the role of sustainability management and safety culture in the company's sustainable performance as well as to understand the relationships between these aspects.

In theory, this study is expected to enrich the sustainability management literature by placing safety culture as an integral part of building sustainable performance. Practically, the results can serve as a reference for company management in aligning sustainability strategies with strengthening safety culture at the operational level.

METHODS OF RESEARCH

This study uses a qualitative approach with a literature review and interpretative paradigm. The qualitative approach is chosen because it focuses on understanding the meaning and context of a phenomenon, not on statistical measurement (Creswell & Poth, 2018). The interpretive paradigm views knowledge as the result of researchers' interpretations of various sources. This paradigm is suitable for understanding and interpreting concepts, practices, and findings from previous research on sustainability management and safety culture in an organizational context, not for statistically testing relationships between variables (Creswell & Poth, 2018).

A literature review is considered appropriate because it can synthesize scattered knowledge, identify research gaps, and build a conceptual foundation for further study (Snyder, 2019; Tranfield et al., 2003). The research data consist of secondary data obtained from national and international journal articles, academic books, proceedings, research reports, and official documents relevant to the research topic. Literature was deliberately selected (Palinkas et al., 2015) based on suitability with the research focus, source credibility, publication novelty, and relevance of discussions regarding the implementation of sustainability management, occupational safety and health (OSH), as well as safety culture within organizations.

Data collection was conducted through literature searches using keywords related to sustainability management, safety culture, occupational safety, occupational health, sustainable organization, and sustainability performance. The obtained literature was then selected based on inclusion and exclusion criteria to ensure its alignment with the research objectives. The selection process was reported transparently and coherently, in accordance with the principles of systematic literature review reporting (Page et al., 2021; Tranfield et al., 2003).

Data analysis was conducted qualitatively through stages of identification, selection, grouping, interpretation, and synthesis of findings, as shown in Figure 1. Information was grouped into main themes, adjusting to thematic analysis principles (Braun & Clarke, 2006), namely the concept of sustainability management, implementation of safety culture, factors that shape safety culture, integration of sustainability and workplace safety, and their impact on organizational performance. Results from various literature are then compared to identify similarities, differences, patterns, research gaps, and study progress. Information validity is maintained through source triangulation, which is the comparison between sources and the use of credible scientific references (Carter et al., 2014; Lincoln & Guba, 1985). The analysis results are systematically compiled to produce a comprehensive understanding of the relationship between sustainability management and safety culture in supporting organizational sustainability.



Figure 1. Research Flow of Qualitative Literature Study
Source: *Processed by the author (2026)*

RESULTS AND DISCUSSION

Results

Table 1. Key Literature Synthesis

Theme	Main References	Core Findings/Concepts
Sustainability management	Elkington (1997); Dyllick & Hockerts (2002); Baumgartner & Rauter (2017)	Sustainability encompasses economic, environmental, and social dimensions; effective if embedded in strategy and operations.
Safety culture	Reason (1997); Cooper (2000); Guldenmund (2000); Fernández-Muñiz et al. (2007)	A safety culture is shaped by leadership commitment, employee participation, communication, and organizational learning.
Safety and performance	Zohar (1980); Clarke (2006); Neal & Griffin (2006); Fernández-Muñiz et al. (2009)	The safety and management climate relates to safe behavior, accident reduction, and company performance.

Source: Processed by the author (2026)

Sustainability management as an integrative framework for sustainable performance. The literature views sustainability management as an effort to integrate economic, environmental, and social objectives into company strategies, policies, and operations (Elkington, 1997; Dyllick & Hockerts, 2002). Baumgartner and Rauter (2017) emphasize that sustainability integrated with core strategy is more likely to produce long-term performance compared to programs run separately. Stakeholder theory explains that

company sustainability depends on the ability to manage the expectations of those affected and influencing the company (Freeman, 1984), while the resource-based view views sustainability capability as a resource that is difficult to replicate (Hart, 1995). Sustainable performance is thus understood as the simultaneous achievement of these three dimensions, not just financial returns.

Safety culture as the foundation of safe behavior. Safety culture is understood as shared values, beliefs, and behavioral patterns that determine organizational commitment to safety (Cooper, 2000; Guldenmund, 2000). Reason (1997) outlined its components: reporting culture, fair culture, flexible culture, and learning culture. Fernández-Muñiz et al. (2007) found that management commitment and employee engagement are dimensions that shape safety culture. At the behavioral level, Neal and Griffin (2006) showed that safety climate is related to employee motivation and safety behavior, which in turn is related to accidents, and Clarke (2006) through meta-analysis confirmed the relationship between safety climate and safety performance. Zohar (1980) is an early reference to the concept of safety climate, which is seen as a manifestation of safety culture.

The relationship between the two and their contribution to sustainable performance. Occupational safety and health are part of the social dimension of sustainability, as worker protection is a fundamental corporate responsibility. Fernández-Muñiz et al. (2009) showed that good safety management is related to better company performance, including through reduced accidents and related costs as well as improved reputation. However, studies that place sustainability management and safety culture as contributors to sustainable performance are relatively limited, so the relationship between the two can be established more conceptually than directly demonstrated by a single study.

Discussion

The Influence of Sustainability Management on Sustainable Performance

The literature synthesis shows that sustainability management plays an important role in driving sustainable performance because it serves as a strategic framework that integrates economic, social, and environmental aspects into the organization's decision-making process. Sustainability management is not only related to formulating sustainability policies but also includes goal setting, resource allocation, performance indicator development, risk management, program evaluation, and stakeholder communication. With this framework, sustainability can be positioned as part of the organization's strategy, not just an additional program run separately from operational activities. From this perspective, sustainable performance is achieved when an organization is able to maintain economic performance while reducing environmental impacts and sustainably improving social welfare.

However, this synthesis also shows that the existence of a sustainability management system does not automatically produce sustainable performance. Organizations may have comprehensive sustainability policies, standards, indicators, and reports, but their effectiveness is largely determined by how well these tools translate into concrete actions in daily activities. If sustainability is understood only as an administrative requirement or regulatory compliance, there is a risk of a gap between policy and practice. This situation shows that sustainability management requires support from internal organizational factors, particularly values, norms, leadership, and the behavior of its members. Thus, the success of sustainability management is determined not only by the quality of the management system but also by the organization's ability to build a culture that supports the consistent application of sustainability principles.

In this context, sustainability management can be understood as a mechanism that provides direction and structure, while organizational culture functions as a mechanism that translates that direction into behavior. Sustainability targets, for example, will have stronger meaning when implemented through work procedures, decision-making, reward systems, performance evaluations, and employee behavior. Therefore, the more integrated sustainability principles are into the organizational management system, the greater the opportunity to develop work practices that support achieving sustainable performance. One aspect of organizational culture closely related to sustainability is safety culture, because workplace safety is directly related to human protection, operational stability, risk control, and continuity of organizational activities.

The Influence of Safety Culture on Sustainable Performance

The literature synthesis shows that safety culture contributes to sustainable performance across various social, operational, and economic dimensions. In the social dimension, a strong safety culture demonstrates the organization's commitment to protecting workers' health, safety, and well-being. Safety is no longer seen merely as an obligation to comply with OS regulations but as an inherent value in decision-making processes and work behavior. This condition aligns with Schein's (2010) view that organizational culture is shaped through fundamental values and assumptions that influence how members think and act. Therefore, when safety becomes part of organizational values, workers tend to consider safety aspects in carrying out their duties, including when facing situations not directly supervised by management.

From an operational perspective, a strong safety culture can help reduce workplace accidents, operational errors, equipment damage, production process disruptions, and lost working time. Reducing these incidents ultimately improves operational continuity and lowers costs arising from accidents and work disruptions. Fernández-Muñiz et al. (2009) show that safety management is related to organizational performance through better safety practices and working conditions. From a sustainability perspective, this shows that workplace safety is not only a social issue but also has economic consequences. Organizations capable of preventing accidents and operational disruptions have a greater chance of maintaining productivity and efficiency in the long term.

Additionally, a safety culture includes trust and communication, which are crucial to achieving sustainability. A mature safety culture is characterized by openness in communicating hazards, reporting incidents and near-misses, communication between workers and management, and the organization's willingness to learn from mistakes. Hopkins (2005) emphasizes that safety culture cannot be reduced solely to compliance with procedures, as safety is also related to how the organization understands, communicates, and responds to risks. In organizations with this openness, information about operational issues can be identified and acted upon more quickly. This creates an organizational learning process that ultimately supports the organization's ability to adapt to risks and maintain long-term performance.

The maturity of safety culture can also be understood through the development from a reactive culture to a more proactive and generative culture. Hudson (2007) explains that organizations with a higher level of safety maturity not only act after accidents occur but actively identify and control risks before causing losses. The shift from a reactive to proactive approach is highly relevant to sustainability principles because sustainability essentially requires organizations to think long-term and anticipate risks. Therefore, the more mature the organization's safety culture, the greater its potential to support operational stability, worker protection, resource efficiency, and organizational resilience.

The Relationship between Sustainability Management and Safety Culture: Culture as an Implementation Mechanism

Based on the synthesis of these two themes, the argument can be developed that sustainability management and safety culture are two complementary components in achieving sustainable performance. Sustainability management provides a strategic framework through the setting of goals, policies, indicators, resources, and evaluation mechanisms, while safety culture plays a role in translating these frameworks into behavior and work practices. In other words, sustainability management answers questions about what should be achieved and how organizations manage it, while safety culture helps explain how these values are realized through the behavior of organizational members.

This relationship becomes increasingly important because workplace safety is an integral part of the social dimension of sustainability. When safety indicators are integrated into strategic goals, performance evaluations, and sustainability reporting, organizations signal that safety is a management priority. Conversely, when safety culture has developed well, employees no longer just follow procedures due to supervision but begin to internalize safety as a work value. This internalization can strengthen the credibility of sustainability commitments because there is alignment between formal organizational policies and actual practices.

Leadership is a crucial connecting factor in this relationship. Leaders play a role in translating sustainability policies into operational priorities and modeling expected behaviors. Barling et al. (2002) show the importance of leadership in shaping worker safety behavior. If leaders consistently prioritize safety, provide resources, respond to hazard reports seriously, and do not sacrifice safety for short-term production targets, workers will receive a clear message about safety values within the organization. Conversely, if an organization declares safety a priority but consistently prioritizes production targets in practice, the policy potentially loses credibility.

Thus, the relationship between sustainability management and safety culture can be understood as the relationship between systems and culture, structure and behavior, as well as policies and implementation. Sustainability management provides a formal foundation to guide organizations toward sustainability, while safety culture strengthens implementation through the internalization of safety values at the individual and group levels. Integrating both enables organizations not only to achieve compliance with sustainability standards and OHS but also to build the ability to prevent risks, learn from experience, maintain operational continuity, and sustain long-term performance.

Implications for Sustainable Performance

Overall, the literature synthesis shows that sustainability performance is understood not only in terms of financial or environmental indicators but also in terms of the organization's ability to create safe and healthy working conditions that support human well-being and operational processes. Sustainability management provides a formal mechanism to define and measure these achievements, while safety culture ensures that sustainability goals are supported at the operational level. Integrating both can create mutually reinforcing effects: sustainability management increases the organization's focus on safety, while a strong safety culture reinforces the consistency of sustainability policy implementation.

Therefore, the results of this study lead to the understanding that organizational sustainability is not only built through policies and reporting but requires changes in how organizations view risks, safety, human resources, and long-term responsibilities. Organizations that are able to integrate sustainability

management with safety culture have the potential to have more adaptive systems, more protected workers, more stable operations, and better ability to simultaneously maintain economic, social, and environmental performance. Thus, safety culture can be positioned not only as part of the OHS system but as one of the organizational mechanisms that strengthen the implementation of sustainability management and serve as the foundation for achieving sustainable performance.

CONCLUSION

Based on the literature synthesis results, it can be concluded that sustainability management plays an important role in shaping sustainable performance through the integration of economic, environmental, and social aspects into the company's strategies, policies, and operational activities. However, the existence of sustainability systems and policies does not automatically guarantee the achievement of sustainable performance because their effectiveness heavily depends on actual implementation at the organizational level. Safety culture also plays a role in supporting sustainable performance by protecting workers, reducing accidents and operational disruptions, improving work continuity, and strengthening learning and organizational capabilities in facing risks. The relationship between sustainability management and safety culture complements each other: sustainability management provides a strategic framework, goals, resources, and evaluation mechanisms, while safety culture translates these values and policies into daily work behavior and practices. The integration of both can strengthen operational stability, labor protection, risk control, and the organization's ability to maintain long-term economic, social, and environmental performance. Thus, safety culture is not only viewed as part of the OHS system but also as an important mechanism in strengthening sustainability management implementation and supporting the achievement of sustainable performance.

AUTHOR CONTRIBUTIONS

The first author contributes to the conceptualization of the research, methodological design, data collection, processing, analysis, interpretation, as well as the preparation of the initial manuscript. The second and third authors contribute to the review, editing, and refinement of the manuscript, as well as providing substantial input. All authors have agreed to the final version of the manuscript and are responsible for all aspects of this research.

CONFLICT OF INTEREST

The authors state that there are no conflicts of interest—either financial or non-financial—that could affect the conduct of the research, data analysis, manuscript preparation, or publication of this article.

STATEMENT ON THE USE OF ARTIFICIAL INTELLIGENCE (AI)

In preparing this article, the authors used artificial intelligence (AI) technology as a tool for language editing, grammar checking, and refinement of writing structures. AI is not used to generate, manipulate, or

analyze research data. All article content, result interpretation, and responsibility for the accuracy and integrity of the manuscript remain in the hands of the authors.

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