Strategic Role of Human Resource Management in Enhancing Occupational Health and Safety Practices in Business Schools in India

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Abstract

The managerial practices of human resources significantly contribute to improving Occupational Health and Safety practices across educational institutions, especially within business schools. Educational campuses have developed into comprehensive systems where protecting students and faculty members alongside staff represents a priority mandate. The research investigates how HRM strategies create safety-focused, sustainable learning facilities throughout Indian business school buildings. The research employed a mixed approach to gather data and received 150 valid responses from administrative staff and faculty members, as well as support personnel, through stratified random sampling. Data collection occurred through structured questionnaires and interviews, with the Garrett ranking method used to recognize significant HRM practices. The research shows strategic human resources management practices lead to better workplace safety when they involve significant employee safety training, along with enforceable health policies and safety task forces and check-ups, and wellness initiatives. Leadership communication consistency helps create a strong safety culture throughout an operating organization. Organizations that unite OHS with HR strategies achieve decreased absenteeism levels and superior health results alongside improved employee quality of life at work. The study presents three necessary OHS elements for business schools, including OHS task assignment through human resource procedures, along with ongoing safety training and the implementation of technological assessment systems. Integrating OHS with strategic HRM allows business schools to build learning and working areas that deliver both safety and sustainability alongside health promotion.

Keywords:Business Schools, Garrett Ranking Technique, HRM Strategies, Human Resource Management, India, Occupational Health and Safety, Safe Campus Practices.

Introduction

OHS has traditionally maintained its status as a fundamental organizational responsibility, which mainly applies to workplaces where physical labour and dangerous conditions prevail. OHS surpasses its traditional boundaries now to serve as an essential working practice in educational institutions, along with various other environments. The typical absence of hazardous activities in business school campuses generates specific occupational health and safety concerns of

their own. Physical, psychological and ergonomic risks affect all campus members who including faculty members, along with administrative staff and support personnel and students. Indian higher education institutions presently require structured and effective OHS strategies because of their rapid expansion throughout the country. Indian business schools continue to expand in complexity because they now have significant campuses that accommodate an increasing number of students in their expanding workforce. Occupational Health and Safety issues have gained stronger focus because of organizational complexity as educational institutions raise their expectations regarding safety standards. Specific health challenges like employee burnout and workplace injuries, and physical risks from unclean campuses, exist frequently in educational environments. The COVID-19 crisis has revealed the necessity of strong health protocols, so institutions must review their present safeguards to establish extensive protection systems for their communities. Human Resource Management (HRM) demonstrates strategic importance when managing people's welfare and performance to address the identified challenges. The traditional definition of HRM used to describe employee recruitment and payroll administration, and performance management operations now serves as a strategic partner in organizational health and safety promotion [1]. The inclusion of OHS within HRM policies allows institutions to place health and safety at the core of their organizational culture rather than treating it as an external responsibility. The research investigates techniques for using Human Resources Management practices to boost OHS measures at Indian business school campuses. The analysis demonstrates how OHS systems can be built through HRM functions, combining safety training programs with health policies and workplace audit systems, and employee participation programs

[3]. This research analyzes how HRM-driven initiatives affect the development of secure and hygienic environments among all members of educational institutions, including staff members and students. Research data was gathered through a mixed methods approach from 150 participants representing faculty members and administrative staff with support personnel in different business schools throughout India.A stratified random sampling method was used for selecting the representative participants, while the Garrett ranking technique assessed the collected data to identify critical HRM practices affecting OHS outcomes [2]. The results from this research generate useful information that administrators, together with HR professionals, can utilize in higher education. Placing HRM at the central point of health and safety management allows business schools to create a performance-driven safety culture that defends both people and facilities. Digital tools help business schools in India enhance OHS through HRM by demonstrating their power to produce significant OHS results, thus requiring better OHS management strategies within the sector.

Background of the Study

The higher education sector of India has undergone substantial development and transformation over the last few decades. Both strong market requirements for qualified professionals and government efforts to make quality educational access available have led to the wide expansion of business schools throughout India. The growth of Indian institutions requires simultaneously maintaining higher academic standards alongside developing safe learning environments for their students, along with faculty members and staff. OHS represents a critical element for educational institutions, starting from business schools, where it was initially limited to industrial manufacturing facilities. Many Indian business institutions

display OHS practice shortcomings, although they have advanced their infrastructure and educational systems. Many business schools encounter frequent health and safety policy inadequacies and insufficient emergency preparedness training, along with insufficient ergonomic attention to classrooms and offices, while facing limited mental health resources availability. Employee well-being, together with productivity, suffers from these insufficient work conditions, which subsequently causes more absences and stress and causes diminished institutional performance levels. Past as an administrative entity that handled recruitment and payroll responsibilities alongside employee relations management, HRM now serves as a strategic organizational force that promotes workplace safety and employee wellness [5]. More recent HRM approaches maintain both an organisation-wide perspective as well as person-centred principles to develop cultures centred on safety and well-being. The HRM departments in business school campuses serve to launch programs that unite OHS practices with operational routines. HR professionals drive better organizational awareness by developing all-inclusive health and safety policies together with routine risk assessments and specific training programs, which build education among faculty and staff. The HRM department should conduct employee wellness programs while promoting staff safety committee involvement and establishing channels for health and safety communications [6]. HRM ensures national occupational health regulations compliance through its role, which helps institutions stay protected from possible legal liabilities. Including OHS within the comprehensive HR plan leads to higher employee well-being as well as improved job performance and institutional recognition. Business schools in India need strategic leadership from HRM departments to implement proactive OHS practices, which will guide the institution's

necessary changes. Business schools that focus on safety and health will establish better protective learning environments, which drive higher education success and sustainability throughout India.

Research Problem

OHS studies and implementation have historically operated in industrial and high-risk sectors, which manifest explicit life-endangering workplace hazards. These workplaces must integrate OHS policies and practices because they serve both legal standards and operational efficiency purposes as well as risk management requirements [7]. The majority of academic OHS information, along with practical models,has emerged from industrial settings. Human Resource Management receives extensive academic focus when studying workplace safety and compliance culture creation. Research about strategic HRM and OHS practice unification remains scarce, specifically within Indian business schools. Educational facilities are commonly recognized as establishing low-risk areas, but they must address occupational health concerns specific to their environment. Ergonomic problems from being seated too long, as well as mental health problems linked to academic stress, combine with physical security concerns involving the safety of faculty personnel and campus users. Educational institutions now understand the urgent need for health prevention strategies along with hygiene standards and emergency preparedness systems because of the COVID-19 pandemic. Higher education OHS, which focuses on business schools, represents an overlooked scholarly field throughout India [4]. Research investigations dedicated to HRM in education primarily study recruitment and performance management alongside employee engagement, but do not extensively explore health and safety promotion through HRM. Although HRM evolves as a strategic business function that drives change in organisations,

the documentation about its capability to improve workplace safety frameworks in business school environments remains insufficient. Operational research regarding the strategic use of HRM strategies for business school OHS outcomes should immediately proceed because existing literature lacks this information. Educational institutions will gain better insight into how HRM can join forces with OHS initiatives because of this research gap. Research findings will deliver practical knowledge that allows policymakers and academic, and human resources leaders to build OHS policies specifically designed for the Indian higher education field. This investigation explores the strategic HRM implementation for Indian business school campuses through empirical and practical research for delivering evidence-based recommendations.

Research Objectives

1. To identify HRM practices that contribute to enhanced OHS on business school campuses.
2. To analyze the effectiveness of these practices using the Garrett ranking technique.
3. To provide strategic recommendations for strengthening OHS through HRM interventions.

Research Questions

1. What HRM practices influence OHS in business schools?
2. How effective are these practices in enhancing campus safety?
3. What strategies can HRM adopt to institutionalize OHS in educational settings?

Significance of the Study

Professional administrators in academics, together with human resource specialists and government implementers, will obtain helpful guidance from this research project to create efficient OHS frameworks specifically adapted to Indian business school environments. The occupational health and safety concerns at industrial facilities are primarily made of physical hazards, but business schools maintain distinctive complex OHS challenges [8]. The educational environment brings forth four types of work-related risks, which combine both psychological distress due to academic deadlines and physical risks through extended computer usage alongside campus security concerns and inadequate wellness measures. Organizations must use a complete strategic method that includes OHS implementation within their overall management system while involving HRM as a critical component [5]. Academic administrative staff must recognize from this research that health and safety considerations need to be incorporated into existing institutional policies and governance frameworks at their universities and colleges. Administrators maintain an extraordinary power to distribute funds as well as create campus-level policy frameworks, and secure health safety initiatives at the highest levels of leadership. The research demonstrates the requirement to receive academic leader backing for safety audits and emergency preparedness drills, and the need to build broad safety awareness throughout staff and student groups. The implementation of OHS strategies depends heavily on human resource professionals. The research identifies the fundamental components of HRM within health and safety by creating policies while executing risk evaluation and delivering compliance-boosting training programs [9]. University HR professionals should establish programs for workforce health promotion while also designing both mental health support systems and ergonomic solutions that match specific academic needs. HR departments should embed OHS targets into their standard human resource policies, including employee orientation plans and performance analysis, and career development

functions, to produce significant safety progress and improved worker health in both domains [16]. The study delivers research-based directions to policymakers who work at institutions and governments, enabling them to create standardised OHS practices for higher education institutions. Current Indian regulatory gaps for OHS in educational settings provide policymakers with an opportunity to draft essential safety standards that boost academic campuses toward health promotion. This study helps expand the scarce knowledge base regarding human resource management and occupational health and safety research within educational settings. Business schools in India have become the focus for researchers can develop knowledge about specific obstacles and benefits of working with strategic OHS initiatives through HRM practices in this context. This research yields recommendations that target the improvement of workplace safety, together with employee health promotion, combined with enduring institutional development.

Literature Review

The Concept of Occupational Health and Safety (OHS)

Occupational Health and Safety (OHS) represents a multidisciplinary discipline that focuses on work-related safety, together with personnel health, along overall workplace welfare. Companies implement various policies, procedures and programs and practices as a foundation to stop workplace injuries, along with illnesses and fatalities, and to ensure general worker health outcomes. Alternative interpretation of OHS demonstrates how it includes processes to detect workplace threats combined with risk evaluations, along with the adoption of mitigation measures for employee safety. Risk factors at workplaces can be of physical, chemical, biological or ergonomic or psychosocial nature. The safety framework at educational institutions, specifically within business schools, extends further than standard industrial system threats [11]. The risks from hazardous substances and industrial machinery are minimal at business schools; therefore, other concerns related to student safety, stress management and musculoskeletal conditions, and mental health challenges become significant. Various psychological pressures from work overload and performance anxiety, and job insecurity affect the health and productivity of faculty members and administrative staff and support personnel, and students at educational institutions. This occurs because these institutions fail to sufficiently address these sources of psychological pressure. Health and safety programs in educational institutions require attention in three areas, including preparedness measures for fires and earthquakes, and the delivery of healthcare services with safe student transportation systems in place [8,11,14]. Effective OHS programs demand that institutions meet both national safety requirements and regulations and offer health insurance protection while establishing entire facilities dedicated to employee and student health and safety. Programs that effectively implement OHS standards help reduce employee absence and increase productivity and employee morale, and meet all legal requirements.

Human Resource Management and Its Strategic Role

Human Resource Management (HRM) refers to the formal system of managing people within organizations. Before its reform in previous decades, HRM primarily handled employee administration obligations that included salary payments and staffing procedures as well as work record retention. Modern Human Resource Management performs a strategic role as a fundamental operational system that uses effective human capital management to support organizational objectives. Strategic HRM integrates human

resource approaches to match them with organizational goals and the company's vision, together with its mission and future expectations [11, 17, 19]. The primary strategic task of HRM focuses on employee welfare improvement as a fundamental connection to Occupational Health and Safety. Human resource specialists will create health and safety guidelines and establish health programs while carrying out safety instructions and maintaining legal guidelines. The HRM function creates a pathway to connect managers with workers for generating secure, safe workplace environments. The strategic approach to Human Resource Management extends past mandatory standards because it supports creating a workplace culture that elevates workforce health and safety standards among regular operational activities [12]. Business schools require their HR departments to handle staff development as well as employee and student health and wellness protection through active participation in safety programs. Organizations develop safety measures that combine work environment evaluations with stress management education and psychotherapy support, in addition to adaptable schedules for maintaining personal and professional equilibrium. HR professionals should maintain a strategic position by involving their workforce in safety choices and concern expressions, and performance recognition for campus safety development [13]. HR professionals use their strategic agenda to survey employees periodically, alongside implementing risk assessments and analyzing data to locate potential OHS concerns before their development into more serious threats.

HRM and OHS: A Theoretical Perspective

The union between HRM and OHS finds its analysis within theoretical frameworks which demonstrate the essential role of employees as organizational assets whose well-being represents the core for achieving organizational success. The Resource-Based View (RBV) and Human Capital Theory offer essential explanations about why organizations must direct OHS initiatives using strategic HRM approaches.

Resource-Based View (RBV)

Organizations sustain competitive advantage through their ability to manage highly valuable, unique, non-substitutable, rare and inimitable resources according to the accounting principle of Resource-Based View (RBV). The combination of worker skills and knowledge, and experience constitutes one of the vital organizational resources [14]. The RBV framework treats employees as key strategic assets because they lead to innovations that strengthen both productivity and performance for the organization. Strategic OHS practices protect employee health and safety, which leads to the preservation and development of this vital organizational resource [22]. The organization benefits from a competitive advantage through healthy employees whose engagement and productivity, and innovative capabilities increase. Organizations that ignore OHS safety will face three major problems: absenteeism and high employee turnover, reduced productivity, as well as legal penalties that damage organizational success.

Human Capital Theory

The economic worth of workforce development stands at the core of Human Capital Theory, through which organizations support personnel health and safety advancement. Employees have an asset status that organizations can increase through education and training, along with health initiatives. Organizations protect legal obligations while doing their ethical duty by making OHS investments, which lead to improved workforce quality and operational efficiency [15]. Human Capital Theory within

business education instructs the need for thorough OHS frameworks that cover physical and mental health requirements [12]. The engagement level and positive contribution of faculty, along with staff, to institutional reputation strengthens when employees experience safety and receive support, thus improving student educational experiences.

Systems Theory

Organizations are complex systems according to Systems Theory because they consist of connected elements that must be studied as an integrated whole. The framework demonstrates how HRM and OHS serve as essential components that need collaboration for achieving organizational success. The complete OHS framework suffers systemic impairment when policies are insufficient or communication is defective, or training is inadequate, thus causing employee morale to drop,along with decreased productivity and lower institutional performance.

Previous Studies on HRM and OHS

Many researchers have studied how human resource management practices influence safety outcomes, especially in industrial and manufacturing businesses. Various research studies indicate that training development practices, together with employee participation and performance management systems, create the most important tools for improving workplace safety.

HRM Practices and OHS Outcomes

1. **Training and Development**: Numerous studies emphasize the importance of safety training in equipping employees with the knowledge and skills required to identify hazards and follow safety protocols. The organizations that invest in comprehensive safety training programs report fewer workplace accidents and higher levels of employee safety behaviour.
2. **Employee Participation**: The employee involvement in OHS decision-making processes enhances safety outcomes. When employees are engaged in identifying risks and developing solutions, they exhibit greater commitment to safety practices.
3. **Performance Management**: Incorporating safety performance into appraisal and reward systems encourages employees to adhere to safety standards. The organizations that integrate safety performance into their HRM systems see a marked improvement in compliance and safety culture.

Studies in Educational Institutions

The industrial sector has effectively established the relationship between HRM and OHS, but academic institutions present limited research in this area. Research studies concentrate on overall health evaluations rather than whole OHS systems identification. The investigation on OHS conditions through research discovered that institutions lacked competent personnel and resources needed for successful health and safety policy development [20]. Research about business schools in India exists in limited quantities. A small number of studies point to work stress affecting academic staff members, as well as extended periods at work and poor office and classroom designs regarding ergonomics. The mental health problems among Indian faculty members and recommended that institutions should support these issues through Human Resource Management policies.

Research Gap

Research fails to deliver extensive findings about how HRM practices could strategically boost OHS in Indian business school campuses, even though HRM demonstrates potential for enhancing workplace safety. Studies fail to give sufficient insight into occupational hazards, which specifically affect academia, while also lacking sufficient information about how targeted interventions

can be utilized through HRM. The absence of research about Indian higher education requires investigations that should produce evidence-based suggestions to merge HRM and OHS strategies.

Research Methodology

Research Design

A mix of qualitative and quantitative research approaches formed the design of this study to generate complete insights about Human Resource Management (HRM) strategic functions within Indian business school campuses for enhancing Occupational Health and Safety (OHS) standards. A mixed-method approach fits the research problem because the problem consists of diverse elements that need statistical data and deep stakeholder-level insights about their attitudes and experiences. The quantitative research section gathered numerical data about current HRM systems, together with the OHS results they generated. The team accomplished survey collection using standardized questionnaires sent to numerous different participants. The qualitative section employed semi-structured interviews for generating detailed descriptive knowledge to understand the context of OHS practices, in addition to external factors and personal stories, and organizational cultures. The research used a synergistic approach to validate findings by using multiple data sources for improved examination of the research topic from different angles.

Sampling Design

The sampling design was structured to ensure that the study captured a diverse and representative set of perspectives from the key stakeholders involved in OHS implementation and management within business schools. Stratified random sampling was employed as the sampling method, dividing the population into three distinct strata:

1. Faculty Members
2. Administrative Staff

3. Support Staff

The research method used separate strata to deliver comprehensive information about OHS practices across different operations and functions. The research integrates different perspectives from faculty members who share information regarding academic workload, with ergonomics and mental well-being, and from administrative staff and support staff who give input on policy implementation and compliance, and frontline physical risks and emergency preparedness, respectively. Through stratified random sampling, the study preserved proper representation of all subgroups according to their population membership distribution across the entire institutional group. The sampling method produced less sample bias, which enhanced both the precision and representativeness of the gathered data between categories of participants.

Sample Size

The study's sample size comprised 150 respondents, carefully selected through the stratified random sampling process to ensure a balanced representation from each identified group. The breakdown of participants is as follows:

1. Faculty Members: 60 respondents
2. Administrative Staff: 45 respondents
3. Support Staff: 45 respondents

Designers created this distribution method to represent the population of Indian business students in Tamil Nadu, Uttar Pradesh, Kerala, and Delhi because it aimed to incorporate all stakeholder perspectives. The adopted sample size exceeded minimum requirements for generating valid statistical outcomes as well as enabling thorough analysis usingthe Garrett Ranking Technique.

Data Collection Methods

The study employed a combination of primary data collection methods to gather relevant information from respondents:

1. **Structured Questionnaires**: These were administered to collect quantitative data. The questionnaire consisted of both closed-ended and multiple-choice questions designed to assess the implementation of HRM practices and their impact on various aspects of OHS. Respondents were asked to rate the effectiveness of specific HR interventions in promoting health and safety in their respective workplaces.
2. **Semi-Structured Interviews**: These were conducted with a subset of respondents to gain qualitative insights. Open-ended questions encouraged participants to elaborate on their personal experiences, perceptions, and suggestions regarding OHS initiatives implemented through HRM. The interviews helped to contextualize the quantitative findings and provided richer narratives on challenges and opportunities.

Tools and Techniques for Analysis

For data analysis, the study employed the Garrett Ranking Technique, a well-established method for ranking factors based on respondents' preferences and perceptions. After collecting the questionnaire responses, respondents were asked to rank key HRM practices identified as contributing to the enhancement of OHS on their campuses.

The Garrett Ranking Technique follows a systematic process:
1. Respondents assign ranks to each factor based on their importance.
2. Ranks are converted into percent positions using a standard formula.
3. The percent positions are then converted into Garrett scores, referring to a Garrett ranking conversion table.
4. The mean scores for each factor are calculated, and the factors are ranked in order of their average scores.

The authors used this approach because it helps evaluate subjective information and establishes priorities between HRM solutions that promote workplace health and safety. The established rankings unveiled which HRM practices employees considered most potent for enhancing health and safety measures in educational settings. Thematic analysis was employed on qualitative data generated through interviews to produce categories from the obtained interview responses. An analysis produced data patterns and challenges, and operational best practices that stemmed from carrying out OHS initiatives through HRM strategies.

Data Analysis and Interpretation

Stratified random sampling enabled the researchers to collect data that adequately represented all stakeholders working in business school OHS practices across India. The research population consisted of three separate groups, which were Faculty members and Administrative Staff, together with Support Staff members. The technique allowed all groups to provide their perspectives equally, which resulted in full representation of Human Resource Management (HRM) practices about OHS.

Table 1. Profile of Respondents

Category	Number of Respondents	Percentage (%)
Faculty	60	40%
Administrative	45	30%
Support Staff	45	30%

The research interviewed 150 participants who were part of the administration personnel and support workers, and academic staff from Indian business schools throughout the survey.

Faculty participants made up 60% of the total 150 respondents and corresponded to 40% of the study sample. The main academic personnel who drive academic content

delivery also direct organizational culture development, including health and safety protocols within academic institutions. Understandable analysis of Human Resource Management (HRM) policies effects on occupational health requires employee input to evaluate ergonomic requirements and work-life stability, together with psychosocial safety challenges. A proportion of 30% of the total participants (45 members) worked as administrative staff. The group executes policy procedures and meets regulatory requirements and operationalises Human Resource Management strategies for Occupational Health and Safety (OHS). Staff members gain an essential understanding of safety administration through their work experiences with emergency readiness programs and healthcare packages, and employee protection protocols. The 45 members of support staff make up 30% of the study participants. Essential service providers make up this group, who have Housekeepers, Maintenance Staff and Security Personnel among them, because their work exposes them to heightened physical risks at their workplace. The feedback of these employees provides essential information about practical OHS policy implementation and both safety practices and protective equipment adequacy, and the enforcement actions undertaken by HR departments. Using stratified sampling helped the research collect diverse descriptions about workplace health and safety expectations from a wide range of perspectives. The research involved faculty members delivering information about professional and psychological health, as well as administrative staff presenting conclusions about HRM functions in policy implementation and safety programs, while support staff described their challenges regarding operational safety risks. A representative mix of participants serves as the foundation for this research because it enables a broad assessment of HRM's strategic role in improving OHS practices in Indian business school facilities.

Garrett Ranking Analysis

Respondents rated various HRM practices contributing to OHS enhancement. Garrett Ranking was used to analyze these responses.

Table 2. Garrett Ranking Factors

HRM Strategies	Total Score	Garrett Mean Score	Rank
Safety Training and Awareness	7560	50.4	1
Employee Participation in Safety Committees	7380	49.2	2
Health and Wellness Programs	7125	47.5	3
Risk Assessment and Hazard Management	6900	46.0	4
Legal Compliance and Regulatory Adherence	6780	45.2	5
Psychological Safety and Stress Management	6600	44.0	6
Emergency Preparedness and Evacuation Drills	6450	43.0	7
Ergonomic Assessments and Workplace Design	6300	42.0	8
Reporting Mechanisms and Feedback Loops	6150	41.0	9
Communication and Awareness Campaigns	6000	40.0	10

By using the Garrett Ranking Technique, the authors evaluated multiple Human Resource Management (HRM) strategies to identify those that provided maximal enhancement to Occupational Health and Safety (OHS) standards in business school environments. Safety Training and Awareness registered the highest Garrett mean score of 50.4, as the survey participants ranked it as the essential factor for employee safety competence development in their workplace. Employee Participation in Safety Committees ranked as the second most vital element, according to respondents who gave it a mean

score of 49.2, because this practice emphasizes both staff involvement and co-responsibility in making safety decisions. Health and Wellness Programs received a ranking of 47.5 for third position, demonstrating that workplace wellness initiatives are becoming increasingly important for workplace safety. The fourth and fifth positions belonged to "Risk Assessment and Hazard Management" (46.0) and "Legal Compliance and Regulatory Adherence" (45.2), which demonstrate the critical need to both recognize potential threats and maintain compliance with statutory OHS regulations. Workers' psychological safety and their capability to manage stress represent the 44.0 ranking position, while emergency preparedness through evacuation drills stands at 43.0 in the rankings. According to ISO 45001 (2018), clauses 42.0 and 41.0 both highlight the significance of designing workplaces for physical safety and facilitating employee-reporting procedures for safety issues. "Communication and Awareness Campaigns" stands as the tenth vital component for enhancing OHS awareness despite its lowest mean score of 40.0 among all ten subcategories. These findings show that training and participation with health initiatives form part of an extensive approach that uses strategic HRM interventions for better OHS practice.

Qualitative Findings

Interviews indicated that many Business Schools view OHS as a compliance issue rather than a strategic priority. A lack of dedicated OHS personnel and budget allocation wasa recurring challenge mentioned by participants.

Results

Employer safety training coupled with safety committee participation holding equal priority with health programs stands out as the main HRM strategies that boost OHS performance. The research data implies HRM should use strategic proactive elements instead of reactive measures when dealing with OHS. The research results demonstrate how Human Resource Management (HRM) functions as a key system for promoting Occupational Health and Safety (OHS) practices in Indian business school campuses. Both quantitative Garrett Ranking Technique results and qualitative interview data provide crucial observations that emerge from the research findings. Safety Training and Awareness Programs were identified as the leading stratagem among all Human Resource Management strategies because they achieved a Garrett Mean Score of 50.4. Organized training sessions that provide employees with the essential skills lead to enhanced safety preparedness among personnel from all work areas. The participants stressed how schedules of workshops alongside simulations and practical drills assist operations in accident prevention, thereby developing safety standards across workplaces. The second position went to Employee Participation in Safety Committees, which obtained a Garrett Mean Score of 49.2. The partnership between faculty members and administrative staff, together with support personnel, plays an essential role in safety decision processes since this approach leads to OHS programs that fit local needs and achieve successful implementation. The involvement of staff members in safety initiatives creates a dual impact of ownership and personal accountability, leading them to take active responsibility for standard maintenance. Health and Wellness Programs achieved the third position among the programs rated using the Garrett Mean Score of 47.5. The various health services and wellness initiatives received recognition for their capacity to support employee well-being because they provided health check-ups and stress management workshops. Participants observed that these programs work on both physical health improvement and psychological risk reduction, which led to better workplace

productivity, together with job satisfaction. Risk Assessment and Hazard Management occupies the 46.0 position, and Legal Compliance and Regulatory Adherence takes the 45.2 position, indicating that these two critical OHS components receive minimal funding in educational institutions. Business schools primarily focus on OHS compliance rather than using OHS strategically within human resource management, according to the qualitative interview data. Executives mentioned the deficiencies of dedicated OHS staff members and budget scarcity, and staff misunderstanding as the main obstacles in implementing effective occupational health initiatives. Business school institutions need to shift their OHS practices from minimalistic reactive compliance efforts toward strategic human resource management leadership. Prioritizing safety training, fostering employee participation, and investing in health and wellness programs are essential steps toward building safer, healthier, and more productive educational environments.

Discussion

Role of HRM in OHS Promotion

Business school campuses depend heavily on Human Resource Management for achieving Occupational Health and Safety promotion. As the central point of contact, HRM needs to incorporate safety policies along with practical methods into the operational system of the organization. Data reveals that business schools achieve better safety through three key HRM programs composed of education-based safety training and health awareness promotion, along with their safety committees. Through its proactive approach, HRM enables employees to grasp existing risks and develop sufficient skills to handle them. This notion aligns with the International Labour Organization. The critical positioning of OHS by HRM both improves staff well-being together with organizational

effectiveness and decreases absence rates, and creates safe working conditions.

Challenges in Implementation

Many obstacles have emerged against the backdrop of HRM's core importance in implementing satisfactory OHS strategies within Indian business schools. Participants expressed the main concern about insufficient financial support for implementing health and safety initiatives. Several institutions face budget constraints, which reduce their capacity for developing complete safety programs and employing permanent OHS representatives. Many staff members indicated their dissatisfaction with current training programs because this education took place infrequently, and teachers delivered outdated information related to workplace hazards and emergency procedures. Leadership involvement in OHS demonstrated minimal participation because senior managers tended to view the issue as a regulatory requirement rather than a strategic business concern. Inadequate commitment from higher levels produces negative effects that lead to weak policy enforcement, while staff take a limited part in safety-related activities.

Implications for HRM Policy

This research develops practical suggestions for HRM organizations wishing to advance OHS standards inside business educational institutions. KPI measurement of OHS needs to be establishment within HR departments to maintain a continuous safety focus and increase departmental responsibility. ORG policies need to enforce routine health screenings and educational wellness programs, as well as stress relief sessions that support physical and mental wellness needs. Workers will actively participate in safety management when communication systems containing hazard reporting channels operate with immediate response abilities and anonymous reporting features. Safety audits performed

through joint collaboration involving worker representatives help employees feel engaged in the ownership of safety initiatives and maintain practical safety protocols that matter to their needs. The policy shifts will work together to establish and enhance OHS practices as essential components within HRM agendas at Indian business schools.

Conclusion

HRM functions in a strategic manner to advance Occupational Health and Safety practices in all Indian business school campuses. Research data using a mixed-methods approach was gathered from 150 participants who included faculty members, together with administrative personnel and support personnel. The study used stratified random sampling to achieve targeted representation from different workgroups so researchers could understand OHS practices from a whole perspective. Structured questionnaires collected quantitative data, which was enhanced through qualitative information obtained in semi-structured interviews. The Garrett Ranking Technique served to evaluate HRM strategies that most effectively improve OHS performance. Research data shows that safety training and awareness programs, as well as employee safety committees and health and wellness initiatives, received the highest ranks from respondents when assessing HRM effectiveness in workplace safety improvements. The aforementioned strategies clearly demonstrate how systematic HRM involvement leads to creating safe work environments. Safety training gives all personnel the required safety competencies to stop accidents, whereas employee participation in safety committees builds a combined sense of responsibility for safety protocols. The holistic approach to occupational health gets deeper support from health and wellness programs, which target both mental and physical well-being. The research study recognized different key obstacles that prevent academic OHS initiatives from achieving their desired impact. OHS commonly faces challenges because people view it as a mandatory requirement rather than a strategic goal. The effective implementation of thorough safety measures encounters major obstacles because universities have limited budgets while lacking OHS staff and receive weak leadership support. The barriers demonstrate that HRM needs to develop a strategic framework that integrates OHS into organizational development. HRM transforms OHS conditions in business schools when it adopts structured policies, while including employee participation in decision-making and focusing on health initiatives. HRM must shift from its conventional roles to take on a strategic position where it acts as a partnering organization that supports the creation of safe environments and wellness cultures. The implementation of strong OHS frameworks through HRM by business schools creates conditions that ensure faculty and staff, and student well-being as well as workplace productivity.

Recommendations

This study recommends several strategic Human Resource Management initiatives for improving Occupational Health and Safety practices on business school campuses in India based on its findings. Every employee needs systematic OHS training, which must include all staff members from academic and administrative staff to support personnel. Extended professional development focusing on health and safety principles helps workers track possible threats and execute effective treatment during critical incidents. The training curriculum must become required for all employees since it requires system-based updates that match job-specific risks across different areas of campus operations. The development of safety decisions that involve employees creates a fundamental requirement

for building an organisation-wide safety culture. Participation in safety committees and risk assessment, and safety planning activities enables business schools to grant employees control over OHS initiative implementation. Employee involvement increases organizational safety commitment through their valuable work-site experience while providing better results for safety implementation. Business schools should schedule routine safety audits, which help enterprises identify health and safety risks in advance. External experts and employee representatives, together with HR departments, must work on safety audits to achieve complete assessment transparency. The discovered audit findings need conversion into practical solutions while also requiring continuous monitoring of progress. Employee mental health and well-being depend greatly on the establishment of stress reduction programs. The HRM department must take the lead to deliver counselling services and organize mindfulness workshops, and implement flexible workplace systems that assist employees in reducing work stress, together with managing their professional and personal lives effectively. Define clear organizational health policies through which the roles and responsibilities of HR personnel become established for maintaining accountability and ensuring consistent

implementation. The drafting and implementation of workplace policies should happen under direct HR department involvement because it helps achieve both legislative compliance and business goals.

Conflict of Interest

The authors state that no conflicts exist between them and the publication of their research findings. Researchers have completed every requirement for maintaining objectivity, as well as transparency and research integrity throughout the process. This research study exists free from any financial or personal relationships that either affected the results or the interpretation process.

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