

Occupational safety and health on employees' safety behavior and organizational commitment among Agri-tourism farm sites in Central Luzon Region: Basis of sustainable strategic plan for safe and committed human resource

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ISSN: 2243-7770
Online ISSN: 2243-7789

OPEN ACCESS

Received: 3 April 2025

Available Online: 25 May 2025

Revised: 15 May 2025

DOI: 10.5861/ijrsm.2025.25058

Accepted: 20 May 2025

Abstract

One of the significant responsibilities of the hospitality and tourism industry including Agri-Tourism farm sites is the occupational health and safety of its stakeholders. Notwithstanding the existence of statutory and regulatory requirements and framework to ensure the safety and welfare of the employees, data regarding occupational safety and health here in the Philippines are limited. Due to labor-intensive characteristics of the Agri-tourism farm sites with the combination of agriculture and tourism activities, it is imperative to exert effort to integrate occupational safety and health programs and enhance the safety behavior and organizational commitment among employees. A descriptive correlational research design was utilized to investigate the relationship of occupational safety and health program implementation to the employees' safety behavior and organizational commitment. Data were gathered from 243 employees from 24 DOT-accredited Agri-tourism farm sites in the Central Luzon Region that have been operational for a minimum of one year are the respondents. The study found that most employees in Agri-tourism farm sites are young, male, inexperienced, and occupy frontline or rank-and-file positions with limited formal education. Despite this, they are equipped with knowledge and training, enabling them to comply with safety regulations and demonstrate a proactive safety approach through training participation and teamwork. Employees show strong organizational commitment, driven by a sense of belonging and loyalty influenced by benefits such as training, professional development, and career growth opportunities. A significant relationship exists between occupational safety and health programs, employees' safety behavior (safety compliance), and organizational commitment (affective). To address these findings, a sustainable strategic plan has been proposed to improve safety, foster employee well-being, and enhance commitment through targeted programs and continuous safety monitoring.

Keywords: Agri-tourism farm sites, occupational safety and health, safety behavior, organizational commitment, Central Luzon

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1. Introduction

One of the significant responsibilities of the hospitality and tourism industry including Agri-Tourism farm sites is the occupational health and safety of its stakeholders. Workplace should prioritize the health and safety of its employees. The Republic Act No. 11058 or Occupational Health and Safety Implementing Rules and Regulations state that workplace safety and health standards must be a component of nation-building. To ensure the health and safety of the employees in all establishments, projects and sites, and other work environments including Agri-Tourism farm sites, it will encourage stringent but flexible, inclusive, and gender-sensitive procedures. According to the International Labor Organization, 2.93 million workers pass away annually from illnesses and accidents connected to their jobs. It is also reported that 395 million workers are temporarily or permanently incapacitated due to work-related accidents and diseases. According to the Philippine Statistics Authority's Integrated Survey on Labor and Employment, the Philippines recorded 23,906 occupational accidents and 27,636 occupational injuries across all industries in the year 2021. Work-related accidents occurred in 4,186 of the 38,305 companies with 20 or more employees, representing approximately 10.9 percent. By region, Central Luzon reported the second highest cases of work-related injuries of about 14.3 percent or 1,729 cases. Based on the comprehensive review of occupational safety and health data, 17 of 18 workers do not have acceptable working conditions and are exposed to hazards that predispose them to occupationally related diseases and injuries (Lu, 2022). The above data implies that there are still challenges in terms of safeguarding the welfare of the employees locally and internationally.

Despite the abundance of research on Agri-Tourism farm sites, little is known about occupational safety and health in this industry. Rather than the hospitality and tourism sector, most of the current research on occupational health and safety focuses on sectors like construction and healthcare (Wong et al., 2020). Despite the development of statutory and regulatory requirements and framework to ensure the safety and welfare of the employees, data regarding occupational safety and health here in the Philippines are limited (Lu, 2022). There are number of studies that identified the challenges faced by Agri-Tourism farm sites in effective implementation of occupational safety and health programs, including inadequate financial and material resources, workforce shortages, absence of training and formal guidance, and limitations in terms of cultural and regional aspects (Lee et al., 2020; Kim et al., 2019; Garcia et al., 2021). Due to labor-intensive characteristics of the Agri-tourism farm sites with the combination of agriculture and tourism activities, it is imperative to exert effort to integrate occupational safety and health programs and enhance the organizational commitment of employees towards safety.

Occupational safety and health can be described as both a right and a responsibility. It can be defined as a comprehensive field intended to safeguard the well-being and protection of workers across diverse work environments. It primarily aims to eliminate or significantly reduce work-related fatalities, injuries, and illnesses (Wahana et al., 2021). On the other hand, safety behavior refers to the actions and attitudes of workers that are directly related to maintaining safety standards, which can be effectively cultivated through the establishment of appropriate work practices. It reflects the outcomes of sound management policies, effective work control, thorough understanding of job tasks, comprehensive hazard assessments, and various personal factors. Consequently, an individual's behavior is inclined towards adopting safety measures, thereby minimizing the likelihood of accidents (Hermanto et al., 2023).

The occupational safety and health program implementation was assessed in terms of training, psychology,

organization, and environment; and the safety behavior including safety compliance and safety participation are both patterned after the study of Elziny et al.,(2020) entitled “The Influence of Safety Culture on Hotel Employees' Safe Behavior during the Crisis of Covid-19”. Likewise, organizational commitment that was assessed in terms of affective, normative, and continuous is patterned after the study of Fantahun et al., (2023) entitled “Organizational commitment and associated factors among health professionals working in public hospitals of southwestern Oromia, Ethiopia”. The current study is essential to ensuring that occupational safety and health programs are implemented in Central Luzon Region hospitality and tourism enterprises in accordance with regulations that eventually influence the employees' behavior and their organizational commitment.

The connection between occupational safety and health (OSH) initiatives and employees' safety behaviors is essential for cultivating a safe and efficient workplace. This relationship illustrates how organizational efforts to prioritize OSH can profoundly affect and improve employees' compliance with safety protocols and practices. According to the result of the study of Elziny et al.,(2020), strong occupational safety and health culture is crucial in influencing the employees' safety behavior. The findings revealed that when organizations implement safety measures, employees are likely to adopt and adhere to the practices. Ismail's study (2020) demonstrates that implementing comprehensive safety management systems significantly enhances safety performance by reducing workplace accidents and fostering proactive safety behaviors among employees, resulting in a safer and more productive work environment. Moreover, based on the conclusion of Li et al., (2022), employees who are satisfied with the health and safety of their workplace can develop their emotional attachment and commitment to the organization. Organizational commitment, crucial for job performance and success, is positively influenced by occupational health and safety practices including safety procedures and organizational safety support (Kaynak et al., 2020). The independent variable in this study is occupational safety and health, while the dependent variables are employees' safety behavior and organizational commitment. According to Elziny et al.,(2020), safety culture influences employees' safety behavior by shaping their attitudes, perceptions, and actions towards safety practices. Additionally, research indicates that a strong health and safety culture can enhance employee commitment by fostering a sense of responsibility, accountability, and ownership.

The study's findings will contribute significantly to the development of a sustainable strategic plan for safe and committed human resources essential in the holistic implementation of occupational safety and health programs tailored for Agri-tourism farm sites, particularly within the Central Luzon Region. The study's outcomes may prove indispensable for operators and management of Agri-tourism farm sites, providing them with essential guidance in crafting sustainable strategic plans aimed at safeguarding the comprehensive occupational safety and health program for both employees and tourists, and enhancing their safety behavior and organizational commitment. Additionally, entities such as Regional Labor and Employment Office, Regional Tourism Office, safety training providers, academe, and future researchers can gain valuable insights from this research, enabling them to establish guidelines for implementing and overseeing occupational safety and health measures. These guidelines aim not only to influence the safety practices and organizational commitment of the Agri-Tourism farm employees but also to ensure the well-being of tourists and visitors. Based on the results of the study, a sustainable strategic plan for safe and committed human resources was developed that can be used as a guide in enhancing the occupational safety and health in Agri-tourism farm sites in Central Luzon. Also, the study will contribute to filling the literature gaps that can eventually assist future researchers in advancing their study related to occupational safety and health, safety behavior, and organizational commitment specifically in Agri-tourism farm sites. The study encompassed all seven provinces within the Central Luzon Region, namely Aurora, Bataan, Bulacan, Nueva Ecija, Pampanga, Tarlac, and Zambales. It focused on a total of 24 Agri-tourism farm sites accredited by the Department of Tourism (DOT) as of 2024. The participants of the study were employees of these Agri-tourism sites who are 18 years old and above, and who have been employed for a minimum of six months.

Objectives of the Study - This study examined the occupational safety and health program implementation, employees' safety behavior, and organizational commitment among DOT-accredited Agri-tourism farm sites in Central Luzon Region. Specifically, this study: (1) determined the occupational safety and health program

implementation of Agri-tourism farm sites in terms of training, psychology, organization, and environment; (2) assessed the level of safety behavior of employees in Agri-tourism farm sites in terms of safety compliance and safety participation; (3) determined the level of employees' organizational commitment in terms of affective, normative and continuance; (4) tested the significant relationship between occupational health and safety practices and (a) employees' safety behavior and (b) organizational commitment; and (5) proposed a sustainable strategic plan for safe and committed human resource for Agri-tourism farm sites in Central Luzon Region.

2. Methods

Research Design - This study employed a descriptive comparative and correlational research design. Descriptive designs are utilized to characterize people, things, or situations without manipulating any variables. In this design, the researcher observed and measured variables as they naturally occur to describe the features of a population. The goal is to identify and highlight the current issues or concerns facing the population. By analyzing the data, the researcher aimed to understand how various group characteristics and behaviors differ from each other. This approach allows for a comprehensive depiction of the population's attributes and an exploration of relationships between variables, providing insights into the current state of the population under study.

Participants of the Study - The study encompassed DOT-accredited Agri-tourism farm sites in the Central Luzon Region that have been operational for a minimum of one year. To select the respondents for this study, the researcher has set specific criteria: (1) employees who have been working for at least six months at an Agri-tourism farm site within the Central Luzon Region, and (2) employees who are 18 years old or older. To determine the number of Agri-tourism destinations in Central Luzon, the researcher utilized the database provided by the Department of Tourism Regional Office. This was done purposely to ensure comprehensive coverage of the region. The study included Agri-Tourism farm sites from various provinces such as Aurora, Bataan, Bulacan, Nueva Ecija, Pampanga, Tarlac, and Zambales. For accurate data on the number of employees at each Agri-tourism farm site, the researcher reached out to the owners and managements of these establishments, yielding to 243 retrieved questionnaires out of 245 target respondents from 24 Agri-Tourism farm sites. The sample size of 243 from a total population of 245 is statistically sound, as it results in a remarkably high coverage rate of approximately 99.18% ensuring that the sample is highly representative of the population. This nearly complete sampling minimizes the margin of error and enhances the reliability of the statistical analyses conducted, allowing for precise estimates of population parameters. Furthermore, the high sample size supports robust inferential statistical techniques, enabling valid conclusions that can be generalized to the entire population. The selection of sample was done using stratified non-proportional allocation where the population is divided into subgroups based on specific characteristics like (1) employees who have been working for at least six months at an Agri-tourism farm site within the Central Luzon Region, and (2) employees who are 18 years old or older. This method ensures that the sample accurately represents the population, allowing for a thorough analysis of occupational safety and health program implementation, employees' safety behavior, and organizational commitment among Agri-tourism farm sites in Central Luzon.

Data Collection Instrument - To collect data from the respondents, the researcher employed a survey questionnaire. To meet the objectives of the study, the survey questionnaires have been patterned after two notable studies. The first study by Elziny et al.,(2020), titled "The Influence of Safety Culture on Hotel Employees' Safe Behavior during the Crisis of Covid-19," has informed the variables related to occupational safety and health, and employees' safety behavior. The second study by Fantahun et al. (2023), titled "Organizational Commitment and Associated Factors among Health Professionals Working in Public Hospitals of Southwestern Oromia, Ethiopia," has guided the variables pertaining to organizational commitment.

All modifications to the survey instruments were made to ensure they are suitable for the target respondents. This means that the questionnaire utilized in this study was adopted. This approach ensures that the questions are relevant and tailored to the occupational safety and health program, employees' safety behaviors, and organizational commitment in an Agri-Tourism farm setting, allowing for accurate and meaningful data collection.

The survey questionnaire was composed of five parts:

Part I: Personal Data Consent. This section included a consent form where respondents provide their agreement to participate in the research. It outlines the purpose of the study and the procedures that were followed, ensuring that participants are fully informed about what their involvement entails. The consent form reassures respondents that their responses will be kept confidential and that their participation will not result in any harm. It emphasizes the ethical considerations of the study, ensuring respondents' rights and well-being are protected. Part II: Demographic and Firmographic Profile. This section gathers essential background information about the respondents. The demographic profile includes variables such as age, sex, highest educational attainment, work experience, and job position. The firmographic profile captures information about the organization, including the number of years it has been in operation and the total number of employees. This data is crucial for understanding the context and characteristics of the respondents and their workplaces. Part III: Occupational Safety and Health Program Assessment. This part contained statements designed to evaluate the state of occupational safety and health program implementation within Agri-Tourism farm sites. The assessment covers four key areas: (a) Safety training or the adequacy and effectiveness of safety training provided to employees; (b) Safety psychology or the psychological aspects related to workplace safety, such as stress and mental health support; (c) Safety organization or the organizational structures and policies in place to ensure safety; and (d) Safety environment or the physical work environment and its impact on safety. Respondents rated each statement using a 5-point Likert scale, which provides a quantitative measure of their perceptions and experiences. Part IV: Employees' Safety Behavior Assessment. This section focused on evaluating the safety behavior of employees in Agri-Tourism farm sites. It includes statements that assess two main aspects: (a) Safety compliance or the extent to which employees adhere to safety regulations and procedures; and (b) Safety participation or the degree to which employees actively engage in safety-related activities and initiatives. Like Part III, respondents used a 5-point Likert scale to rate their level of agreement with each statement, allowing for an analysis of safety behavior trends. Part V: Organizational Commitment Assessment. The final section measured the organizational commitment of employees. It comprises statements that assessed three types of commitment: (a) Affective commitment or the emotional attachment and identification an employee have with their organization; (b) Normative commitment or the sense of obligation an employee feels to remain with their organization; and (c) Continuance commitment or the awareness of the costs associated with leaving the organization. Respondents again used a 5-point Likert scale to express their level of agreement with each statement, providing insight into their overall commitment to their organization.

The research instrument underwent a rigorous validation and reliability testing process to ensure its effectiveness and accuracy in measuring the intended variables. Initially, the questionnaire was reviewed in a face-to-face meeting with the research adviser. The purpose of this review was to ensure that the questionnaire items were aligned with the research objectives and that the language used was grammatically correct and clear. This initial validation step was crucial for identifying any major issues and making necessary adjustments early in the process. Following the adviser's review, the questionnaire was validated by an expert panel comprising professionals from the academe and industry, one is the Dean of the School of Tourism and Hospitality Management in College of Sciences, Technology and Communications, and the owners of two (2) DOT accredited Agri-Tourism farm sites in region 2 namely Courage Mt. Integrated Farm and Paradise Agri Tourism Farm. These experts had significant experience and understanding of occupational safety and health, as well as Agri-tourism farm sites. Their feedback was invaluable in ensuring that the questionnaire was relevant, comprehensive, and accurately reflected the practical realities of the industry. The validated questionnaire was then subjected to initial trials. This involved administering the questionnaire to 35 employees of DOT-accredited Agri-tourism farm sites in region 2. These respondents were chosen to provide a preliminary set of data for testing the reliability of the instrument without influencing the actual data gathering phase.

After collecting the initial trial responses, the data was subjected to a reliability test conducted by the university statistician. The internal reliability of the instrument was assessed using Cronbach's Alpha coefficient, a measure of internal consistency. The results indicated high reliability, with coefficients of 0.923 (Excellent) for occupational safety and health, 0.836 (Good) for employees' safety behavior, and 0.968 (Excellent) for

organizational commitment. These results demonstrated that the questionnaire items were consistently measuring the intended constructs. The reliability test was considered a try-out phase, aimed at soliciting feedback on the complexity and clarity of the questionnaire items. The expert panel's comments and suggestions, along with the trial respondents' feedback, were used to refine and revise the final questionnaire. This iterative process ensured that the final instrument was both reliable and user-friendly, enhancing its validity and effectiveness for the main data collection phase. To make sure the study complies with all applicable ethical norms and guidelines, it was reviewed and approved by the ethics committee. The study's objectives, method, research instrument, and possible participant effects were all carefully examined by the university's ethical committee.

Table 1

Reliability Test Result

Variables	Cronbach's Alpha	Interpretation
Occupational Safety And Health	0.923	EXCELLENT
Training	0.794	Good
Psychology	0.794	Acceptable
Organization	0.861	Good
Environment	0.872	Good
EMPLOYEES SAFETY BEHAVIOR	0.836	GOOD
Safety Compliance	0.815	Good
Safety Practice	0.756	Acceptable
ORGANIZATION COMMITMENT	0.968	EXCELLENT
Affective Commitment	0.909	Excellent
Normative Commitment	0.932	Excellent
Continuance Commitment	0.944	Excellent

Data Collection Procedure - The researcher took a hands-on approach in administering the survey questionnaires to ensure a high response rate and accurate data collection. This involves personally visiting Agri-tourism farm sites across Central Luzon and engaging directly with the employees who participated in the study. To facilitate this process, validated printed copies of the survey questionnaires were used. These questionnaires have been meticulously reviewed and approved to ensure clarity, relevance, and ease of understanding. Administering these face-to-face allows the researcher to provide immediate clarifications and ensure that the respondents fully understand the questions. Before distributing the questionnaires, the researcher sought approval and assistance from the owners or managers of the Agri-tourism farm sites. Their support is crucial for gaining access to the employees and ensuring that the data collection process does not disrupt daily operations. This collaboration also helped in building trust with the respondents, encouraging honest and thoughtful participation. To further facilitate smooth data collection, the researcher requested an endorsement from the Department of Tourism Regional Office in Region 3. This endorsement served as an official backing, lending credibility to the study and ensuring that the Agri-Tourism farm sites understood the importance and legitimacy of the research. Upon administering the questionnaires, the researcher provided clear and concise instructions to the respondents. This included an explanation of the study's objectives, the importance of their participation, assurances regarding the confidentiality and anonymity of their responses, as well as managing the English comprehension during the survey. Ensuring that the respondents comprehend these aspects is essential for collecting reliable data. Before the respondents began answering the survey, they were required to provide full consent. This consent process ensures that they are voluntarily participating and fully aware of their rights. Once consent is obtained, the questionnaires were distributed for the respondents to complete. After the respondents have completed the questionnaires, the researcher collected all the answered questionnaires. This was done promptly to minimize any delays in the data analysis phase. The collected data was then meticulously analyzed to draw meaningful conclusions and insights that align with the research objectives.

Data Analysis - For the main variables such as occupational safety and health, employees' safety behavior, and organizational commitment, weighted mean and rank were utilized. Spearman's rank correlation coefficient (rho) was utilized to examine significant relationships. All statistical analyses were conducted using SPSS

(Statistical Package for the Social Sciences) version 28. SPSS is a powerful tool for handling and analyzing complex survey data, offering a wide range of statistical tests and graphical representations. To ensure accuracy and reliability in the analysis, the researcher collaborated with the university statistician. The statistician's expertise was invaluable in guiding the choice of appropriate statistical tests, interpreting the results, and ensuring that the analysis meets rigorous academic standards.

Ethical Consideration - The researcher is committed to complying with the provisions and guidelines outlined in the Data Privacy Act of the Philippines (RA 10173). This legislation mandates the protection of personal information and ensures that it is handled with the utmost confidentiality and care. Prior to participating in the research, respondents were required to provide their authorized permission. This was facilitated through the "I Agree" clause under the Data Privacy Consent section (Part I) of the survey questionnaire. By agreeing, respondents acknowledge that the researcher has provided sufficient information regarding the study's purpose, procedures, potential risks, and benefits. This consent ensured that respondents are fully aware of their involvement and have made an informed decision to participate freely, without any external coercion or influence. The researcher prioritized and extended privacy-enhancing measures throughout the study. All personal data collected from respondents were kept private and anonymous. This means that any identifying information was removed or obscured to prevent linking data back to individual respondents. Also, all collected data, both digital and physical, were securely stored. Digital data were protected with encryption and access controls, while physical data were kept in locked, secure locations under the responsibility of the researcher. The researcher ensured that all procedures are conducted fairly and impartially for every respondent. This includes treating each participant with respect and ensuring that the research process does not disadvantage or discriminate against anyone. The researcher avoided any language that could be considered discriminatory, derogatory, or offensive. All communication and survey items were carefully worded to respect the dignity and rights of the respondents.

Upon completion of the survey, all data were continued to be treated with confidentiality and privacy. The researcher restricted access to the data only to those individuals who need it for analysis and reporting purposes, such as the researcher, adviser, panelists, and the university statistician. Further anonymize data if used in reports or publications to ensure that individual respondents cannot be identified. Follow strict data retention and disposal policies, ensuring that personal data is securely deleted or destroyed after the study's conclusion, in accordance with relevant legal and ethical guidelines.

3. Results and discussion

Table 2

Summary Table of Occupational Safety and Health Program Implementation

Indicators	Mean	al Interpretation	Rank
Training	4.82	Strongly Agree	2
Psychology	4.61	Strongly Agree	4
Organization	4.81	Strongly Agree	3
Environment	4.86	Strongly Agree	1
OVERALL MEAN	4.77	Strongly Agree	

Legend: 4.50-5.00=Strongly Agree; 3.50-4.49=Agree; 2.50-3.49=Moderately Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 2 presents the composite mean of 4.77 which indicates that the respondents strongly agreed on the dimensions of occupational safety and health program implementation such as training, psychology, organization, and environment. As revealed by the study, the dimension environment got the highest rank with a weighted mean of 4.86 and verbally interpreted as strongly agree. Also, the dimension training got the second highest rank with weighted mean of 4.82 and verbally interpreted as strongly agree.

Agri-tourism farm sites are compliant to the indicators of environment as dimension of occupational safety and health. The respondents of the study strongly agreed that the Agri-Tourism farm sites are implementing a safe environment by providing personal protective equipment and first aid kits for the employees and visitors to use in

case of emergency. Also, safe signage is evident in the farms. The employees declared that they are responsible for maintaining the cleanliness of the farms. Moreover, the farms are aware of their legal responsibility signified by the awareness and practice of the employees to emergency procedures and the presence of first aiders in the sites. Furthermore, the farms ensure that they have their communications with co-workers when it comes to the safety issues. Most importantly, the Agri-tourism farm sites are agreed to be safe for visitors as they are informing them about potential hazards upon their arrivals.

Zawadka et al. (2022) found that during the COVID-19 pandemic, well-educated and affluent tourists in Poland were drawn to agritourism farms due to their perceived safety, which was reinforced by measures such as PPE provision and strict adherence to health protocols. Similarly, Marin et al. (2021) reported that Italian farmers perceived their own use of PPE and compliance with safety measures as sufficient, indicating a generally positive safety climate in agricultural settings. Mendoza (2022) further emphasized that stakeholders in Mendez, Cavite, strongly agreed on the adoption of sustainable practices that prioritized cleanliness and safety, enhancing the farms' environmental and economic sustainability. Naga (2022) corroborated these findings by showing that agritourism enterprises in South Cotabato diligently complied with both government-mandated and self-imposed health and safety measures during the pandemic. Additionally, Yamagishi et al.,(2024) underscored the importance of implementing safety protocols—such as the provision of PPE and first aid kits—for ensuring a secure environment in Philippine farm tourism. Sroka et al.,(2020) highlighted that in Poland, clear communication of safety guidelines and consistent PPE provision were key to maintaining tourist confidence during pandemic disruptions. However, Ramos et al. (2020) identified that although Latino immigrant workers in Missouri's concentrated animal feeding operations had access to PPE, inconsistent usage indicated a need for enhanced training and clearer communication. The National Children's Center for Rural and Agricultural Health and Safety also stressed that effective safety practices in agritourism should include hazard identification, emergency preparedness, and the provision of PPE and first aid kits to protect both employees and visitors. Altogether, these studies demonstrate that consistent safety measures, employee training, and clear communication are crucial in cultivating safe and attractive agritourism environments across diverse contexts.

On the other hand, dimension psychology got the lowest rank with weighted mean of 4.61 and verbally interpreted as strongly agree. Also, the dimension organization got the second lowest rank with weighted mean of 4.81 and verbally interpreted as strongly agree.

Agri-tourism farm sites emphasize the importance of having a safety management system. The emergency response procedures in the farms are essential in environments where agricultural and tourism activities are the main operations. Environment that possesses diverse hazards like Agri-tourism farms must have their employees aware of emergency response procedures. If the employees are aware of the safety procedures and they are complying according to the initiatives of the farm management, they will develop a safety culture. Safety culture is the shared attitudes and practices in the organization that foster proactive manners of managing accidents. This increases the compliance with occupational safety and health though they don't have the formal and documented safety procedures. However, the employees in Agri-tourism farm sites follow the procedures even if the superiors are not around. This only means that the employees are recognizing the program and aware that they need to keep themselves at work. The participation of the employees in Agri-tourism farm sites are high making them always involved in the decision-making process. This signifies that Agri-tourism farm sites, even though they don't have their formal and documented safety programs, are maintaining the safety of the farms.

These studies collectively emphasize the importance of establishing robust safety management systems, fostering a culture of safety, and ensuring emergency preparedness in both agritourism and agricultural operations. Al Farisi et al. (2022) demonstrated that the application of an Occupational Safety and Health Management System (OSHMS), aligned with ISO standards, effectively mitigates risks through structured planning, seven OSH programs, and a risk mitigation roadmap in a food dairy company. Similarly, Ekmekci et al.,(2024) highlighted that comprehensive occupational health and safety awareness among Turkish farmers, combined with detailed data collection on work conditions, can improve both individual and societal well-being.

Stearns et al.,(2024) argued that crisis communication planning, including guest safety talks and regular review of management plans, is vital for reducing liability and sustaining agritourism operations. Marin et al. (2021) found that while safety perceptions improved among Italian farmers during COVID-19, gaps in communication and worker involvement indicated the need for more tailored safety training and dialogue. Nowacka et al.,(2024) stressed that leadership engagement, employee participation, and routine audits are key to developing sustainable safety cultures in food industry SMEs. Kowalska et al.,(2019) also identified management commitment, regular safety training, and clear communication as critical components for sustaining strong health and safety practices in the food sector. Finally, both Ju (2021) and Trinity (2019) demonstrated that leveraging remote observation technologies and recognizing social influences on behavior can enhance monitoring and compliance with safety protocols in agricultural environments.

Table 3*Summary Table of Employees' Safety Behavior*

Indicators	Mean	Verbal Interpretation	Rank
Safety Compliance	4.71	Strongly Agree	1.5
Safety Participation	4.71	Strongly Agree	1.5
OVERALL MEAN	4.71	Strongly Agree	

Legend: 4.50-5.00=Strongly Agree; 3.50-4.49=Agree; 2.50-3.49=Moderately Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 3 presents the composite mean of 4.71 which indicates that the respondents strongly agreed on the dimensions of employees' safety behavior in terms of safety compliance and safety participation.

Safety behavior in labor-intensive Agri-tourism farm sites is crucial due to diverse hazards and risks that the farms inherent. Safety compliance and safety participation are highlighted in farm operations as these ensure the safety of the employees and the visitors. In terms of compliance, employees must attend the safety orientation and training for them to be equipped in managing hazards and risks proactively. The trained employees can be expected to follow safety practices like handling of dangerous materials, using personal protective equipment. Also, compliance to safety behavior can be described when employees are following instructions and procedures, and report observations above unsafe acts and unsafe conditions. Safety compliance can be drawn from highly aware and trained employees in Agri-tourism farm sites.

Ekmekci et al.,(2024) found that 33% of Turkish farmers experienced work-related accidents, with factors such as insufficient PPE and poor transportation safety highlighting the urgent need for comprehensive training and safety measures. Ramos et al.(2021) demonstrated that safety training among young adults in U.S. agricultural programs increased PPE usage and awareness, while also fostering concern for coworkers' safety, showing the positive ripple effect of tailored education. Fagnoli et al.,(2021) showed that during the COVID-19 pandemic, Italian farmers' adherence to safety protocols improved due to management's commitment and effective communication, illustrating the importance of leadership in cultivating a strong safety climate. Yamagishi et al. (2024) stressed that Philippine farm tourism operations must prioritize safety compliance and training to manage diverse hazards, protecting both employees and visitors. These findings consistently demonstrate that a combination of training, clear communication, and leadership support are foundational to improving safety behaviors in agricultural settings. Furthermore, across different contexts, the integration of new technologies and pandemic-related adjustments both reinforced the importance of proactive safety management. Overall, the studies highlight that fostering a culture of safety is dependent on collaboration, continuous education, and accessible safety resources.

In terms of safety participation, employees who are motivated to support their coworkers to maintain safety is highly expected. When it comes to occupational safety and health, it is not only the responsibility of a person but a team. The motivated employees are more likely to support the organization by participating in the development of the safety standards, and voluntarily subjecting themselves to safety discussion. The willingness of the employees in safety initiatives is sometimes influenced by the ways the management introduces safety to them. Safety participation in the Agri-tourism farm sites is connected to their awareness of the consequences of

their inactivity. Safety activity and inactivity matters in any organization including Agri-tourism farm sites.

When the employees feel that their insights are valued and the management is providing necessary resources for safety, employees are more likely to participate (Zohar et al.,2018). Additionally, building trust and communication with the management promotes safety participation. Ramos et al. (2021) highlighted that when workers understand the consequences of unsafe behaviors and management consistently models safety practices, participation in safety initiatives and peer support naturally increase. Zhou et al. (2021) further found that safety participation improves when employees trust their leaders and receive clear, consistent communication about safety priorities, leading to greater willingness to report hazards and assist coworkers. Clarke et al.,(2021) emphasized that open communication and management support foster safety citizenship behaviors, where employees voluntarily engage in proactive safety monitoring and discussions. Pereira et al. (2022) confirmed that employees are more motivated to participate in safety initiatives when they feel their input is valued by supervisors and when teamwork cultivates collective accountability. Moreover, clear communication and shared decision-making were pivotal in encouraging collaborative safety behaviors across teams. These findings illustrate that management commitment, peer support, and participatory approaches are interconnected factors that enhance safety engagement. Workers are more likely to embrace safety practices when they trust leadership and perceive their contributions as meaningful. Overall, cultivating a safety-first mindset in agriculture depends on both leadership actions and the empowerment of employees to actively participate in creating safe workplaces

Table 4

Summary Table on Employees' Organizational Commitment

Indicators	Mean	Verbal Interpretation	Rank
Affective	4.93	Strongly Agree	1
Normative	4.90	Strongly Agree	1.5
Continuance	4.90	Strongly Agree	1.5
OVERALL MEAN	4.91	Strongly Agree	

Legend: 4.50-5.00=Strongly Agree; 3.50-4.49=Agree; 2.50-3.49=Moderately Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 4 presents the composite mean of 4.91 which indicates that the respondents strongly agreed on the affective, normative, and continuance as dimensions of employees' organizational commitment.

As revealed by the study, the dimension of affective commitment got the highest rank with weighted mean of 4.93 and verbally interpreted as strongly agree.

Affective commitment refers to the attachment of employees in terms of their emotion, recognition, and engagement with their organization. This commitment influences the employee's loyalty, job satisfaction and the performance in organization. In Agri-tourism farm sites, affective commitment is likely the highest form of commitment due to its nature which is the blending of agriculture and tourism. The working environment fosters strong relationships between employees and their organizations. This type of career directly impacted the success of the organization and the experience of the farm visitors. Also, the employees may develop pride and commitment to the mission of the organization especially if they are true in promoting sustainability and engagement with the community. Most of the farm operations foster a family-like atmosphere resulting in emotional bonds between the stakeholders. A good relationship in Agri-tourism farm sites like teamwork and collaboration are key factors needed in Agri-tourism businesses.

Affective commitment is strengthened when employees and stakeholders are actively engaged in meaningful, ethical, and community-oriented initiatives. The employees who are emotionally satisfied with their organization display a higher level of affective commitment. Catapang et al.,(2024) found that employee involvement in CSR activities within agri-tourism farms in the Philippines enhances intrinsic motivation, job satisfaction, and loyalty, fostering a family-like organizational atmosphere. Similarly, Nguyen et al.,(2023) revealed that CSR practices, including ethical leadership and community engagement in Vietnamese tourism firms, increase employees' pride and emotional attachment to their organizations. Chen et al.,(2022) showed that

tourists' emotional bonds with the environment and activities in Taiwanese organic agricultural tourism foster pro-environmental behaviors and personal well-being, highlighting affective commitment's role in sustainability. Tran et al.,(2024) found that social capital and empowerment in volunteer tourism settings strengthen community engagement and collective sustainability commitment through emotional connections. Cortez et al. (2024) emphasized that employee participation in environmental conservation efforts on Philippine agritourism farms enhances their emotional attachment to their organizations. Furthermore, Olivar et al. (2023) demonstrated that job characteristics such as task significance and autonomy positively influence organizational commitment and job satisfaction, promoting affective commitment among food service employees. Campos (2023) indicated that positive working conditions and recognition improve job satisfaction, which enhances employees' dedication to maintaining quality and sustainability standards in agricultural contexts. Song et al. (2021) highlighted that community involvement and cultural preservation efforts in traditional Chinese villages foster emotional bonds and support sustainable tourism through affective commitment. Kowalska et al.,(2024) found that benefits like work-life balance and personal development opportunities are valued by younger employees, boosting affective commitment in agri-tourism industries. Finally, Suhartanto et al.,(2020) concluded that positive visitor experiences and emotional connections in agritourism settings lead to increased tourist loyalty, underscoring affective commitment's role in customer retention and satisfaction.

On the other hand, the dimension normative commitment got the weighted mean of 4.90 and verbally interpreted as strongly agree and the dimension continuance commitment got the weighted mean of 4.90 with verbal interpretation of strongly agree, which both got the lowest rank in the criteria.

Normative commitment refers to the sense of obligation the employees have in their organization. This is true because of the feeling of the employees about their moral responsibility in their organization. Agri-tourism farm sites are providing training for the employees to acquire specialized skills necessary to their organization. Employees who receive training in both agriculture and tourism may likely develop their sense of obligation to give back the favor to their organization. The employees choose to stay because of the feeling that their organization also prioritizes their personal and professional growth. The nature of Agri-tourism farm sites enhances the normative commitment of employees by a strong organizational commitment. If they are being prioritized by their organization, they will feel belonging making them less likely to decide to leave the company. Also, the close relationship among stakeholders creates a strong emotional pressure to stay. Employees may think that leaving the company may hurt the feelings of their coworkers and managers.

The sense of moral obligation to remain with an organization, plays a critical role in employee retention across various sectors. Normative commitment can be lesser when employees see that their jobs are just temporary and seasonal (Kim et al.,2020). Also, if the organization lacks the structure development plans, employees feel less likely to stay. Pulhin (2021) found that resort employees in CALABARZON exhibit moderate normative commitment, influenced by benefit packages, career development opportunities, and a close-knit work environment that fosters a sense of duty to stay. Similarly, Menes et al.,(2020) demonstrated that a positive ethical climate in hotels enhances normative commitment, as employees feel obliged to uphold ethical standards and reciprocate organizational support. Moreover, Magno et al.,(2021) showed that corporate social responsibility (CSR) initiatives during the COVID-19 crisis enhanced employees' sense of moral responsibility, thereby reinforcing their normative commitment. Viernes et al.,(2020) also highlighted that educational programs integrated into Agri-tourism initiatives promote a culture of learning and community support, deepening employees' duty to contribute to organizational goals. In all cases, opportunities for professional growth, ethical leadership, and organizational support cultivate an environment where employees feel morally bound to remain. This sense of obligation is further reinforced when employees perceive the organization as prioritizing their well-being. Consequently, both formal support mechanisms and relational factors jointly enhance normative commitment. These findings underscore the importance of strategic investments in employee development, ethical practices, and community engagement to foster long-term employee loyalty.

Continuance commitment refers to the organizational commitment when employees are less likely to leave

the organization because of the associated risks and costs including the financial aspects and difficulty in finding new opportunities. In fact, employees in Agri-tourism farm sites may feel committed to stay in their organization because of job security and financial stability. In rural areas where most of Agri-tourism farms are located offers limited alternative job opportunities making employees develop their continuance commitment. It is also true that employees are hesitant to leave the organization because of the perceived expenses in finding new opportunities, relocation, and a challenge in adapting to the new working environment and coworkers.

The perceived costs of leaving an organization, plays a pivotal role in employee retention within rural tourism and agribusiness sectors. When employees feel that they are less opportunities outside their current organization, they are discouraged to leave their job. Pulhin et al.,(2020) found that rural tourism employees in the Philippines remain with their organizations due to limited employment alternatives, financial stability, and familiarity with their work environment. Similarly, Galvez et al.,(2021) demonstrated that employees' strong community ties, few job alternatives, and potential social and financial sacrifices increase their likelihood of staying, reflecting high continuance commitment. Mahmoud et al.,(2020) further emphasized that in rural tourism, economic dependence and financial risks associated with leaving deter resignations, even when emotional attachment to the organization is weaker. Widodo et al.,(2021) also noted that in agritourism, financial stability, community bonds, and the risks of seeking new employment, particularly in seasonal and rural contexts, anchor employees to their current jobs. Lim et al.,(2022) identified that financial security, relocation challenges, and a lack of rural job alternatives substantially strengthen continuance commitment in rural SMEs, including agribusinesses. Across these studies, the perceived personal and financial losses tied to leaving act as powerful deterrents to turnover. Economic and social factors interplay to make job transitions less attractive for rural employees. Consequently, organizations in these sectors benefit from employees' reluctance to leave due to the tangible and intangible sacrifices they would incur. This underscores the critical role of continuance commitment in stabilizing rural workforces through community ties and financial security.

Table 5 presents the result of the test for relationship between occupational safety and health program implementation and employees' safety behavior. The overall analysis indicates that there was a statistically significant relationship between the variables of occupational safety and health including training, psychology, organization, and environment and employees' safety behavior in terms of safety compliance. The p- value of 0.037 is less than the alpha value of 0.05 making the correlation significant. This implies that employees adhere to occupational safety and health program implementation if there are provided safety training for employees, safety psychological supports, structure safety organization, and conducive safety environment for them.

Agri-tourism farms where diverse hazards can be found, require a continuous training program for the employees to be equipped in adhering to safety regulations and protocols. Knowledgeable employees can prevent accidents in the workplace due to safety compliance. Also, employees' attitude is very important in ensuring compliance to safety. If the employees are supported by their organization in terms of their mental health, most likely they will follow instructions as required. It is significant that an organization ensures that their employees are satisfied with their job for them to be motivated to support the occupational safety initiatives of the organization. If they are satisfied, most likely the safety culture of the organization will be developed. Organisations like Agri-tourism farm sites are a good avenue in developing a behavior-based safety management system that encompasses the attitude of the employees towards their safety and safety of their visitors. Another thing that should be considered is to define organizational structure and leadership. Similar to any management system implementation, the management should show leadership. They need to ensure that they buy in so that employees will be motivated to participate. Furthermore, good environmental conditions of the workplace enhance compliance of employees to safety. In this sense, it is important that the management is into ensuring provision of safety equipment that can reduce employee's exposure to hazards.

Table 5

Relationship between Occupational Safety and Health Program Implementation and Employees' Safety Behavior

Occupational safety & health on employees' safety behavior & organizational commitment among Agri-tourism

	<i>r-value</i>	<i>p-value</i>	Interpretation
TRAINING			
Safety Compliance	0.093	0.149	Not Significant
Safety Participation	-0.003	0.961	Not Significant
OVERALL MEAN	0.058	0.370	Not Significant
PSYCHOLOGY			
Safety Compliance	0.099	0.124	Not Significant
Safety Participation	-0.018	0.784	Not Significant
OVERALL MEAN	0.030	0.643	Not Significant
ORGANIZATION			
Safety Compliance	-0.036	0.574	Not Significant
Safety Participation	-0.045	0.482	Not Significant
OVERALL MEAN	-0.066	0.308	Not Significant
ENVIRONMENT			
Safety Compliance	0.084	0.195	Not Significant
Safety Participation	0.085	0.187	Not Significant
OVERALL MEAN	0.075	0.244	Not Significant
OVERALL IMPLEMENTATION			
Safety Compliance	.134*	0.037	Significant
Safety Participation	0.049	0.449	Not Significant
OVERALL MEAN	0.071	0.271	Not Significant

*Correlation is significant at the 0.05 level (2-tailed)

The relationship between occupational safety and health program implementation and employees' safety behavior is supported by research. Zohar et al., (2018) argue that organization's compliance to occupational safety and health doesn't always mean having a safety culture. When the organization overemphasizes the safety compliance without the actual implementation and practices. It is also true that when employees are psychologically committed to the organization, safety behaviors are influenced positively. Moreover, leadership and environmental conditions are important in developing safety culture and compliance in hazardous workplaces (Tappura et al., 2016). The study of Uzuntarla (2020) revealed that efforts in increasing safety awareness can lead to significant adherence to safety protocols.

In contrast, the safety behavior of employees is not determined by safety training, organizational structures, and the environment but also by intrinsic motivators, differences of individuals, and perception of organizational justice. Additionally, the study of Wang et al. (2018) emphasized that fairness and justice within an organization are the strong predictor of compliance rather than safety environment and structural safety program. The employees may comply if they feel that they are valued and respected. Moreover, as stated by Probst et al.,(2020), employees' perception and shared safety beliefs significantly impact their behavior rather than individual elements of safety programs. If the safety culture is weak, the employees may have lesser motivation in complying with safety procedures.

On the other hand, there was statistically no significant relationship between the variables of occupational safety and health including training, psychology, organization, and environment and employees' safety behavior in terms of safety participation. The p- value of 0.449 is greater than the alpha value of 0.05 making the correlation not significant. This implies that employees participate in occupational safety and health program implementation regardless of the provided safety training for employees, safety psychological supports, structure safety organization, and safety environment for them.

The result on occupational safety and health not significantly related to safety participation can be analyzed by direct influence of employee's willingness to be involved in safety-related activities. The conduct of training, when perceived by the employees as additional responsibility, employees may not be engaged. They lack motivation especially when they are not receiving any rewards or incentives from what occupational safety and health related activities that they are doing. Also, if the safety is not clearly included in the safety policies and there is unavailability of the resources for the employees to be compliant, most likely result in reduced interest in

supporting the organization in safety initiatives. The management can ensure that the employees are aware that the occupational safety and health programs are for the safety of everyone, not only for compliance. The implementation of the occupational safety and health programs is dependent on the involvement of the management and their leadership style. Additionally, employees who feel that they are just working temporarily in their organization, their compliance cannot be expected from them and there is reduced personal engagement in concerns related to safety.

Table 6

Relationship between Occupational Safety and Health Program Implementation and Organizational Commitment

	<i>r-value</i>	<i>p-value</i>	Interpretation
TRAINING			
Affective	0.026	0.691	Not Significant
Normative	0.019	0.769	Not Significant
Continuance	0.066	0.305	Not Significant
OVERALL MEAN	0.036	0.575	Not Significant
PSYCHOLOGY			
Affective	0.089	0.167	Not Significant
Normative	-0.043	0.503	Not Significant
Continuance	-0.003	0.969	Not Significant
OVERALL MEAN	-0.002	0.979	Not Significant
ORGANIZATION			
Affective	0.105	0.101	Not Significant
Normative	-.128*	0.046	Significant
Continuance	-0.026	0.683	Not Significant
OVERALL MEAN	-0.028	0.660	Not Significant
ENVIRONMENT			
Affective	0.104	0.106	Not Significant
Normative	-0.118	0.065	Not Significant
Continuance	-0.087	0.176	Not Significant
OVERALL MEAN	-0.072	0.265	Not Significant
OVERALL IMPLEMENTATION			
Affective	.204**	0.001	Significant
Normative	-0.118	0.065	Not Significant
Continuance	-0.037	0.569	Not Significant
OVERALL MEAN	-0.009	0.884	Not Significant

*Correlation is significant at the 0.05 level (2-tailed)

Table 6 presents the result of the test for relationship between occupational safety and health program implementation and organizational commitment. The overall analysis indicates that there was a statistically significant relationship between the variables of occupational safety and health including training, psychology, organization, and environment and organizational commitment in terms of affective commitment. The p-value of 0.001 is less than the alpha value of 0.05 making the correlation significant. This implies that employees adhere to occupational safety and health program implementation if they are emotionally attached to their organization.

Occupational safety and health involve conducting training for employees to be competent and build confidence to their roles in Agri-tourism farms. When the organization shows that they are committed to providing training, the employees will perceive this as commitment to their well-being as well. The provision of training signifies not only the employee's safety but also the safety of the visitors in the farms. The emotional connections are developed if the organizations care about the employees. Also, Agri-tourism farms consist of small teams, collaboration and strong emotional relationships are highly developed. When there is a good relationship between employees and the management, psychological safety will be ensured. The implementation of occupational safety and health is enhanced when there is trust and open communication in such a way that employees can raise their concern without any fear to the management in positive and constructive ways. The

management visibility and leadership in the actual implementation of occupational safety and health enhances the commitment of the employees. The management commitment can be deduced from their attendance to training and meeting, provision of resources for the safety protocols to be complied by the employees and implementing rewarding systems for the staff to be motivated. Also, the safety workplace influences the engagement of the employees to participate in occupational safety and health implementation due to the sense of emotional attachment and belonging they have with the organization.

Several studies consistently demonstrate that multiple organizational and psychosocial factors positively influence safety compliance in agricultural enterprises. Agyekum et al.,(2020) found that safety training, organizational commitment, and work environment all had statistically significant positive relationships with safety compliance behavior. In contrast, the study argues that the support and encouragement of leaders which foster a supportive working environment result in emotional attachment. Also, Dollard et al.,(2019) found that occupational safety and health programs alone may not be enough in instilling emotional attachment unless combined with support from co-employees, job security, and work-life balance. Lingard et al. (2018) pointed out that overemphasis on the occupational safety and health program may create a mindset where focus is just for compliance and not genuine organizational commitment. The employees may adhere to safety programs out of obligation rather than commitment. Also, as revealed by the research of Simo et al. (2020), perception about the justice and fairness of the organization is significantly influencing the affective commitment than the safety program alone. The study found that the employees will feel emotionally attached if they feel fair treatment.

The study revealed that there was a statistically significant relationship between the variables of occupational safety and health in terms of organization and organizational commitment in terms of normative. The p- value of 0.046 is less than the alpha value of 0.05 making the correlation significant. This implies that employees adhere to occupational safety and health program implementation if there is emotional attachment to their organization.

Normative commitment is a sense of obligation to stay in the organization by the employees. When Agri-tourism farms promote employees well-being, employees feel indebted to the organization. The management effort in prioritizing the safety of the employees in terms of conducting training and creating a culture of safety can develop the employees' normative commitment. Also, the implementation of consistent and strong occupational safety and health influences the employees to stay because they believe that they are obligated to give back to their organization.

On the other hand, there was statistically no significant relationship between the variables of occupational safety and health including training, psychology, organization, and environment and organizational commitment in terms of normative (p-value=0.065) and continuance (p-value=0.569). This implies that employees are committed affectively to occupational safety and health program implementation.

Normative commitment is about employees' sense of obligation especially when they feel that the organization has invested in them. Occupational safety and health program implementation is not only the way to gain commitment of the staff. Sometimes it is perceived by the employees as just a minimum requirement. The existence of the safety policies and procedures may not be strong enough to trigger moral obligation to create normative commitment. The employees see the importance of having occupational safety and health programs for them and for their visitors, but it is not the exceptional action of the organization.

The result about statistically no significant relationship between occupational safety and health program implementation and continuance improvement can be described as influential to safety compliance but not more on economic-motivated gains for employees. Continuance commitment refers to attachment of the employees to the organization based on perceived costs of leaving. This commitment is not influenced by safety training, psychological support to the employees by the organization, and even strong occupational safety and health programs. The implementation of occupational safety and health may not be perceived as beneficial for them personally but just as fundamental expectations in any workplace. It can enhance the employees' workplace

condition but is not realized to be directly contributing to the economic and practical reasons why employees are choosing to stay in their organization.

Strategic Plan for Improving the Occupational Safety and Health, Employees’ Safety Behavior and Organizational Commitment in Agri-Tourism Farm Sites

Table 7 presents the suggested strategic plan for improving the occupational safety and health, employees’ safety behavior and organizational commitment in Agri-Tourism farm sites. The table includes specific recommendation per key results areas as well as key performance indicators, targets, timeline, and responsible parties.

Table 7
Strategic Plan for Improving the Occupational Safety and Health, Employees’ Safety Behavior, and Organizational Commitment in Agri-Tourism Farm Sites

Key Result Area/ Objectives	Strategies/ Activities/ Program	Key Performance Indicators	Target	Timeline	Persons Responsible
Strategic Goal 1: Enhance Occupational Safety and Health Program Implementation					
Safety Training Objective 1: Designate a Safety Officer/s for Agri-Tourism Farm Site	Determine the suitable candidate/s for designated Safety Officers role Enroll the employee/s to DOLE-accredited Occupational Safety and Health for Safety Officers training provider Establish and coordinate the training schedule that will minimize the disruption of the agriculture and/or hospitality operation	Number of certified and designated Safety Officer/s per Agri-tourism Farm Site	At least one designated and certified Safety Officer per Agri-Tourism farm sites by the end of the second quarter.	Q1	Farm Managers/Owner, HR Representatives, Department of Tourism-Regional Office
Objective 2: Enhance the competencies of the designated Safety Officer/s through localized occupational safety and health training modules specific for Agri-tourism farm sites	Develop training modules focusing on farm-specific contents like Agri-tourism hazards, animal safety, farm safety, equipment safety, and visitor safety Conduct onsite and hands-on training workshops in identifying, assessing, and controlling farm-specific risks	Occupational Safety and Health training for Safety Officer/s completion rate	100% of designated Safety Officers completed the specialized training modules by the first 6 months	Q2	Farm Managers/Owner, External OSH Consultant/Training Providers, DOLE Representatives
Objective 3: Develop a monthly occupational safety and health meeting and continuous learning opportunities that foster a strong safety culture in Agri-tourism farms	Organize a monthly safety meeting for the designated Safety Officers to discuss safety matters like new policies, challenges encountered in the implementation, updates, and learnings obtained from the challenges Provide access to free online safety resources for Safety Officers to engage in continuous learning Promote team-based learning for Safety Officers by sharing knowledge and strategies with each other and have strong support system	Safety Officers monthly attendance in safety meetings	100% of designated Safety Officers participated in monthly safety discussion	Q2	Farm Managers/Owner, External OSH Consultant/Training Providers, DOLE Representatives, Safety Officers
Safety Psychology Objective 4: Encourage Agri-tourism farm employee involvement in safety decision-making processes	Establish and conduct regular quarterly safety forums where employees are encouraged to discuss concerns, suggestions, and improvements related to safety Create physical and digital suggestions boxes where employees are encouraged to share and submit their ideas for improving safety protocols Organize a focus group well represented by the different departments to review safety policies and issues, and making them active in	Employees attendance and involvement in safety decision-making meeting and feedback sessions	100% of employees’ attendance in quarterly safety decision-making meeting	Q3	Farm Managers/Owner, Team Leaders, Safety Officers, HR Officers

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participating to decision-making					
Safety Psychology	Conduct a workshop about safety leadership including Hazard Identification, Risk Assessment and Control (HIRAC)	Number of employees trained in safety leadership and decision-making	All employees trained in safety leadership and decision-making by the end of the second quarter within the first year of implementation.	Q2	Farm Managers/Owner, Team Leaders, Safety Officers, HR Officers
Objective 5: Empower Agri-tourism farm employees through the conduct of training about safety leadership and decision-making	Develop a peer safety mentorship program or body-body system where experienced employees paired with new hires or less experienced employees Conduct simulation or role-playing exercises to stimulate real safety scenario for the employees to enhance their skills in decision-making				
Safety Psychology	Share safety meeting minutes and outcomes to employees by posting the key points and decision made on a shared platform or bulletin board	Employees satisfaction with safety decision-making transparency measured through the conduct of quarterly surveys	85% employee's satisfaction scores from the survey	Q4	Farm Managers/Owner, Team Leaders, Safety Officers, HR Officers
Objective 6: Increase visibility in safety decision-making to build employees trust and engagement in Agri-tourism farms	Conduct a monthly feedback and update sessions for the employees to be updated on how their feedbacks and suggestions are being utilized in the safety planning Encourage open-door policy for the employees to discuss any safety-related concerns directly to their team leaders or safety committee				
Safety Psychology	Select employees to act as "Safety Ambassador" who lead specific safety initiatives and engage other employees in safety discussions	Number of employees engaged and participative in employee-led safety discussion and training.	All employees attended and participated in the safety discussion and training	Q3	Farm Managers/Owner, Team Leaders, Safety Officers, HR Officers
Objective 7: Foster a collaborative environment that values the safety contributions of the Agri-tourism farm employees	Encourage employee-led safety training sessions where they can share their insights and discussion about best safety practices Celebrate and recognize employees with significant safety contribution in monthly safety meetings				
Safety Organization	Identify and select representatives from different department to be part of the OSH committee to ensure broad representation including the farm owners, and representatives from different department	Establishment of dedicated occupational safety and health committee within the organization	Officially designated Safety and Health Committee with their clear roles and responsibilities within the first quarter of implementation	Q1	Farm Managers/Owner, Team Leaders, Safety Officers/Safety Committee Chair, HR Officers
Objective 8: Establish a dedicated occupational safety and health committee to enhance program implementation and monitoring in Agri-tourism farms	Conduct introductory meeting to set the program objectives, and outline the members' roles and responsibilities				
Safety Organization	Draft the roles and responsibilities of the OSH committee members including their specific duties in conducting risk assessments, promoting safety policies, and incident investigations.	Completion and adoption of OSH committee roles and responsibilities framework and job description	Ensure that the members of the OSH committee understand and are trained in their specific roles and responsibilities within the first month of formation.	Q2	Farm Managers/Owner, Team Leaders, Safety Officers/Safety Committee Chair, HR Officers
Objective 9: Define the roles and responsibilities of the occupational safety and health committee of Agri-tourism farms	Provide initial training for OSH committee members to equip with the necessary knowledge and skills on standards, policies, responsibilities, investigations, and reporting system Establish a regular meeting to ensure ongoing engagement and effectiveness of the committee				
Safety Organization	Define safety goals which is SMART	Approval and	100% compliance	Q2	Farm

Objective 10: Establish and communicate clear goals and protocols for the occupational safety and health committee of Agri-Tourism farms	including proactive and reactive measures and indicators collaboratively Develop engaging materials to communicate safety protocols and procedures and ensure availability in common areas where employees can be utilized Conduct informational sessions and distribute materials to ensure that Agritourism farm employees understand the goals and their role in safety	dissemination of clear goals and protocols to all farm employees	score in safety audit and inspection conducted internally by Agri-tourism farm managers and leaders by the end of second quarter.		Managers/Owner, Team Leaders, Safety Officers/Safety Committee Chair, HR Officers
Safety Organization Objective 11: Monitor and review the effectiveness of the occupational safety and health committee of Agri-Tourism farms	Conduct a committee self-assessment about their goals, accomplishments, and areas for improvement twice a year or as necessary Gather anonymous employee feedback to assess their satisfaction and feedback for committee continuous improvements Conduct an annual management review and goal-setting session to set new targets and adjust the focus based on the past employees' feedback	Evaluation of the effectiveness of the occupational safety and health committee through reporting on meeting attendance, resolve safety issues, and employees' satisfaction	85% satisfaction rate with the effectiveness of the OSH committee among employees annually	Q2-4	Farm Managers/Owner, Team Leaders, Safety Officers/Safety Committee Chair, HR Officers
Safety Environment Objective 12: Ensure visitors are informed of potential hazards upon registration in Agri-Tourism farms	Develop hazard information materials such as posters, brochures, and digital displays that outline the potential hazards associated in Agri-Tourism farm sites Train the registration coordinator and receptionist on how to communicate hazard information effectively to farm visitors Install safety signage near hazard prone areas and reinforcing the information provided during registration throughout the stay of the visitors in the farm	Number of visitors received safety information upon registration	All visitors are informed about the potential hazards like river crossings, animal feeding, slippery pathways within the first month of implementation	Q1	Farm Managers/Owner, Team Leaders, Safety Officers/Safety Committee Chair, Registration Coordinator/Receptionists
Safety Environment Objective 13: Develop and implement a standardized visitor safety orientation procedure	Develop a checklist for registration coordinator and receptionists to ensure that all potential and relevant hazards are covered during the orientation for visitors Implement a feedback system collecting feedback from visitors on the orientation process to identify focal points for improvement Regularly review checklist and update based on new hazards identified or feedback received from visitors	Development and implementation of a standardized orientation procedures through registration coordinator and receptionist's adherence to the safety checklist briefing	Attendance for safety briefing conducted by the responsible employees every batch of visitors	Q1	Farm Managers/Owner, Team Leaders, Safety Officers/Safety Committee Chair, Registration Coordinator/Receptionists
Safety Environment Objective 14: Monitor and evaluate the effectiveness of visitor hazard communication	Document data on any visitor-related incidents to the specific identified hazards to assess the effectiveness of the visitor hazard communication Analyze visitor feedback to evaluate data about their hazards understanding and awareness after the safety briefing upon registration Adjust and refine the communication strategies based on the incident data and feedback from the visitors	Reduction in visitor-related safety incidents involving hazards in Agri-tourism farms	25% reduction in visitor-related incidents within the first year of program implementation	Q2	Farm Managers/Owner, Team Leaders, Safety Officers/Safety Committee Chair
Safety Environment	Establish a safety champion program	Participation rate	100%	Q3	Farm

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Objective 15: Empower employees to take active roles in safety discussion	with designated employees to lead discussions, encourage participation, and serve as points of contact for safety concerns Conduct training sessions to develop employees' communication skills for discussing safety-related topics confidently and effectively Establish recognition and rewards program where employees are recognized for their significant contribution to safety discussions	of employees in safety discussions and toolbox talks	participation of employees in safety discussions and toolbox talks by the end of the first year of program implementation		Managers/Owner, Team Leaders, Safety Officers/Safety Committee Chair and Members, HR Officers
Safety Environment Objective 16: Evaluate and improve the effectiveness of safety discussion regularly	Conduct feedback survey after each monthly meeting to measure the effectiveness of safety discussion and gather suggestions for improvement Analyze the feedback result quarterly to identify patterns and focal points for improvement regarding safety communication Implement continuous improvement measures by refining discussion frameworks and communication practices to ensure effective and engaging discussions	Employee satisfaction with safety communication determined through post-discussion surveys	85% or higher satisfaction rate of employees with safety communication by the end of the first year of program implementation	Q3	Farm Managers/Owner, Team Leaders, Safety Officers/Safety Committee Chair and Members, HR Officers
Safety Compliance Objective 17: Reinforce safety compliance through regular monitoring and feedback	Conduct unannounced safety inspection in different workplaces weekly to monitor compliance to safety procedures Establish immediate feedback mechanism on observes unsafe acts or unsafe conditions, and remind employees about the SOPs when there are deviations Implement a monitoring system of employees' compliance monthly and discuss scores in regular team meetings	Number of safety inspection monthly and percentage response based on the compliance assessment to safety procedures	Conduct compliance inspection on a weekly basis or once a week; provide 100% feedback/action based on the result of the inspection to employees involved by the end of each month	Q3	Farm Managers/Owner, Team Leaders, Safety Officers/Safety Committee Chair
Safety Compliance Objective 18: Increase employees' awareness on the importance of safety compliance through recognition programs	Develop a safety recognition program for compliance to recognize the employees who consistently complying with safety procedures, highlighting "Safety Star" employees each quarter Implement peer recognition initiatives where employees are encouraged to nominate employees who demonstrate strong safety practices Create a visual recognition boards where awarded employees are posted in a common area to promote safety compliance culture	Number of employees recognized for consistent safety compliance	All employees are recognized for consistent demonstration of compliance to safety procedures on a quarterly basis	Q3	Farm Managers/Owner, Team Leaders, Safety Officers/Safety Committee Chair, HR Officer
Safety Compliance Objective 19: Assess and refine safety compliance effort through continuous evaluation	Assess employees' compliance to safety procedures and overall effectiveness of the existing safety training program Update the existing training program materials and standard operating procedures (SOPs) to address the focal points for improvement identified during the safety audits and inspection Provide regular compliance report to the management or owners of Agri-tourism farms to align on future initiatives	Frequency of compliance audit and inspection reports	Two (2) times a year conduct of safety compliance assessment	Q3	Farm Managers/Owner, Team Leaders, Safety Officers/Safety Committee Chair, HR Officer

Safety Participation	Conduct toolbox talks at shift start or after breaks to maximize the attendance of employees from different shifts	Number of employees attended the scheduled safety meetings and toolbox talks	All employees attended the safety meetings by the end of the first year of program implementation	Q2	Team Leaders, Safety Officers/Safety Committee Chair
Objective 20: Increase the accessibility and interest of employees to safety meetings	Offer multiple meeting sessions to accommodate different schedules and allow attendance of all farm employees Distribute brief and clear summary of the key points covered during safety meetings and toolbox talks				
Safety Participation	Train team leaders and supervisors on leading engaging and inclusive safety discussions	Understanding and engagement rating reported by employees after safety discussion	90% employee satisfaction rate with the clarity and relevance of safety meetings and toolbox talks by the end of the year	Q2	Team Leaders, Safety Officers/Safety Committee Chair, HR Officer
Objective 21: Improve the employees' understanding of safety discussion by conducting a training on effective communication and engagement techniques	Encourage open-ended discussion to stimulate discussions and make employees more comfortable sharing their insights Conduct post-session feedback survey to measure employees' understanding and improve future discussions				
Strategic Goal 3: Enhance Employees Organizational Commitment					
Affective Commitment	Create and implement a "Helping Hands" initiative where employees are willing volunteer to help and assist other employees especially during peak seasons.	Number of employees encouraged reporting high levels of collaboration and support among coworkers	All employees feel a strong support and collaboration with coworkers by the end of the first year of implementation, measured by engagement surveys	Q4	Farm Managers/Owner, Team Leaders, HR Officers
Objective 22: Encourage a collaborative and supportive workplace	Facilitate monthly team huddles where employees are willingly shares their own experience and challenges to come up with the solutions				
Affective Commitment	Introduce a "Peer-to-Peer Recognition" Program where employees are encouraged to nominate other employees who are willingly helping others in the workplace	Number of recognitions given to employees for teamwork and cooperation	At least 50 recognitions received by the team by the end of the first year of program implementation	Q4	Farm Managers/Owner, Team Leaders, HR Officers
Objective 23: Recognize and reward collaborative behaviors	Provide incentives for teamwork with simple rewards like gifts, farm merchandise, or extra time off to recognize and encourage teamwork in the workplace				
Affective Commitment	Conduct a quarterly "Effective Teamwork" workshop to all employees that include topics on communication, problem-solving, and collaborative skills	Number of employees trained in teamwork and collaboration skills that can be monitored through workshop attendance and number of sessions conducted	All employees completed the specialized workshop to enhance skills in teamwork and collaboration by the end of the first year of program implementation	Q3	Farm Managers/Owner, Team Leaders, HR Officers
Objective 24: Develop skills of employees for effective team collaboration in the workplace	Train employees in conflict management to enhance positive and supportive interactions among employees Encourage cross-training opportunities among employees in agriculture operation and hospitality section to learn various roles that will likely develop empathy, respect, and willingness to help others				
Affective Commitment	Schedule and organize regular team-building activities to foster camaraderie and employees' support	Number of employees participating in farm-organized	All employees participated at least one team-building	Q3	Farm Managers/Owner, Team Leaders, HR
Objective 25:	Encourage employees to engage with				

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Conduct team-building activities to strengthen emotional bond among employees	community service to strengthen commitment to the community and the farm organization	team-building activity within the first year of program implementation	activity within the first year of program implementation		Officers
Normative Commitment Objective 26: Enforce a sense of loyalty and dedication to the mission of the organization	Facilitate review of the organization's mission and emphasize mission-driven orientation to employees highlighting their roles in support to the overall mission Create and implement a "Mission Moments" during staff meeting dedicating a time for them to share success stories aligned with the organization's mission Reinforce the organization's mission by making the core values and organization's mission statement visible to all employees	Number of employees expressing their loyalty to the organization that can be measured through the conduct of annual survey	All employees response positively expressing their loyalty measured through annual survey.	Q3	Farm Managers/Owner, Team Leaders, HR Officers
Normative Commitment Objective 27: Develop a culture of respect and loyalty among employees	Establish a "Loyalty Circle" Program where employees create a small-group discussion about their experiences and insights to reinforce loyalty Develop a recognition program for long service employees who consistently demonstrate loyalty	Number of employees participating in loyalty-building activities	All employees participated at least one loyalty-building activity within the first year of program implementation	Q3	Farm Managers/Owner, Team Leaders, HR Officers
Normative Commitment Objective 28: Establish training and development programs for employees highlighting the value of loyalty	Conduct training about commitment and loyalty including personal and professional growth of the employees Develop and discuss to employees an individual career progression paths that encourage them to stay committed Provide incentives for skill certification or training obtained by employees	Number of employees completed the loyalty-building program through the training and development programs	All employees completed the loyalty-building program through the training and development programs	Q3	Farm Managers/Owner, Team Leaders, HR Officers
Continuance Commitment Objective 29: Improve awareness of employees regarding job stability and career opportunities within the organization	Communicate the updates regarding job stability and business performance to reinforce job security Develop a clear career pathway for all the employees ensuring them that long-term career can be sought within the organization Organize one-on-one session with employees to discuss career growth and plans	Number of employees who perceived that their current organization could provide job stability and opportunities	All employees response positively about their current organization's job stability and career opportunities	Q4	Farm Managers/Owner, Team Leaders, HR Officers
Continuance Commitment Objective 30: Emphasize the organizational benefits and the advantages that the employees may have if they stay in the organization	Review and enhance the competitiveness of the current benefits package and comparing it to similar roles in other organizations within the area Increase employees' awareness on the advantage of working in Agri-tourism farm sites	Percent increase on employees who are satisfied with the current benefits they are gaining from their organization	25% increase in the satisfied employees with the organizational benefits and career development by the end of the first year	Q4	Farm Managers/Owner, Team Leaders, HR Officers
Continuance Commitment Objective 31:	Offer and conduct specialized training program specific to Agri-tourism farm sites like sustainable farming, animal care or visitor interactions to develop	Number of employees who participate in specialized	All employees completed at least one specialized training	Q4	Farm Managers/Owner, Team Leaders, HR

Develop a role-specific expertise and skills among employees of Agri-Tourism farm sites	expertise and enhance engagement Encourage the employees to undergo cross training to learn different roles in other departments like agriculture and hospitality sections Implement skills certification program to ensure that employees feel valued for their contribution to the organization	training to develop skills specific to their roles in Agri-tourism industry	conducted by the organization within the year	Officers
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4. Conclusions and recommendations

Based on the findings of the study, the following conclusions are drawn: The employees in Agri-tourism farm sites are well-equipped with the knowledge in terms of identifying and mitigating hazards in the workplace and can mitigate it through consistent provision of training which enhances their compliance to safety regulations. The Agri-Tourism farm sites have a developing safe workplace as they maintain the availability of first aid kits and personal protective equipment and keep the employees guided in their clearly defined roles and responsibilities. The employees in Agri-Tourism farm sites demonstrate a safety proactive approach through attendance to safety orientations and training to gain knowledge required by their organization and their support for one another that lead to organizational safety efforts and teamwork. The employees in Agri-Tourism farm sites reflect high organizational commitment shown by the strong sense of belongingness that they feel towards their organization and their loyalty driven by the benefits that they get from their organization such as training, professional development, and career growth opportunities. The financial stability and job security offered by the organization has significantly enhanced the organizational commitment of the employees Occupational safety and health and employees' behavior in terms of compliance are significantly related as well as occupational safety and health programs and organizational commitment. This implies that the more the employees tend to comply with health and safety practices, and the more they tend to be more committed and loyal to their organization, the better the organizational safety and health program in the Agri-Tourism farm sites. A sustainable strategic plan for ensuring safety and fostering committed human resources in Agri-Tourism farm sites plan has been developed and proposed. The plan aims to enhance both the well-being of the employees and organizational commitment by identifying strategies and programs along occupational safety and health programs, safety training, investment of the organization to employees, behavioral-based safety programs, and continuous monitoring of safety compliance.

Based on the findings of the study, the following recommendations are formulated: Agri-Tourism Farm Sites are encouraged to develop and implement policies that promote equal employment opportunities for both men and women. These may include fair recruitment processes, gender-sensitive training, and equitable task assignments. In addition, they may establish employee recognition and reward systems to acknowledge outstanding organizational commitment through incentives, awards, or formal acknowledgments. To ensure a safe and inclusive work environment, farm sites may adopt occupational safety and health (OSH) measures that address gender-specific needs, including the use of gender-sensitive protocols and personal protective equipment (PPE). Emphasis may also be placed on implementing behavior-based safety programs that integrate both technical and behavioral aspects of OSH. Furthermore, establishing open lines of communication for reporting unsafe conditions where management is approachable and responsive can significantly enhance the site's safety culture. The Provincial Labor and Employment Office, in coordination with the Provincial Tourism Office, may promote gender-inclusive policies by introducing gender guidelines, addressing legal gaps, and organizing awareness initiatives. They may also provide guidance and resources for recognizing and appreciating employee contributions related to safety. In partnership with safety training providers, they could diversify training programs to include gender-specific risks and provide content suitable for less-experienced workers. Moreover, they may implement standard procedures for reporting hazards, conduct routine safety inspections, and create reward systems to reinforce OSH compliance. The Regional Labor and Employment Office may take the lead in conducting regular compliance monitoring and safety audits to increase the visibility and consistency of OSH

practices across farm sites. Additionally, they may help establish certification programs to recognize Agri-Tourism establishments with exemplary safety records and partner with these sites to create standardized safety reporting systems. Safety Training Providers may offer customized training tailored to the specific hazards present in Agri-Tourism environments. They may also design training modules that incorporate site-specific reporting procedures and work with tourism and labor agencies to deliver inclusive, gender-sensitive safety instruction suited for workers of all experience levels. Collaboration to promote behavior-based safety approaches may also be considered. The Academe may support OSH awareness by embedding occupational safety and health principles within the curricula of agriculture and hospitality-related academic programs, thereby preparing future industry professionals with a strong foundation in workplace safety. Future Researchers may replicate this study by exploring additional variables such as the long-term impact of OSH programs on employee commitment and well-being. They may also examine the effectiveness of peer vigilance programs in reducing workplace accidents, the influence of OSH initiatives on employee attitudes and behaviors, and how reporting practices relate to safety outcomes. Other potential areas of study include identifying factors that contribute to employee loyalty and organizational commitment in Agri-Tourism settings.

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