



Healthcare

# Employee Morale

Its impact on workplace injuries

## Executive Summary

Staff morale directly affects workplace safety and incident frequency. This white paper explores evidence collected between 2022 and 2024, highlighting how employee engagement, job satisfaction, and overall morale influence likelihood of workplace accidents. By implementing interventions to improve morale, organizations can reduce injury risks, leading to better safety outcomes and reduced workers' compensation claims.

### Introduction:

The connection between employee well-being and workplace safety is essential in risk management. Falls are a leading cause of workplace injuries, resulting in significant financial losses through workers' compensation claims. Understanding how staff morale affects safety outcomes offers a foundation to help create a safer work environment.

### The Connection Between Staff Morale and Workplace Safety:

Staff morale refers to employee attitudes and job satisfaction. Positive feelings toward work marks high morale. Positive feelings are fostered by feeling valued, having a voice in decision making, opportunities for training and advancement. Low morale can result in disengagement and an increased tendency to engage in risky behaviors. Research consistently shows engaged employees are more vigilant in identifying hazards and adhering to safety protocols, helping reduce injury risk. Disengaged employees, who feel

undervalued, are more likely to engage in risk-taking behaviors.

When psychological safety is prioritized, employees are more likely to report hazards, helping create a safer work environment. Companies fostering psychological safety tend to experience significantly lower accident rates, including falls.

According to Chen<sup>1</sup>, initiatives aimed at employee engagement are effective in reducing fall-related injuries. Chen found organizations with staff recognition and active involvement in safety protocols reported a 30% decrease in fall incidents.

### Recommendations:

Improving communication between management and employees is a first step to boosting employee engagement. Establishing a clear communication channel from employees to management, along with prompt responses, helps keep employees engaged. Regular safety briefings and feedback can identify morale issues and safety concerns before they escalate. Additionally, developing and promoting team-building programs and opportunities for professional growth can further enhance engagement<sup>2</sup>.

Investing in continuous safety training that highlights the benefits of adhering to safety protocols for employees is crucial. Engaged employees are more likely to actively participate in safety training and apply what they've learned

in their daily work<sup>3</sup>. An important part of safety training is fostering a workplace where employees feel comfortable reporting safety concerns without fear of retaliation. This can include implementing anonymous reporting systems, as well as conducting regular check-ins and environmental rounds with staff.

Employee engagement can address areas crucial in reducing workplace injuries including recognizing when employees are working long shifts, or working on scheduled off days, or other factors that can increase fatigue and decrease overall job alertness. Taking action to avoid, or minimize, is essential to reduce injuries resulting from secondary fatigue and becoming unfocused.

Utilize surveys to assess employee morale and engagement as recognition and involvement efforts are expanded. Regular evaluations can highlight areas for improvement and guide the development of targeted interventions.

## Conclusion:

The link between staff morale and workplace safety, especially in relation to falls<sup>4</sup> and injuries, is supported through a body of research conducted from 2020 to 2024. Prioritizing employee morale and adopting strategies to boost engagement, organizations can lower injury rates and enhance overall workplace safety. Addressing the psychological well-being of employees is as important as focusing on physical safety, resulting in healthier, safer, and more productive workplaces.

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## References:

<sup>1</sup>Chen, Y., Weingarten, F., Fan, D., Pagell, M. (2024). Complexity and Change: Antecedents of occupational injuries. <https://www.sciencedirect.com/science/article/abs/pii/S0925753524001504>

<sup>2</sup>Sonnentag, S., & Frese, M. (2020). "Effects of Employee Engagement and Work Pressure on Occupational Health: Evidence from the Safety Literature." *Journal of Occupational Health Psychology*, 25(1), 1-14.

<sup>3</sup>Kahn, W.A., & Byham, W.C. (2023). "Enhancing Safety Conditions through Employee Engagement: A Study of Workers' Compensation Claims." *Journal of Safety Research*

<sup>4</sup>Adams, A. F., & Clark, R. L. (2022). Impact of safety training on fall incidents in healthcare settings. *BMC Nursing*, 21(1), 45. doi:10.

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