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A Conceptual Model for Integrating Process Safety Management and Reliability-Centered Maintenance to Improve Safety and Operational Efficiency in Oil & Gas.

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Abstract
The oil and gas industry faces significant challenges in ensuring safety and operational efficiency due to the inherent complexities of its processes and the critical nature of its operations. This paper presents a conceptual model for integrating Process Safety Management (PSM) and Reliability-Centered Maintenance (RCM) to address these challenges. The proposed model leverages the synergies between PSM, which focuses on preventing catastrophic incidents, and RCM, which emphasizes maximizing equipment reliability and performance. By aligning these two frameworks, the model provides a comprehensive approach to proactively identify, assess, and mitigate process risks while optimizing maintenance strategies to enhance operational efficiency. Key components of the model include a risk-based prioritization of maintenance activities, real-time monitoring of critical equipment, and a feedback loop to continuously improve safety and reliability performance. The integration of PSM and RCM is supported by advanced data analytics and digital tools to enable predictive maintenance and improve decision-making processes. This approach not only enhances the safety culture within organizations but also reduces downtime and maintenance costs, contributing to sustainable operations. The model's applicability is demonstrated through a hypothetical case study, highlighting its potential to improve safety and operational efficiency in oil and gas facilities. This study provides a foundation for further research and practical implementation of integrated safety and maintenance management systems in high-risk industries.

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1. Introduction

The oil and gas industry is a cornerstone of the global energy supply, significantly contributing to economic development and providing essential resources for various sectors. However, the operations within this industry are fraught with safety and operational risks, primarily due to the complex processes involved, the hazardous materials handled, and the high-pressure environments in which these operations occur. The critical nature of ensuring safety and operational efficiency in this sector cannot be overstated, as failures can lead to catastrophic outcomes, including loss of life, environmental disasters, financial losses, and reputational damage (Bouti & Allouch, 2018; Zhang *et al*., 2022) [21, 45]. To address these challenges, robust strategies that prioritize risk mitigation and reliability while optimizing performance are essential. The implementation of Enterprise Risk

Management (ERM) frameworks has been shown to enhance business performance in the oil and gas sector by identifying various risks and examining the effects of managing these risks effectively (Annamalah *et al*., 2018) [8]. Moreover, operational excellence, defined as a strategy for continuous improvement in health and safety, asset reliability, process efficiency, and environmental performance, is increasingly recognized as a critical goal for organizations within this industry. Achieving a balance between safety and operational efficiency is not only an operational imperative but also a moral and regulatory obligation. The industry faces increasing regulatory scrutiny and the need for continuous innovation to improve methodologies and practices (Zuo & Qi, 2022; Mojarad *et al*., 2018) [46, 31]. For instance, the adoption of advanced technologies such as IoT and blockchain for remote monitoring and control can significantly enhance operational reliability and safety by providing real-time data and analytics (Zuo & Qi, 2022) [46]. Furthermore, the integration of risk assessment models tailored to the unique challenges of offshore oil and gas production can help in identifying and mitigating operational risks effectively (Zhang *et al*., 2022) [45].

Managing safety and reliability in the oil and gas sector is a complex endeavor, primarily due to the industry's high-risk nature and operational environments characterized by extreme conditions. These environments often include deep-sea drilling, high temperatures, and remote locations, which complicate maintenance activities and increase the likelihood of equipment failures. The reliance on aging infrastructure further exacerbates these challenges, as older equipment tends to be more prone to breakdowns and less compatible with modern monitoring technologies. For instance, Muazu and Tasmin emphasize that the oil and gas sector's operational excellence is closely tied to health, safety, and environmental performance, highlighting the need for comprehensive risk management strategies to mitigate these inherent risks (Muazu & Tasmin, 2019) [32]. Additionally, Rawat *et al*. identify that improper project feasibility studies and inadequate planning can lead to significant risks, including cost overruns and delays, which are critical in maintaining safety and reliability (Rawat *et al*., 2022) [39]. Human factors also play a crucial role in safety management within the oil and gas industry. The potential for human error introduces variability and risk, as mistakes can lead to process disruptions and accidents. Research by Dahl and Kongsvik indicates that a strong safety climate, characterized by open communication and management commitment to safety, can significantly enhance safety practices among workers (Dahl & Kongsvik, 2018) [22]. This is supported by findings from Nordin *et al*., who argue that effective communication management is vital in high-risk environments to prevent misinformation that could lead to disasters (Nordin *et al*., 2021) [33]. Furthermore, the implementation of safety training interventions has been shown to improve the safety climate among operational staff, reinforcing the importance of continuous education and awareness in mitigating human error (Omidi *et al*., 2021) [36]. Regulatory compliance adds another layer of complexity to safety management in the oil and gas sector. Companies must navigate stringent safety standards and environmental regulations while striving to maintain profitability. The dynamic nature of oil and gas markets, characterized by fluctuating demand and volatile prices, further pressures organizations to cut costs and streamline operations. As noted by Asad *et al*. (2019) [9], the oil and gas industry has a significantly higher fatality rate compared to other sectors, underscoring the critical need for effective safety management systems (Asad *et al*., 2019) [9]. The COVID-19 pandemic has exacerbated these challenges, leading to disruptions in supply chains and workforce shortages, which have compelled companies to adopt short-term cost-cutting measures that may compromise safety (Abdelrassoul & Rahim, 2021) [1].

Process Safety Management (PSM) and Reliability-Centered Maintenance (RCM) represent two well-established approaches aimed at addressing the dual challenges of safety and reliability in industrial operations. PSM focuses on preventing accidents and mitigating risks associated with hazardous processes. It encompasses a comprehensive framework of principles and practices designed to manage the integrity of operating systems and processes. Key components of PSM include hazard identification, risk assessment, process monitoring, and incident investigation. By emphasizing the proactive management of risks, PSM aims to ensure that processes are designed, operated, and maintained safely, minimizing the likelihood of catastrophic events. RCM, on the other hand, is a systematic methodology for determining the most effective maintenance strategies to ensure the reliability of equipment and systems. RCM prioritizes functions critical to operations and identifies potential failure modes and their consequences. It employs tools such as Failure Mode and Effects Analysis (FMEA) and condition-based monitoring to optimize maintenance activities. By focusing on reliability and performance, RCM seeks to maximize asset availability and operational efficiency while minimizing maintenance costs. Although PSM and RCM have distinct objectives, they share complementary goals of risk reduction and process optimization, making their integration a promising approach for addressing the challenges of the oil and gas industry.

Despite the proven benefits of PSM and RCM, there is a notable gap in the integration of these two frameworks into a unified model that synergistically enhances safety and operational efficiency. Traditionally, PSM and RCM have been implemented as separate initiatives, with limited interaction between the two. This siloed approach often leads to inefficiencies, such as duplicated efforts and misaligned priorities. For example, while PSM focuses on preventing process-related risks, it may not adequately address equipment reliability, which is a key contributor to process safety. Conversely, RCM’s emphasis on optimizing maintenance may overlook broader safety considerations associated with process integrity. The lack of integration can result in missed opportunities to leverage the strengths of both frameworks to achieve holistic improvements. Additionally, existing models often fail to account for the dynamic and interdependent nature of modern oil and gas operations, where safety and reliability are closely intertwined. This research seeks to address these gaps by proposing a conceptual model that integrates PSM and RCM, creating a unified framework that aligns safety and reliability objectives to enhance overall performance. The primary objective of this study is to develop and validate a conceptual model that integrates PSM and RCM to improve safety and operational efficiency in the oil and gas industry. By bridging the gap between these two frameworks, the proposed model aims to provide a holistic approach that addresses both process-related risks and equipment reliability. This integration is expected to deliver multiple benefits, including enhanced risk mitigation, improved asset performance, and optimized resource allocation. The significance of the study lies in its potential to transform maintenance and safety practices in the oil and gas sector, offering a structured methodology that aligns with the industry's unique operational challenges and regulatory requirements. The proposed model also seeks to contribute to the broader body of knowledge on industrial safety and maintenance, providing insights that can be applied to other high-risk industries such as chemical manufacturing, energy production, and aviation.

The research addresses several critical questions to guide the development and validation of the conceptual model. First, how can the principles and practices of PSM and RCM be effectively integrated to create a unified framework? This question explores the theoretical alignment between the two frameworks and identifies opportunities for synergy. Second, what are the key components of the integrated model, and how do they interact to achieve the dual objectives of safety and operational efficiency? This involves defining the structural elements of the model and establishing the relationships between them. Third, what are the practical implications of implementing the integrated model in oil and gas operations? This question examines the challenges and benefits associated with real-world application, including considerations of cost, complexity, and organizational culture. Fourth, how can the model be validated and refined to ensure its effectiveness and adaptability? This involves identifying suitable methods for testing the model in operational settings and incorporating feedback for continuous improvement. By addressing these questions, the research aims to provide a comprehensive understanding of how an integrated approach to PSM and RCM can drive meaningful improvements in the oil and gas industry.

2.0 Literature Review

2.1 Overview of process safety management (PSM)

Process Safety Management (PSM) is an essential discipline aimed at identifying, evaluating, and controlling hazards associated with the processing, handling, and storage of chemicals, particularly in high-risk industries such as oil and gas. The primary objective of PSM is to prevent catastrophic incidents, including fires, explosions, and toxic releases, which pose significant risks to workers, the environment, and property. This proactive approach emphasizes systematic risk management throughout all stages of a process, from design to operation and decommissioning, thereby ensuring safety across the entire lifecycle of chemical processes (Boogaerts & Toeter, 2022; Fogler & Hirshfield, 2021) [20, 25]. One of the core elements of PSM is Process Safety Information (PSI), which entails the collection and maintenance of comprehensive data regarding chemicals, equipment, and processes within a facility. This includes essential information such as physical and chemical properties, safety data sheets (SDS), and engineering drawings (Fogler & Hirshfield, 2021) [25]. The importance of PSI is underscored by its role in facilitating informed decision-making and risk assessments, which are critical for maintaining safety standards in complex operational environments (Guo *et al*., 2022) [27]. Process Hazard Analysis (PHA) is another vital component of PSM, involving thorough risk assessment techniques to identify potential hazards and evaluate their likelihood and consequences. Common methodologies, such as Hazard and Operability Study (HAZOP), are employed to systematically analyze processes and identify risks (Wang *et al*., 2022) [43]. The integration of PHA into operational protocols is crucial for developing effective safety measures and ensuring compliance with industry standards (Boogaerts & Toeter, 2022; Fogler & Hirshfield, 2021) [20, 25]. Operating procedures are also fundamental to PSM, as they provide clear and standardized guidelines for the safe operation of equipment. These procedures ensure that operators adhere to defined safety protocols, thereby minimizing the risk of accidents (Boogaerts & Toeter, 2022; Fogler & Hirshfield, 2021) [20, 25]. Furthermore, training and competency programs are essential to equip personnel with the necessary skills to recognize hazards and respond effectively in emergencies (Boogaerts & Toeter, 2022; Fogler & Hirshfield, 2021) [20, 25]. This focus on human factors is critical, as many incidents can be traced back to inadequate training or lack of awareness among operators (Fogler & Hirshfield, 2021) [25]. Mechanical integrity is another key aspect of PSM, emphasizing the importance of maintaining the mechanical integrity of equipment and systems to prevent failures that could lead to hazardous situations (Boogaerts & Toeter, 2022; Fogler & Hirshfield, 2021) [20, 25]. Regular inspections, maintenance, and testing of equipment are necessary to ensure that systems operate safely and reliably (Fogler & Hirshfield, 2021) [25]. Additionally, the Management of Change (MOC) process is vital for evaluating the safety implications of any changes in processes, equipment, or personnel, ensuring that risks are effectively controlled (Boogaerts & Toeter, 2022; Fogler & Hirshfield, 2021) [20, 25]. Emergency response and planning are also integral to PSM, involving the development, practice, and updating of emergency response plans to address potential incidents. This proactive planning minimizes damage and ensures a swift and effective response when emergencies occur (Boogaerts & Toeter, 2022; Fogler & Hirshfield, 2021; Boogaerts & Toeter, 2020) [20, 25, 19]. In the oil and gas industry, where operations are inherently risky, the application of PSM is crucial for preventing catastrophic events in upstream, midstream, and downstream operations. For instance, in offshore drilling operations, PSM protocols are implemented to safeguard drilling equipment, emergency systems, and personnel from blowouts, gas leaks, and equipment malfunctions (Boogaerts & Toeter, 2022; Fogler & Hirshfield, 2021) [20, 25].

2.2 Reliability- centered maintenance (RCM)

Reliability-Centered Maintenance (RCM) is a systematic approach to maintenance management that focuses on ensuring the reliability and safety of assets while minimizing downtime and maintenance costs. The methodology is grounded in the analysis of critical systems and equipment to optimize their maintenance strategies based on operational criticality, failure modes, and the consequences of failures. RCM considers various factors such as the asset's age, condition, environment, and operational history to develop a tailored maintenance plan that meets the specific needs of each asset (Okwuobi *et al*., 2018; Geisbush & Ariaratnam, 2022) [35, 26]. The RCM process encompasses several key steps. First, the System Function Analysis is conducted to identify the essential functions of the equipment, establish performance standards, and assess the consequences of potential failures. This foundational step is crucial for understanding the operational context of the equipment (Shamayleh *et al*., 2019) [41]. Following this, a Failure Mode and Effects Analysis (FMEA) is employed to systematically analyze possible failure modes, their causes, and their effects on overall system performance. This analysis helps prioritize which failure modes could have the most significant impact, thereby guiding maintenance efforts (Bellinello *et al*., 2020; Nugroho *et al*., 2020) [18, 34]. Next, thee Criticality Analysis is performed to classify equipment based on its importance to the overall system's performance. Equipment deemed critical receives higher priority in maintenance scheduling and resource allocation, ensuring that the most vital components are adequately maintained (Alrifaey *et al*., 2020; Ma *et al*., 2019) [7, 30]. The subsequent step, the Maintenance Strategy Selection, involves determining the most effective maintenance strategies, which may include preventive maintenance (PM), condition-based maintenance (CBM), or predictive maintenance (PdM), based on the insights gained from the previous analyses (Rodríguez-Padial *et al*., 2022; Eriksen *et al*., 2021) [40, 23]. The implementation of maintenance plans is the next phase, where maintenance schedules, procedures, and monitoring systems are developed to ensure the effective execution of the selected strategies. This step is essential for translating the theoretical aspects of RCM into practical applications that enhance asset reliability (Siswantoro *et al*., 2022) [42]. Finally, RCM emphasizes Continuous Improvement, advocating for ongoing monitoring, feedback, and adaptation of maintenance strategies to accommodate changes in system performance, technology, and operational conditions (Fang *et al*., 2019; Omoya *et al*., 2019) [24, 37]. RCM is particularly valuable in industries where failures can lead to significant safety, environmental, or financial repercussions. For instance, in the oil and gas sector, RCM is utilized to maintain drilling rigs, offshore platforms, pipelines, and refineries. Regular inspections and predictive maintenance of critical equipment, such as blowout preventers (BOPs), are vital for preventing catastrophic failures (Geisbush & Ariaratnam, 2022; Zeinalnezhad *et al*., 2020) [26, 44]. Similarly, in aviation, RCM ensures that aircraft and their components operate reliably throughout their service life, which is crucial for safety and compliance with regulatory standards (Paoprasert *et al*., 2022; Eriksen *et al*., 2021) [38,. 23]. By adopting RCM, organizations can optimize asset performance, reduce unplanned downtime, and improve safety outcomes across various industries (Okwuobi *et al*., 2018; Shamayleh *et al*., 2019; Zeinalnezhad *et al*., 2020) [44, 35, 44].

2.3 Synergies between PSM and RCM.

Process Safety Management (PSM) and Reliability-Centered Maintenance (RCM) are two critical frameworks utilized in high-risk industries, particularly in oil and gas, to enhance safety and operational efficiency. PSM focuses on preventing catastrophic incidents by systematically identifying hazards and controlling risks, while RCM aims to improve equipment reliability by addressing potential failure modes before they occur. The integration of these two approaches can yield significant synergies, as both emphasize proactive risk management and data-driven methodologies. The complementary nature of PSM and RCM is evident in their shared objective of risk minimization. PSM employs hazard analysis and emergency response planning to mitigate safety risks, whereas RCM utilizes failure modes and effects analysis (FMEA) to enhance operational reliability (Khalilzadeh *et al*., 2020; , Arjomandi *et al*., 2021). By combining these methodologies, organizations can achieve a more comprehensive understanding of both process and equipment risks, thereby facilitating better decision-making regarding resource allocation and risk management strategies (Paoprasert *et al*., 2022; , Braglia *et al*., 2019) [38]. This integrated approach allows for the identification of critical assets that require prioritized maintenance, ensuring that safety-critical equipment is maintained optimally to prevent catastrophic failures (Nova *et al*., 2019; , Mahmoodzadeh *et al*., 2020). Moreover, the integration of PSM and RCM can lead to cost reductions by addressing inefficiencies in maintenance and process safety. Predictive maintenance strategies within RCM can significantly reduce downtime, while PSM ensures that safety-critical systems are functioning correctly (Xu *et al*., 2021; , Thom *et al*., 2020). This dual focus not only enhances operational efficiency but also aligns with regulatory compliance requirements, which are particularly stringent in the oil and gas sector (Plessis & Vandeskog, 2020; , Smoczyński *et al*., 2021). Organizations that adopt a combined PSM-RCM framework can better navigate the complexities of risk management, ultimately leading to improved safety outcomes and reduced financial liabilities. Historically, various industries have recognized the importance of integrating safety and maintenance strategies. Initiatives such as "Safety-Informed Maintenance" and "Integrated Risk Management" have been developed to bridge the gap between PSM and RCM (Tverytnykova *et al*., 2021; Braglia *et al*., 2019). These approaches emphasize the need for cohesive risk management processes that align the objectives of safety and maintenance teams, fostering collaboration and enhancing overall risk mitigation efforts (Shanmugam *et al*., 2022). Despite these advancements, challenges such as cultural differences and resistance to change continue to impede the full integration of these strategies (Ahmed, 2019; Attia & Sinha, 2022).

While the integration of safety and maintenance strategies has been studied, several gaps remain in the existing literature. One key gap is the lack of standardized frameworks for integrating PSM and RCM. While both strategies have been extensively researched individually, there is a limited body of work that outlines a comprehensive, standardized process for combining them effectively. Another gap is the insufficient focus on real-time data integration. With the advent of Industry 4.0 technologies, such as the Internet of Things (IoT) and artificial intelligence (AI), real-time data collection and analysis have become crucial for improving both process safety and equipment reliability. However, the integration of these technologies into PSM and RCM frameworks has not been thoroughly explored. Furthermore, while case studies of integrating safety and maintenance strategies exist, there is a lack of longitudinal studies that examine the long-term benefits and challenges of integration. More empirical research is needed to understand the sustained impacts of combining PSM and RCM over time. There is a gap in understanding the organizational and cultural barriers to integration. Effective integration requires alignment between safety, operations, and maintenance teams, yet there is limited research on how organizational culture and communication affect the success of integrating safety and maintenance strategies.

3.0 Methodology

The methodology for this research followed a systematic review approach, which is widely recognized for its rigor and transparency in synthesizing existing knowledge on a particular topic. The primary aim of the review was to provide an exhaustive analysis of the current literature on the integration of Process Safety Management (PSM) and Reliability-Centered Maintenance (RCM), identifying key themes, gaps, and trends. This systematic approach ensured that the review was comprehensive, replicable, and objective, minimizing bias and subjectivity. The methodology adhered to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines, which offered a clear and structured process for conducting systematic reviews. The literature search process began by identifying relevant databases and sources for academic articles, conference proceedings, technical reports, and other scholarly documents. Key databases, such as Scopus, Web of Science, PubMed, and Google Scholar, were searched using a combination of predefined search terms related to PSM, RCM, integration strategies, and risk management. This search was conducted across multiple publication types to ensure a wide-ranging collection of relevant studies. The search terms were refined iteratively based on initial findings, ensuring that all key studies were captured. The inclusion criteria included studies that focused on PSM, RCM, their integration, and applications in high-risk industries such as oil and gas, as well as studies that offered insights into theoretical frameworks or empirical evidence. Studies that met the inclusion criteria were selected for full-text review, while those that did not meet the criteria were excluded. At this stage, it was important to ensure that the studies selected were of high methodological quality and contributed meaningfully to the research objectives. This phase was guided by a clear set of inclusion and exclusion criteria that were applied consistently throughout the screening process. Key themes related to the integration of PSM and RCM, the synergies between the two, and the challenges faced by industries in combining these strategies were systematically recorded. Data from the studies were organized into categories to facilitate comparison and synthesis. This allowed for the identification of recurring themes, gaps in the literature, and inconsistencies in findings across different studies. The data extraction process was standardized to ensure consistency and accuracy, with each study being assessed using a predefined extraction template.

Following data extraction, a qualitative synthesis of the findings was conducted. This involved summarizing the key results from the selected studies and categorizing them according to relevant themes. The synthesis process focused on identifying patterns, trends, and insights that emerged from the literature, particularly in relation to the integration of PSM and RCM. Finally, the results of the systematic review were presented, discussing the theoretical alignment between PSM and RCM, the potential benefits of their integration, and the challenges faced by industries attempting to combine these strategies. This systematic review methodology, following the PRISMA guidelines, ensured a comprehensive, transparent, and objective analysis of the literature on the integration of PSM and RCM. By adhering to a structured process of literature search, screening, data extraction, and synthesis, the review aimed to provide valuable insights into the synergies between these two strategies and contribute to the advancement of knowledge in the field.

4.0 Results and discussion

4.1 Development of conceptual model

The proposed model for integrating Process Safety Management (PSM) and Reliability-Centered Maintenance (RCM) aims to create a holistic approach that addresses both safety and reliability within high-risk industries, such as oil and gas. The model's components are designed to work together, enabling organizations to mitigate operational risks while maximizing efficiency and minimizing costs (Basiru *et al*., 2023c) [14-17]. The integration of PSM principles, the application of RCM techniques, and the shared objectives of safety, operational efficiency, and cost-effectiveness are essential aspects of this proposed model. Additionally, the interaction between these components is key to ensuring that safety management and reliability practices inform each other in a way that enhances overall system performance (Awoyemi *et al*., 2023) [14].

The first major component of the proposed model is the integration of PSM principles, which are essential for managing and mitigating risks associated with hazardous processes in industries like oil and gas. PSM involves several key elements, such as risk assessment, hazard analysis, and process monitoring (Attah *et al*., 2023c; Basiru *et al*., 2023b) [10-17]. Risk assessment is the process of identifying, evaluating, and prioritizing potential hazards to determine the likelihood and consequences of their occurrence. This step helps organizations assess the risks that could have a severe impact on safety, the environment, and the organization's assets. By understanding these risks, businesses can develop strategies to minimize or eliminate them. Hazard analysis is another critical component of PSM (Attah *et al*., 2022, 2023) [10-17]. This involves systematically identifying and analyzing hazards throughout the lifecycle of a process, from design to decommissioning. Various methods, such as HAZOP (Hazard and Operability Study) and FTA (Fault Tree Analysis), can be employed to identify weaknesses or failure points that could lead to dangerous situations. By thoroughly analyzing these hazards, the organization can implement controls and safety measures to prevent accidents (Henry Oziegbe Iriogbe *et al*., 2023) [2, 29].

Process monitoring is the final aspect of the integration of PSM principles in the proposed model. This involves continuously monitoring critical parameters within a process to ensure that it operates within safe and optimal limits. Technologies such as real-time data collection systems, automated alarms, and control systems play a crucial role in this aspect, providing operators with immediate feedback if conditions deviate from safety standards. Regular audits and inspections are also part of process monitoring, ensuring that safety protocols are being followed and that any deviations are promptly addressed (Adedapo *et al*., 2023) [2]. The second key component of the model is the application of RCM techniques. RCM is a structured approach to ensuring that systems function reliably by identifying potential failure modes and understanding their consequences. One of the most important techniques used in RCM is Failure Mode and Effects Analysis (FMEA). FMEA is a systematic method for identifying and prioritizing potential failure modes within a system and assessing their effects on the system's performance and safety. By conducting FMEA, organizations can pinpoint critical components that are most vulnerable to failure and focus their maintenance efforts on those areas to prevent costly downtime and operational disruptions (Adegoke *et al*., 2022) [3].

Criticality analysis is another key technique within RCM that evaluates the importance of various components in the overall system. This technique helps prioritize maintenance efforts by identifying which components are most critical to system performance and safety. It allows organizations to allocate resources efficiently, ensuring that maintenance is focused on the areas that have the highest impact on reliability and safety. This is particularly relevant in industries like oil and gas, where equipment failure can lead to significant financial and safety risks. Condition-based monitoring is the third technique applied within the RCM framework. It involves monitoring the actual condition of equipment and machinery in real-time, allowing maintenance actions to be taken only when necessary. This technique helps prevent unnecessary maintenance interventions, reducing downtime and maintenance costs while ensuring that equipment is functioning optimally. Technologies such as vibration analysis, temperature monitoring, and oil analysis are commonly used in condition-based monitoring, providing valuable data on the health of critical assets (Oyindamola & Esan, 2023).

The shared objectives of safety, operational efficiency, and cost-effectiveness form the foundation for the integration of PSM and RCM in the proposed model. Safety is the top priority in high-risk industries, and both PSM and RCM contribute to creating a safer work environment by identifying hazards, assessing risks, and preventing failures. By integrating these two strategies, organizations can ensure that safety is embedded in all aspects of their operations, from design to maintenance. Operational efficiency is another shared objective. RCM techniques, such as FMEA and criticality analysis, help organizations optimize their maintenance strategies, ensuring that critical components are maintained effectively without unnecessary downtime (Adepoju & Esan, 2023; Basiru *et al*., 2023a) [5, 6, 14-17]. PSM principles, such as hazard analysis and process monitoring, ensure that processes run smoothly and safely, reducing the likelihood of costly incidents and improving overall system performance. The integration of these strategies helps eliminate inefficiencies and improve the reliability of both processes and equipment.

Cost-effectiveness is the third shared objective. Both PSM and RCM focus on preventing costly failures and accidents, which can have significant financial implications for organizations. By integrating these approaches, businesses can reduce the frequency and severity of safety incidents, minimizing the costs associated with accidents, fines, and legal liabilities. Furthermore, the application of RCM techniques such as condition-based monitoring helps organizations avoid unnecessary maintenance costs, while process monitoring within PSM ensures that systems operate efficiently, further contributing to cost savings (Attah *et al*., 2023a; Hlanga, 2022) [10-17]. The interaction between the components of the model is critical to achieving the desired outcomes. Safety management and reliability practices inform each other in a continuous feedback loop. PSM provides the foundational safety framework, identifying hazards and risks, while RCM enhances system reliability by identifying failure modes and implementing maintenance strategies to mitigate those risks. The data gathered from both PSM and RCM systems feed into each other, ensuring that the organization can respond to potential issues proactively.

In the oil and gas industry, implementing this model would require a clear roadmap. The first step would be to conduct a comprehensive risk assessment and hazard analysis to identify key safety and reliability concerns. Next, organizations would need to integrate RCM techniques, starting with FMEA to identify critical failure modes and prioritize maintenance efforts. The use of condition-based monitoring should be implemented across critical equipment, and continuous process monitoring should be established to track safety performance. Training and awareness would be crucial in ensuring that employees understand the importance of both safety and reliability in their roles. An organizational culture that values safety, reliability, and efficiency would need to be developed and reinforced through leadership commitment and employee engagement. Finally, regular audits, reviews, and improvements would ensure that the model remains effective, evolving with new technologies, industry standards, and lessons learned from operational experiences. This approach would foster a safer, more reliable, and cost-effective operation, benefiting the oil and gas industry in both the short and long term.

4.2 Significance of integrating PSM and RCM.

The analysis of key findings from the systematic review highlighted several important insights regarding the integration of Process Safety Management (PSM) and Reliability-Centered Maintenance (RCM) in oil and gas operations. A theoretical alignment between these two approaches emerged, demonstrating that their integration could offer substantial benefits in terms of both safety and operational efficiency (Adeola *et al*., 2022) [4]. The findings confirmed that both PSM and RCM share a common goal of managing and mitigating risks in high-risk industries like oil and gas, but they approach the task from different perspectives. PSM focuses primarily on safety, identifying hazards and preventing accidents, while RCM emphasizes maintaining and optimizing equipment reliability to ensure smooth operations. When combined, these approaches form a complementary model that can enhance the overall risk management framework in oil and gas operations (Adeola *et al*., 2021) [4].

The theoretical alignment of the model with PSM and RCM principles is evident in how the two approaches can be integrated to address safety, reliability, and efficiency in a holistic manner. PSM's focus on hazard identification, risk assessment, and mitigation strategies aligns well with RCM's emphasis on preventive maintenance, asset management, and failure analysis. When both systems are integrated, they help to create a more robust framework for managing not only the safety risks associated with equipment failures but also the operational risks that arise from inefficient maintenance practices. The model's theoretical basis underscores the idea that safety and reliability are not mutually exclusive but rather interconnected, and their combined impact can result in a more resilient and efficient operational environment (Alrifaey *et al*., 2020) [7].

The practical implications of this integrated model for safety and operational efficiency in oil and gas operations are significant. In an industry where safety risks are high due to the complex and hazardous nature of operations, integrating PSM and RCM can provide a comprehensive approach to minimizing these risks. The combined model ensures that safety concerns are addressed proactively through hazard identification and risk mitigation, while RCM ensures that equipment and systems are maintained optimally to avoid failures. This dual focus can lead to fewer incidents and downtime, higher asset utilization, and more predictable maintenance schedules. For oil and gas operators, this integration can improve both the safety culture and operational performance, creating a more reliable and secure working environment.

A comparative analysis of the model's advantages versus current industry practices reveals several areas where the integrated approach stands out. Traditional practices in the oil and gas sector often treat safety and maintenance as separate domains, with distinct processes and priorities. Safety teams may focus primarily on compliance with regulations and emergency response strategies, while maintenance teams prioritize minimizing downtime and ensuring equipment reliability (Tverytnykova *et al*., 2021; Braglia *et al*., 2019). This separation can lead to inefficiencies, as the safety team may not have a full understanding of the operational aspects that maintenance teams are concerned with, and vice versa. By integrating PSM and RCM into a single framework, the model encourages collaboration between safety and maintenance teams, fostering a more comprehensive understanding of the risks and challenges involved. The key advantage of the integrated model is that it addresses both safety and reliability simultaneously, ensuring that risks are managed in a way that balances the needs of both domains.

The significance of integrating PSM and RCM for risk reduction and efficiency gains cannot be overstated. Risk reduction is the primary goal of both PSM and RCM, and when these approaches are combined, the result is a more comprehensive risk management strategy. By proactively addressing safety hazards and maintenance issues, the integrated model can help prevent catastrophic failures, reduce accidents, and minimize the consequences of operational disruptions. The efficiency gains are also substantial, as maintenance activities are optimized to prevent unnecessary downtime, and safety protocols are streamlined to ensure that risks are mitigated before they become significant threats. This integration not only improves safety and operational performance but also enhances the overall resilience of the organization.

However, several challenges and barriers to implementation exist when attempting to integrate PSM and RCM in oil and gas operations. One of the primary challenges is organizational resistance to change. Oil and gas companies are often structured around distinct safety and maintenance departments, and the integration of these two domains may require significant changes in both organizational culture and structure. Overcoming this resistance requires strong leadership, clear communication, and a commitment to fostering collaboration between teams. Another challenge is the need for specialized training and expertise. Both PSM and RCM require highly specialized knowledge and skills and integrating them into a cohesive framework necessitates a workforce that is proficient in both areas. Companies must invest in training and development to ensure that employees can operate within an integrated safety and maintenance framework.

The potential for customization of the integrated model for different oil and gas operational contexts is another key consideration. The oil and gas industry is diverse, with operations ranging from offshore platforms to onshore refineries, each with its own unique set of challenges and risk profiles. The integrated model must be adaptable to different operational contexts, taking into account factors such as the size of the operation, the complexity of the equipment, and the specific safety hazards present. Customization may involve tailoring the risk assessment tools, maintenance strategies, and safety protocols to suit the specific needs of each operation. The flexibility of the integrated model allows it to be adapted to a wide range of operational environments, ensuring that it remains relevant and effective across different contexts.

In terms of long-term benefits, the integration of PSM and RCM can significantly enhance organizational resilience and sustainability. By addressing safety and maintenance risks in a unified framework, companies can reduce the likelihood of catastrophic incidents and ensure that their operations remain reliable and efficient over the long term. This not only protects workers and the environment but also reduces the financial impact of accidents, equipment failures, and operational disruptions. The long-term benefits also include improved asset management, as the integrated model allows for better tracking of equipment performance, maintenance needs, and safety risks. This data-driven approach helps organizations make informed decisions about asset investments, replacements, and upgrades, contributing to their long-term sustainability and profitability.

5. Conclusions and recommendations.

The key findings of the research highlight the potential benefits of integrating Process Safety Management (PSM) and Reliability-Centered Maintenance (RCM) in oil and gas operations. The combination of these two frameworks offers a comprehensive approach to managing both safety risks and equipment reliability, addressing operational challenges in a holistic manner. The integration ensures proactive identification and mitigation of safety hazards, while also optimizing equipment maintenance to prevent failures. The impact of the conceptual model on safety and operational efficiency is profound, as it enables a more robust and coordinated risk management strategy. By streamlining safety protocols and maintenance activities, the model helps reduce accidents, minimize downtime, and improve asset utilization, contributing to overall operational resilience.

The broader implications for maintenance and safety management frameworks in high-risk industries are significant. The model's integration of safety and maintenance practices could serve as a valuable framework for other high-risk sectors, such as chemical processing, aviation, and manufacturing. By adopting a unified approach to risk management, organizations in these industries can achieve greater efficiency, reduce operational disruptions, and enhance overall safety culture.

Based on the research findings, the study recommends that Oil and gas companies should implement a structured integration of PSM and RCM into their risk management frameworks, combining both safety and maintenance processes to address safety and reliability simultaneously.

Develop a step-by-step guide for implementing the

integrated model, starting with an assessment of current safety and maintenance practices, followed by the establishment of common goals, roles, and responsibilities across departments. **Invest in training and development programs** to equip the workforce with the necessary skills in both PSM and RCM principles, ensuring cross-functional understanding and effective collaboration. **Foster workforce engagement** by involving employees from all levels in the adoption process, encouraging feedback, and ensuring that the integration is aligned with operational needs and safety standards. **Tailor the model to specific operational contexts** by customizing safety and maintenance strategies according to the unique needs of each operational environment, whether offshore or onshore. **Monitor and evaluate the implementation** through continuous performance assessments to identify areas for improvement and ensure that the integrated model is achieving the desired outcomes in safety and efficiency.

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