International Journal of Applied Marketing and Management
8 (2) 2023, 19-26
http://publishingindia.com/ijamm/

Why Corporates Meet Incidents Regularly? - Half-Hearted Application of Behavioural Science Intervention

Harbans Lal Kaila*

Abstract

Total safety culture calls for multiple actions together at multiple levels of the organisation, and when some actions or levels are missing, then safety becomes a matter of chance. Moreover, when organisations are not implementing behavioural science intervention systematically, then it is 'Bhagwan Barose Surksha'. Total safety culture is multi-factorial and a pretty long-term approach. Safety culture is not a syllabus, and not that everyone can become its mentor. Hence requires a continued patience, and that most organisations are not able to adopt for many reasons, and the incidents continue, not that they do not put efforts. Ten factors that push organisations keep having incidents are the following. Organisations must consider a holistic safety culture framework. Possibility of achieving and sustaining zero-harm for long-term is higher when employees adopt safe behaviour in their personal lives. Almost all at-risk behaviours that triggered incidents did not occur first time. Engineers force workers onsite to do work without safety, and create safety emergencies. Most organisations do not monitor safety culture index. Organisations that meet incidents regularly are the ones who wish to complete work assignments faster without much safety planning. Organisations define safety hotspots but do not address them ethically in terms of safety science and risk science. Organisations (continue having incidents) that opt for only training but not continued mentoring. Organisations that address individual at-risk behaviours, but not organisational behaviours. Organisations that did not increase quality and number of observers for each area. Organisations that did not pursue positive and planned safety culture over the years. This paper explored reflections of the Indian corporate culture on why they keep having incidents regularly. The sample included 32 site locations and interactions with 430 managers and 529 contractors staff in Indian locations. Implications and recommendations are discussed using in-depth qualitative data. The total safety culture is so much complex that mostly the organisational approach is Behaviour Based but partly it is 'Bhagwan Barose Surksha' which becomes the underlying reason pushing corporates towards incidents regularly or occasionally.

Keywords: Safety, Culture, Corporate, Behaviour, BBS, Incidents

Introduction

'Bhagwan Barose Surksha' reflects an Indian traditional thought process that the fatality or death (sooner or later) is, finally, in the hands of Almighty, which drives the safety practices as an organisational culture. Former minister for railways stated that the horrific Indore Patna Express accident killed about 100 passengers and injured more than 200. It would be no exaggeration to say that safety of passengers is literally on 'bhagwan bharose' or Gods' mercy, and many more ghastly train accidents are waiting to happen (Times of India, 2016).

As we celebrate the National Safety Week in the first week of March every year, it is worth reflecting how risk (i.e. lack of safety) is an overlooked aspect for us in our day-to-day lives. It is often seen that people ignore risks and adopt unsafe practices, whether it is crossing the road while the signal is red, walking with mobile phones on the stairs, working at height on an infrastructure project without adequate protective equipment or living with unsafe wiring in old houses etc. overlooking the consequences. We seem to live by the mantra of Trust the Almighty (Bhagwan Bharose) when it comes to safety and are probably the biggest "Khatron ke Khiladi". This maverick and callous attitude has resulted in huge losses

* Professor of Psychology (Retd.) SNDT Women's University, Director - Forum of Behavioural Safety, Mumbai, Maharashtra, India. Email: kailahl@hotmail.com; ORCiD: 0000-0003-4675-7431

in terms of life and property. As a nation, we have seen it all industrial accidents, train accidents, building or bridge collapse, road accidents and the perennial fire or electric accidents (Srinivasan, 2020).

The Epidemic of injuries report exposed lack of behavioural safety measures in Indian companies. In a shocking report on accidents and injuries, Safe in India Foundation revealed the widespread lack of safety measures on the factory floor that is devastating the lives of hundreds of migrant workers. "No worker in any factory is safe," said Laxman Rathore, looking at his hand, which was injured in a factory accident. He had lost three fingers. Sidcul is an industrial area in Rudrapur, Uttarakhand, where over 200 automobile parts manufacturing units are located (Trivedi, 2022).

With deaths on construction sites a daily occurrence, campaigners say the central and state governments need to increase safety inspections and ensure construction workers can access the social security benefits they are entitled to. Although the construction industry is one of the largest sectors of employment in India, it is also the second most hazardous, with an average of around 38 fatal accidents per day (Bandyopadhyay, 2022).

Three workers die every day in Indian factories. India reported 1,109 deaths and more than 4,000 injuries in registered factories, on average, each year between 2017 and 2020. The largely informal economy and under-reporting of incidents even in the formal economy mean these figures are under-estimates (Paliath, 2023).

The reports mentioned above indicate that safety of workers is at Bhagwan Barose Surksha, which means that only God takes care and saves them from incidents. The companies hardly bother about their safety, health, and environment. What is being reported and what is the ground realty makes a huge gap between the two scenarios about safety of workers, which needs an urgent attention.

It is a serious concern and very risky behaviour of organisations when they are not implementing behavioural science intervention systematically, they take it lightly, do not pursue it as prescribed by experts and leave safety of employees 'Bhagwan Barose'. God cares those who care themselves.

Using behavioural science interventions allowed organisations to gain a greater understanding of employees' decisions, impulses and habit formation, and allowed them to offer benefits in the most emotionally appealing and effective way. A growing number of progressive companies are leveraging behavioural science research insights to support employees' well-being. When employed effectively, they can lead to improved uptake of benefits and sustained engagement (WTW, 2023).

Behavioural safety is one of the most mature and efficacious applications of organisational behaviour management in industrial workplaces. Built on the foundation of behaviour analysis, behavioural safety attempts to prevent harm and reduce human suffering by targeting risk and intervening upon environmental factors related to safe behaviours (Ludwig & Laske, 2023).

Safety culture is becoming increasingly popular in many industries to reduce the risk of major disasters and workplace accidents. The USA, China, and Australia are the three countries that contributed the most to safety culture research literature. The subjects with great popularity in the safety culture, as determined by keyword frequency, are safety climate, safety performance, safety, safety management, and human factors (Yalçın, 2024).

Major Objective

Exploring the complexity and dynamism behind the total safety culture as to why the corporates meet incidents regularly or occasionally?

Sample

The present study comprised of field visits to 32 site locations, from which samples were drawn comprising 430 managers and 529 contractors staff. The sampling method utilised was random sampling. Executives, supervisors, department heads, and EHS/HR specialists from the private and public sectors of industry constituted the study sample.

Method

The present article serves as an initial report resulting from a longitudinal action survey that investigated the adoption of safety cultures in a diverse array of organisations. The research involved the participation of industry professionals, who observed the investigator carry out an action field survey. These research participants had been

fostering a culture of behavioural safety conformance at their respective places of employment. Site locations were the industries spanning across India, such as steel, construction, chemicals, oil, gas, and electricity.

In order to gather primary data, ninety interviews, sixty training seminars, and thirty focused group discussions were conducted. An extensive discourse that lasted for approximately three years (from 2021 to 2024) was conducted, consisting of in-depth, open-ended inquiries and personal interviews. The topics of inquiry for both interviews and discussions revolved around the challenges that are inherent in fostering a safety culture within the industrial sector.

Analysis

The thematic analysis performed on the qualitative data yielded the subsequent differentiations and parallels pertaining to safety culture, which were categorised into ten overarching themes. The study's implications and findings are outlined in the following section. They are the result of a comprehensive review of the literature concerning safety culture and the perspectives of industry executives representing diverse organisations.

Results and Discussion

However, it is not possible to control all the hazardous activities at a construction site. Factors influencing accidents at different locations of sites include human behaviour, complexity of work, lack of safety culture, unsafe use of machinery and equipment, and noncompliance with various sets of procedures. It is suggested that an efficient safety management system ought to be based on safety awareness that should then become a culture in the industry. Efficient safety culture should be demonstrated to the public as a good value business (Misnan et al., 2007). Organisations that meet incidents regularly must consider the following ten characteristics. Each of these aspects is elaborated below that needs attention of the corporate leaders:

- *Possibility of Achieving and Sustaining Zero-Harm for Long-Term* is higher when the workforce adopt safe behaviours in their personal live spheres. Safe behaviour is adopted from workplace to anyplace. It is a matter of both time and resources commitment as long-term goal. Zero harm is safety culture movement that focuses on providing a completely safe environment for workers, contractors, and visitors on daily basis that induces disciplined and meaningful behaviours (Tims, 2023). Corporate safety learning must become a learning for personal life safety behaviours, otherwise it does not get sustained in the long run.
- *Almost All At-Risk Behaviours That Triggered Incidents Did Not Occur First Time,* they were repeated, corrected, reoccured and then became an incident which can be a small or very serious. The barrier lies in experienced managers with lengthy tenures who resist correction from young engineers regarding their at-risk behaviours. Furthermore, if observation reporting is not made simple, then incidents / fatalities continue to happen as employees do not participate in safety observation and at-risk behaviour are ignored. As such, people are reactive and they are over-educating safety. Reporting is essential to help create a strong safety culture and can provide companies with great insights into potential problem areas within their business to help prevent future possible incidents (Eco Online, 2024). Power of mitigating at-risk behaviours observation by observation by employees on daily basis, is the strongest way of building safety culture (Kaila, 2024).
- *Engineers Force Workers Onsite to Do Work without Safety,* Engineers are asked at sites to ensure safety without their own safety training, hence they start compliance by force. When engineers or supervisors observe workers, see that they do not get sacred from your looks. If they get scared, they can not concentrate. Teach them with emotional touch. Don't give them stress, otherwise that would become the cause of incident. Tell them in normal way. Consider them brothers, they would do your work perfectly, and incident would also be zero". These reflections are from the supervisors of contractors who are connected with workers. First of all, they are not workers, they are workgroup members. Call them by name. Don't address them as workers. Is your health and safety management mostly proactive or reactive? Which one you focus on could have a big impact on your safety culture. Managers in the corporate sector are mostly reactive and impatient while achieving high targets at work.

- *Most Organisations Do Not Monitor Safety Culture Index,* they just conduct training, do not watch or analyse its impact over months and years. Self-regulation is necessary by those who create the risk (management) and those who work with the risk (workers) by integrating BBS with zero-harm master plan to monitor every month in a digital way. The 'Care-4-life' zero-harm culture project is to be monitored by Apex BBS steering team as well as BBS working committee at each plant. The Behavioural Safety monitoring forum is monitoring more than 200 organisations including multinationals, public and private sector companies in the country. Many organisations in public-private sectors did not continue monitoring behavioural safety cultural trends, and/or their safety culture slowed down after retirement of people responsible for the same. Corporate HSE must do smart planning so that after retirement of key persons, HSE culture does not go down.
- *Organisations That Meet Incidents Regularly Are the Ones Who Wish to Complete Work Assignments Faster* in a lesser time without much safety planning. Their focus lies on task completion than safe behaviours. Safety is not determined by the absence of accidents, but defined by being vigilant and conscious. Most organisations focused on work completion especially during the visits of VIPs and forced workers to hurry up and complete 4 days work in two days, causing fatigue and sleepless nights, leading to serious incidents and fatalities. The responsible leaders can enforce and implement safety standards in the organisation through policy making, planning, training, and communication (Saleem & Malik, 2022).
- *Organisations Define Safety Hotspots but Do Not Address Them Ethically,* like safety science develops SOPs but risk science say that SOP must be inculcated and demonstrated as a daily value in behaviour of people. Practically, there remains a difference between risk and safety approaches that would lead to incidents. Behavioural safety compliance ethics policy and committee is required to address the gaps between safety hotspots and their redressals. A successful ethics and compliance programs need to know: What ethics challenges are common in the work we do? In our workplace? Where are our greatest areas of risk? Which groups of employees, locations, business units, are potential hot spots? What values are important to our company and its employees? What values are necessary for our business, our work in particular? (ECI, 2024).
- *Organisations (Continue Having Incidents) Opted for Training Only but Did Not Continue Mentoring* or handholding by the safety culture experts while sustaining behavioural safety culture. Training of all concerned stakeholders is required on building supportive safety culture. The management empowers everyone to participate in safety culture by actions below:
    - Management will release a BBS policy.
    - Management will send a circular to all for daily BBS practice.
    - Management will monitor BBS progress weekly. Management will introduce a digital reporting of spot-corrections by everyone daily.
    - Management will conduct BBS Mass-communications weekly.
    - Management will reward best observers weekly.
    - Management will link BBS to HODs performance objectives.
    - Management will adopt zero-harm policy which includes zero injury culture both physical as well as psychological.
    - Management will adopt systems correction as well as correction of barriers resources, etc.
    - Management will arrange for BBS training and retraining for all employees and associates.
    - Management will adopt positive safety culture as a long-term planned behavioural science intervention (Lal & Choueiri, 2023).
- *Organisations That Address Individual At-Risk Behaviours, but Not Organisational Behaviours* such as lacking support on the spot by seniors to juniors, providing resources, environmental aspects, thick hierarchy, not connecting with people down the levels or listening to them for their issues. Hence people do not feel safe to speak up, thus psychological aspects of safety become a barrier in building positive safety culture. Other organisational aspects can be the human factors, human error, cultural diversity, and so

forth. Diversity, equity, and inclusion are poised to ascend as critical components of workplace safety. Recognising that a diverse and inclusive environment fosters a sense of belonging and psychological safety, organisations are prioritising these initiatives to enhance overall well-being (Safety Connect, 2024).

- *Organisations That Did Not Increase Quality and Number of Observers for Each Work Area*. A focus on behaviours can improve health and safety performance in the workplace. However, before any initiative to change behaviours, several other conditions must be satisfied first. Companies have trained limited safety observers only for staff, neglecting workgroups comprised of contractors who are more vulnerable. Rewards for observers must be made more frequent to keep them motivated. A manager cautioned that people have become more like police not observers. Observer development is most important in building safety culture. Connect, care and being contactable are most significant qualities of observers. A manager reported that when there are only staff observers, not workmen, there develops a divide between staff and workmen. Workmen hide incidents. Therefore, all workgroups must be trained as observers (Lal, 2023).
- *Organisations That Did Not Pursue Positive and Planned Safety Culture over the Years*. A focus on individual behaviours is not the most effective approach to address workplace health and safety, hence focus on several organisational behaviours such as human factors, human errors, cultural diversity, psychological safety, and cultural safety. The Hierarchy of Controls (like elimination hazard by design, substitution control by process/material, engineering control by barrier, administrative procedure/policy, PPE, safety culture) is a key concept, providing an order of priority for taking measures in relation to health and safety (Human Factors, 2024). Safety culture intervention needs to be pursued as long-term approach.

Conclusions and Recommendations

According to the 2023 Key Work Health and Safety (WHS) Statistics, workplaces have witnessed more than 1,850 fatalities and 1,140,000 serious compensation claims over the past decade. Although there has been progress in enhancing workplace safety, the data indicates that further efforts are required (Safety Doc, 2024). Research points towards a huge gap between compliance and non-compliance in Indian organisations (Kaila, 2024a). Nearly three million people die due to workplace incidents every year (Fig. 1). This is because the companies are not serious with safety measures, and/or they fulfil minimum level of safety requirements. The safety culture development largely depend on employee learning from behavioural outcomes, conducive enabling factors, and consistency over time and guides efforts to understand and develop safety culture in practice (Bisbey et al., 2021).

The following implications are made based on conclusions drawn from this study findings.

- Two types of safety culture framework are followed, the first one, in which only management staff are safety observers, in the second framework, only people down the levels, the middle level or lower level employees are trained as observers. Both have lacunas in terms of dependent safety culture. An ideal framework would involve all employees, from top to bottom, are active observers, and take care of each others' safety as an organisational SOP linked to their key result areas (KRAs).
- In many Indian companies, it is partly a behavioural science based safety intervention but partly a Bhagwan Barose Surksha (BBS) culture which is why the organisations meet incidents regularly.


3 million people die at workplaces each year

IN HEALTH

Nearly 3 million people die annually of work-related accidents and diseases.

Nearly three million workers die every year due to work-related accidents and diseases – an increase of more than 5 per cent compared to 2015, according to new International Labour Organization (ILO) research. Most of these work-related fatalities (totalling 2.6 million deaths) stem from work-related diseases, while work accidents account for an additional 330,000 deaths. A new ILO report, *A Call for Safer and Healthier Working Environments*, which was recently launched at the 23rd World Congress on Safety and Health at Work in Sydney, found that circulatory diseases, malignant neoplasms and respiratory diseases rank among the top three causes of work-related death. Together, these three categories contribute more than three-quarters of total work-related mortality. More specifically, work-related circulatory diseases were the major cause of 912,000 deaths globally, followed by 843,000 work-related malignant neoplasms.

In terms of regions, the Asia and the Pacific region has the highest work-related mortality (63% of the global total), which reflects the fact that the region possesses the highest working population in the world. In relative terms, work-related fatalities represented 6.71% of all deaths globally. The attributable fraction of work-related deaths is estimated to be highest in Africa (7.39%), followed by Asia and the Pacific (7.13%) and Oceania (6.52%). In terms of gender breakdown, more men die from work-related incidents (51.4 per 100,000 working age adults) compared to women (17.2 per 100,000), while the overall male mortality rate (108.3 per 100,000 in the labour force) was significantly higher than the female rate (48.4 per 100,000).

In terms of injuries, the report estimates that 395 million workers worldwide sustained non-fatal work injuries. Agriculture, construction, forestry and fishing and manufacturing are the most hazardous sectors, accounting for 200,000 fatal injuries per year, which represents 63% of all fatal occupational injuries. In particular, one-in-three fatal occupational injuries worldwide occur among agricultural workers.

Looking in detail at the most prevalent occupational risk factors, the World Health Organization (WHO) and the ILO developed a joint estimation methodology to produce a WHO/ILO Joint Estimates of the Work-related Burden of Disease and Injury. To date, 42 pairs of occupational risk factors and associated health outcomes (namely a specific disease or injury) have been studied. These estimates provide evidence on the relation between occupational exposure to specific risk factors and the subsequent negative health outcomes.

Among the 20 occupational risk factors considered, the one with the largest number of attributable deaths in 2016 was exposure to long working hours (55 hours or more per week), which killed almost 745,000 people, followed by exposure to occupational particulate matter, gases and fumes with over 450,000 associated deaths, and thirdly occupational injuries with over 363,000 deaths. The WHO and ILO also estimated a total of 90.22 million disability-adjusted life years (DALYs) were attributable to the 42 specific pairs of occupational risk factors and health outcomes (where one DALY represents the loss of the equivalent of one year of full health).

Occupational injuries were responsible for the largest number of DALYs lost (26.44 million), followed by exposure to long working hours (23.26 million) and occupational ergonomic factors (12.27 million). In line with the ILO global estimates discussed above, the burden of specific occupational risk factors considered by the WHO/ILO joint estimates show varying evolution over time. For example, the rate of trachea, bronchus, and lung cancers attributable to occupational exposure to chromium doubled between 2000 and 2016. Mesothelioma attributable to asbestos exposure has risen by 40%, while the rate of non-melanoma skin cancer increased by over 37 % between 2000 and 2020. On the other hand, deaths due to exposure to asthmagens and particulate matter, gases, and fumes decreased by over 20%.

11 / MONITOR FEBRUARY 2024

Fig. 1: Nearly 3 Million People Die Due to Workplace Incidents Every Year

Indian organisations adopted the behaviour based safety (BBS) implementation, the road-map and action plan to implement BBS approach, and behavioural trends from a large gas company, two aluminium plants, a shipbuilding company, and an engineering plant. A mix of qualitative as well as quantitative approach was useful for companies considering implementing BBS in order to achieve zero-accident/injury-free culture at their workplaces. A comparison of the five multinational organisations all over India revealed the behavioural trends on an average as follows: safe behaviours are 70%, unsafe behaviours as 30%, corrections of unsafe behaviour as 67%, and interestingly safe behaviours went up to 90% (Kaila, 2018). As much as 30% at-risk behaviours are left to chance till corrected, causing incidents. BBS town-hall by HODs is the key to safety culture.

Everyone cannot be an effective safety culture mentor, but if there is a sincere willingness, it is achievable. At the same time, there are levels of mentoring effectiveness which comes with time, hard work, involvement, and dedication. Being an effective safety mentor will require you to be successful, participative, competent, confident, and credible (Matei, 2024). Mentoring cannot be forced by seniors on people who are not willing, in that case, the results would be negative. Safety culture is not a syllabus that one can teach to anyone, however, if we inspire someone, then only he/she would continue the journey.

Table 1 explored ten various factors that pushed organisations having incidents on regular and/or occasional basis making a case for lacking in certain components of the total safety culture.

Higher the safety culture considering these 10 factors checklist, lesser the incidents, and vice versa. This inverse relationship provides insight to organisations to focus on the positive safety culture. Organisations must work on these factors in order to have a tight control over the safety culture. A poor health and safety culture can adversely affect your employees, production, and company reputation. When you want to improve safety at your facilities, understanding the signs of a poor safety culture can help you identify where to apply your efforts (Rigid Lifelines, 2023).

Table 1: Ten Factors Framework on Organisations Having Incidents Regularly or Occasionally

• Possibility of achieving and sustaining zero-harm for long-term.
• Almost all at-risk behaviours that triggered incidents did not occur first time.
• Engineers force workers onsite to do work without safety, and create safety emergencies.
• Most organisations do not monitor safety culture index. Reviews and reinforcement, rewards and recognition are necessary to sustain safety culture outcomes.
• Organisations that meet incidents regularly are the ones who wish to complete work assignments faster without bothering much about safety planning.
• Organisations define safety hotspots but do not address them ethically, in terms of safety science and risk science.
• Organisations (continue having incidents) that opt for only training but not mentoring.
• Organisations that address individual at-risk behaviours, but not organisational behaviours.
• Organisations that did not increase quality and number of observers for each area.
• Organisations that did not pursue positive and planned safety culture over the years.

- Safety competency is regarded as a pillar of an organisations' safety culture and one of the safety climate dimensions. Safety competencies can be a vital point to controlling and maintaining the sustainability of safety and health in a society and organisation (Rahman et al., 2022). Most of qualified and trained HSE professionals (except few) coordinate safety culture programs, but they hardly tend to learn new concepts of safety culture. This attitude hampers the implementation results of positive safety culture. The competency development of safety professionals is essential so that the organisations don't meet incidents regularly or occasionally. They must understand the distinction between traditional safety and safety culture movement which requires an organisation-wide involvement in safety participation including all contract workers.
- The fact that more organisations are acknowledging the important connection between workplace conditions and well-being is an encouraging shift for industry professionals. Workers have more leverage than ever to demand that employers evolve by creating an environment that values their well-

being (Stringer, 2023). Safety culture means that we do care our colleagues, our citizens, our country people that nobody gets injured. We do not leave it to chance rather find time and make opportunity for the same. Care and support for wellbeing of people at workplace with a feeling to connect and converse with people about the risk that must not affect them (Kaminski, 2024). How to ensure that the organisations are not leaving safety culture to chance or 'bhagwan barose'?

A missing or inadequate safety culture would lead to concerns such as increased injuries, fatalities, and legal issues. Nobody is denying that workplace safety is important, but it's unfortunately common for businesses to ignore its necessity. Americans believed their safety at work is more important than ever, 5,190 fatal work injuries were recorded in the U.S. in 2021, making an an 8.9 percent increase from 2020, and to make matters worse, 82 percent of employers in a stated that they wanted to focus on implementing better health and safety protocols in 2021 (JONES, 2023).

Howsoever, well defined, and well assessed, the total safety culture or total risk management remains undefined to a certain extent in any organisation, but each employee or worker is trained to remain active to combat risk any time, before it impacts anyone, anywhere, anytime. Total safety culture calls for multiple actions together at multiple levels of the organisation, and when some action or level is missing, then safety is left to chance or it is at 'Bhagwan barose' or chalta hai attitude. Hence the organisations must consider a holistic safety culture framework as discussed above, and his article would provide support in this direction to the corporates in achieving their dream goal of zero-harm. The journey and the cultivation of safety culture predominantly evolves on the practical perspective of mitigating incidents through the establishment of enterprise safety culture, while greater emphasis on theoretical considerations, specifically focusing on the impact of safety culture atmospheres within enterprises on employees is essential (Wen et al., 2024).

Tolerance for the poor planning and unsafe behaviour is very high in India. Safety emergencies are created by some passive safety professionals and inactive management who push aside the experts reminders / recommendations and early warning assessments, and wait till a mishap or emergency is created. The incidents do not just happen, but are created and safety of employees / workers is left to chance and Bhagwan Barose, and incidents affect the workforce badly, and then the entire circle of blaming, fixing someone, court case, compensation claims take place which are an outcome of a worst reactive safety culture. The focus must be on facilitating knowledge exchange on best practices to make industry safer through best emergency planning, risk assessment and use of technology for the early detection of potential risks and environmental hazards (FICCI, 2024).

Despite the implementation of safety culture, the incidents happen as because it did not reach or connect with the last persons at sites. Workers do what they watch, and mirror what safety culture is demonstrated by their seniors or supervisors at sites / plants. Safety-in is safety-out. Finally, Nation lives on the citizens' honest safety efforts, while they save someone from an injury or fatality!

References

Bandyopadhyay, O. (2022, October 07). *Construction in India: A dangerous business.* Retrieved from https://www.britsafe.in/safety-management-news/2022/construction-in-india-a-dangerous-business

Bisbey, T. M., Kilcullen, M. P., Thomas, E. J., Ottosen, M. J., Tsao, K., & Salas, E. (2021). Safety culture: An integration of existing models and a framework for understanding its development. *Human Factors, 63*(1), 88-110. doi:https://doi.org/10.1177/0018720819868878

ECI. (2024). *Five ways to reduce ethics and compliance risk.* Retrieved from https://www.ethics.org/resources/free-toolkit/reducing-risk/

Eco Online. (2024). *Near miss & incident reporting: Everything you need to know.* Retrieved from https://www.ecoonline.com/near-miss-incident-reporting-everything-you-need-to-know

FICCI. (2024, March 18). *Conference on industrial safety & disaster risk reduction*. Retrieved from https://www.ficci.in/api/event_details/27132

Human Factors. (2024). *Should you focus on behaviours?* Retrieved from https://humanfactors101.com/2021/08/22/should-you-focus-on-behaviours/

Jones, R. (2023, April 17). *Understanding the true cost of a poor workplace safety culture.* Retrieved from https://ohsonline.com/articles/2023/04/17/understanding-the-true-cost-of-a-poor-workplace-safety-culture.aspx

Kaminski, S. (2024). *How to prioritize workplace safety in 2024.* Retrieved from https://

www.businessbusinessbusiness.com.au/how-to-prioritize-workplace-safety-in-2024/

Lal, H. (2023). Companies design safety culture intervention enthusiastically, why don't they continue? *International Journal of Education & Management Studies, 13*(2), 169–175.

Lal, H., & Choueiri, E. M. (2023). The integration of behaviour-based safety (BBS) as a company value is advocated! *World Safety Journal (WSJ), 32*(2), 49–55. doi:doi.org/10.5281/zenodo.8105788

Ludwig, T. D. & Laske, M. M. (2023). Behavioral safety: An efficacious application of applied behavior analysis to reduce human suffering. *Journal of Organizational Behavior Management, 43*(3), 190–220. doi:https://doi.org/10.1080/01608061.2022.2108536

Kaila, H. L. (2018). behavioral intervention in safety management of Indian corporates. *Journal of Organisation and Human Behaviour, 4*(1), 19-27.

Kaila, H. L. (2024). *Positive safety culture for zero-harm*. TechSar. IK International Pvt. Ltd. New Delhi, India.

Kaila, H. L. (2024a). *Developing organizational compliance culture in the Indian context: Current status, views and recommendations*. doi:https://doi.org/10.1007/978-981-99-9688-9_5.

Matei, K. B. (2024, January 21). *How to be a better safety mentor*. Retrieved from https://www.safeopedia.com/2024/01/26/how-to-be-a-better-safety-mentor

Misnan, M. S., Mohammed, M. A. H., Mohammad, I. S., & Nesan, L. (2007). Problem and issues in developing safety culture in construction industry. *Malaysian Journal of Real Estate, 2,* 61–69.

Paliath, S. (2023, January 21). *3 workers die every day in Indian factories, Govt. data show.* Retrieved from https://www.indiaspend.com/special-reports/3-workers-die-every-day-in-indian-factories-govt-data-show-850083

Rahman, A. F., Arifin, K., Abas, A., Mahfudz, M., Cyio, M. B., Khairil, M., Ali, M. L., Lampe, I., & Samad, M. A. (2022). Sustainable safety management: A safety competencies systematic literature review. *Sustainability, 14*(11). doi:https://doi.org/10.3390/su14116885.

Rigid Lifelines. (2023, March 27). *10 signs that your organisation might have a negative safety culture.* Retrieved from https://www.rigidlifelines.com/blog/10-signs-that-your-organisation-might-have-a-negative-safety-culture/

Safety Connect. (2024, January 19). *7 workplace safety trends for 2024.* Retrieved from https://www.linkedin.com/pulse/7-workplace-safety-trends-2024-safetyconnectio-piigc

Safety Docs. (2024, January 9). *Safety as a culture: benefits and importance of safety culture*. Retrieved from https://safetydocs.safetyculture.com/blog/safety-as-a-culture-benefits-and-importance-of-safety-culture/

Saleem, F., & Malik, M. I. (2022). Safety management and safety performance Nexus: Role of safety consciousness, safety climate, and responsible leadership. *Int. J. Environ. Res. Public Health, 19,* 13686. doi:https://doi.org/10.3390/ijerph192013686

Srinivasan, G. (2020, March 19). Safe Power for All is the need of the hour. Retrieved from https://energy.economictimes.indiatimes.com/energy-speak/safe-power-for-all-is-the-need-of-the-hour/4106

Stringer, H. (2023, January 1). Worker well-being is in demand as organizational culture shifts. *Monitor on Psychology, 54*(1). Retrieved from https://www.apa.org/monitor/2023/01/trends-worker-well-being

Times of India. (2016, November 21). *Passenger safety bhagwan 'bharose'*. Retrieved from https://timesofindia.indiatimes.com/india/passenger-safety-bhagwan-bharose/articleshow/55533008.cms

Tims, C. (2023, February 20). *Achieving zero harm culture in the workplace.* Retrieved from https://www.ehsinsight.com/blog/the-zero-harm-culture

Trivedi, D. (2022, Feb 13). *'Epidemic' of injuries: Report exposes lack of safety measures in auto component makers*. Retrieved from https://frontline.thehindu.com/the-nation/epidemic-of-injuries/article38383967.ece

WTW. (2023, March 20). *Harnessing the science of behaviour to improve employee wellbeing*. Retrieved from https://www.wtwco.com/en-gb/insights/2023/03/harnessing-the-science-of-behaviour-to-improve-employee-wellbeing

Wen, M., Gou, Z., Xiong, C., Wang, Y., & Cheng, D. (2024). Research status and trends of enterprise safety culture: A knowledge graph analysis based on CiteSpace. *Frontiers in Public Health, 12.* Retrieved from https://www.frontiersin.org/journals/public-health/articles/10.3389/fpubh.2024.1362830

Yalçın, E. (2024). *The global research trends on safety culture over the last decade: A bibliometric analysis*. doi:https://doi.org/10.25762/21qn-dc43