

WHY ORGANISATIONS FAIL IN SAFETY CULTURAL MAPPING AND CONTROLLING RISKS?

Harbans Lal Kaila*

Abstract *Safety culture is an elaborate subject and to make working safer for people is very critical and challenging. Safety culture: are organisations thinking and doing it right? Millions of people die in accidents despite the increased focus on safety of people. This paper deals with a critical aspect of industry's safety scenarios which is how to help understand mapping indices of safety culture in organisations? This research is based on official records, reviews, accidents accounts, eye witnesses, field insights, surveys, interviews, field insights, questionnaires, experts responses and recommendations. Seven indices would help us understand whether organisations are really adopting safety culture into workplaces. Make working safer for people: adopt positive safety culture. Safety culture: are organisations thinking and doing it right? The safety puzzle: too many unresolved questions. Safety culture: leaders don't speak truth to company directors. Corporate safety culture is in celebration and meetings mode, not behavioural safety culture. Integration of safety systems across departments is crucial. Companies must understand that behavioural safety is one part of total safety culture. Increase social participation in safety culture beyond industries. Everyone matters in some way in terms of our work, then why safety is not followed in every respect raises a serious question on our culture?*

Keywords: *Safety, Culture, Risks, Mapping, Organisations, BBS*

INTRODUCTION

Every organisation or plant has a potential for accident, but in a natural way, we don't wake up unless it happens to us. Most of the times, companies and their employees are aware of the unsafe conditions and behaviours around them but they don't act upon it as cultural implications. They believe that the deviations have since been not resulted into incidents; they have kind of fixed the issues. So they keep quiet. Unless the severity and criticality increase, and fatalities take place, the management doesn't take actions.

As per dozens of air crashes incidents documented by the National Geographic, almost all safety deviations have taken place in the so-called safest aviation industry all across the world. Aviation industry is supposed to be the safety amongst all industries. But a series of accidents in this industry across the globe indicate that despite experienced pilots and technologically advanced aircrafts, there were issues with regard to designing and system failures, temporary repairs and maintenances, periodic inspections, training, retraining, cargo, material handling, use of bogus or unapproved tools, manpower shortages, sabotages, human miscalculations

of fuel, engine failures, instrumentation, two-way open and closed communication, out-of-date technology advancements, hiding necessary documentations, stresses and anxieties, not following standard operating procedures, non-adherence, human behaviour, group-think, group errors, airlines not fixing complaints immediately despite several reminders, bad weathers and so on. This shows that the safety performance can fail anywhere irrespective of sectors killing hundreds of people. What we consider as safest may be our mistaken perception. We need a daily fresh observation and strict reviews of routine processes. Some aviation and other companies had to close down due to accidents related court cases, compensations, bankruptcy, etc. Everyone would play a small role to make it a big contribution so that even the small incidents can be prevented. Each of the departments (electrical, mechanical, instrumentation, etc.) must play their roles independently to make it safer for everyone in the organisation by confirming that everyone is working safe. Maintaining safety procedures may be costly for organisations, but not maintaining them would be even costlier. Mistake of ground personnel if not corrected by crew on board can cost life of hundreds.

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

Safety culture has become popular in many sectors to reduce the risk of accidents in the workplace. Topics such as safety risk, safety management and human factors are increasingly receiving attention (Yalçın, 2024). Even till recently man, one in ten patients in developed countries still suffer in hospitals due to safety measures. The most frequently stated strategy is communication, followed by collaboration and good leadership. Compromise strategies can support the development of a culture in which organisations implement safe practices and behaviours, thereby reducing risks (Pacenko et al., 2024).

In organisations, while moving from the existing safety cultures to future transformation, the intervention mapping can be helpful but it demands a lot of courage, commitment and compassion to pass through this journey. Some organisations focus on change; others target transformation of safety culture. But they must understand the difference between the both; one is temporary and second is the permanent and sustainable culture.

The objectives of this research are to explore the indices that would help understand whether organisations are really adopting and mapping safety culture into workplaces.

METHODOLOGY

This research is conducted over a year during January to December 2024 across 45 plants in India including 2500 employees from diverse industry sectors and the data is drawn from the official records, reviews, accidents accounts, eye witnesses, case studies, field insights, surveys, interviews, field insights, questionnaires, experts responses and recommendations. This article is an extract from a larger research. Seven themes as listed below were identified from the qualitative and quantitative data of this research.

- *Make working safer for people:* Adopt positive safety culture.
- *Safety culture:* Are organisations thinking and doing it right.
- The safety puzzle: Too many unresolved questions.
- *Safety culture:* Leaders don't speak truth to company directors.
- Corporate safety culture is in celebration and meetings mode, not behavioural safety culture.
- Integration of safety systems across departments is crucial.
- Companies must understand that behavioural safety is one part of total safety culture.

This paper elaborates on these research themes and conveys clear communication to industry and all workplaces that if organisations are willing to control risks and achieve zero-harm objective, must weigh and map out as to how much

they stand out, evaluate as well as benchmark on the above seven indices.

RESULTS OF THE STUDY

Make Working Safer for People: Adopt Positive Safety Culture

We should never forget that unsafe acts caused certain companies disappeared from the global scenarios as well as from their respective businesses. Safety is not all that you know, but it is much more that you don't know. Lot of advancement in self-learning is required for all of us. Accidents don't happen daily but behavioural deviations do happen regularly. Every day is a safety disaster day if unsafe behaviours are not spot-corrected by empowered observers in every workplace. Organisations must understand and implement this.

Incidents in almost every organisation demonstrate a lack of compliance and inadequate participation of people within the organisation. Is this the reason why it is necessary to understand that nature repeats itself? Failure of an organisation to comply with safety practices is a serious crime against its employees. A safety culture and effective employee relations management will help prevent workplace risks and reputational issues for the company. Health and safety management aims to influence the safety culture through the safety performance of the organisation's financial operations. Providing incentives for workplaces where companies have policies to improve employee health and safety, train employees, or have safety controls will have a positive impact on safety (Irene et al., 2024).

Implementing safety culture systematically in organisations cropped up several benefits and returns on investment, such as developing culture towards 'zero accident'; reduction in accidents/non-injury cases; engagement by employees and teamwork developed; positive reinforcement instead of assigning responsibility for mistakes; consolidation of an efficient culture of safety; direct and active involvement and support from upper management and at other managerial levels. An average reduction of at-risk behaviours from 26 percent to zero level was achieved by organisations by involvement of HODs, plant heads and company directors.

Companies have framed the policy at the organisation level and targets have been set for all categories as outlined below:

- *Set attainable goals:* Find out maximum unsafe practices in their respective shift.
- *Provide immediate praise for accomplishments:* Recognition of individual for their accomplishments which provides positive reinforcement that what they're doing is successful, leaving them with feelings of empowerment.

- *Create an employee incentive program:* Incentive not only encourages employees to do their best work but also gives them something for which to strive.
- *Ensure a healthy work-life balance:* Maintaining a good work-life balance helps employees feel happier and more motivated within their roles.
- *Create a positive work environment:* positive work environment supports enthusiasm, collaboration and motivation.
- *Encourage an open-door policy within the workplace:* Providing an open line of communication for team members to freely express questions, thoughts and concerns enable them to feel more comfortable and secure in their roles.
- *Provide opportunities for career development and advancement:* Making sure that employee growth and continued learning are priorities within the organisation for which we work can create a positive work culture. Offering free on-the-job training and certification courses are a great way to keep employees feeling motivated, excited and happy about their work.
- *Promote team collaboration:* It's beneficial for employees to feel a sense of teamwork and collaboration since employees typically spend about 48 hours a week interacting with one another.
- *Offer mentorship opportunities:* Offering opportunities like one-on-one coaching and mentoring within a small group setting can inspire employees to ask questions and set more advanced goals that may encourage to work harder and continue learning and growing within their careers.
- *Build trust within the team:* Giving trust to our colleagues can encourage them to offer the same respect and may motivate them to meet our expectations. One way to promote trust as a manager is to offer more independence to team members.
- *Inform team members about company happenings:* Those who understand how the company for which they work functions may be more likely to stay in their role, increasing employee retention.
- *Give frequent feedback:* Providing frequent feedback can allow individuals to strategise for improvement.
- *Role of corporate communications department is crucial in spreading positive safety culture as corporate value.*

Safety Culture: Are Organisations Thinking and Doing it Right

A worst demoralising thing that can happen in an organisation is that someone dies in an accident, which is

disheartening to people who work together with the person who lost life.

Many questions arise, such as how much risk should we take in this competition. All these problems and emotions lead to incomplete safety leadership. The acceptance and implementation of responsibilities by the Safety Committee requires strict monitoring and review (Mahajan et al., 2024).

Safety culture transformation (SCT) needs a team of dynamic cross-functional change catalysts from an organisation who are a task force responsible for all actions required for this transformation over specified periods. An orchestrated team functions to check and balance safety culture progress periodically very methodically. But the determination for the high spirited safety culture teams don't stop even when there are setbacks while working toward a single purpose of saving everyone from a smallest injury. It is critical to understand the magnitude of actions required for safety culture implementations.

Do companies conduct mental health surveys for their employees and associates so that their mental health conditions don't interfere into safety practices? With safety concepts and concerns come a positive attitude for safety, if that doesn't happen, people don't start practicing safety on daily basis. Hence a challenge before manager is to reinforce that attitude of safety.

Industry all over the world need to look inside for realisation into safety of their manpower whether they could do it? And what is lacking in their attitude and what do they must do in this direction?

Safety culture must be achieved in a time framework. Each of its components and actions must be set on stipulated time for an entire organisation. ABC framework works only when the following is practiced. Awareness (A) to all, belief (B) among all, then consequences (C) are natural. But most organisations don't practice the above, due to which consequences are the incidents, fires and fatalities.

Periodical health or medical check-ups of every worker are necessary for safety reasons, which is not really happening in organisations, that creates a critical challenge in SCTs.

Having an organisation-wide safety culture observers would mean that there are multiple level risk controls which provide a very tight control over risks that could lead to an incident. A very important aspect here is that all the automation, sophisticated instruments and process controls also are to be monitored by an observation eye of human observers. Hence the human observers are not replaceable by any automation.

Most critical research queries are whether organisations learn to change from incidents? How do they imbibe the changes? Despite serious accidents in aviation industry, we don't yet really know whether the air bus industry or airlines

themselves changed due to horrible accidents that killed hundreds of people in several incidents in records. Certain risks may be blind and uncertain that put up a challenge to turn safety culture more difficult.

The Safety Puzzle: Too Many Unresolved Questions

Increase of production and expanding business is a safety problem which is often bypassed in such scenarios. Due to heavy demands of work and productions, the poor or lack of sufficient detailed maintenance had caused even major accidents in aviation industry, not once but many times in several countries.

The levels of challenges on SCT vary from organisation to organisation and time to time depending upon the exceptional skills of leaders while tapping the missing links during implementing the safety culture in their organisations.

SCT is to move from culture A to culture B, which involves many actions at many levels with certain timeframes. Every operation in the organisation is connected with each other for doing things safely. Therefore we need to see them in interactions how their safe and unsafe behaviours affect each other for organisational safety purposes.

Ethics, human relations, values, all are important for SCT.

While managements expect workers committed for production and they fulfill that, then why not managements fulfill their commitments on safety for workers?

Organisations must conduct safety culture very methodologically in terms of company-wide awareness, month-wise behavioural trends measurement.

SCT is a long-term planned intervention which means commitment for not over months but years for an entire organisational change. Most organisations fail in this aspect of struggle to reach the destination of zero-harm.

Safety crimes are essentially intentional, if safe practices are not the choices of an organisation. The safety-production dilemma describes the problem of maintaining safety culture. Safety culture is what we address as people's safe behaviours. Safety culture is a fast growing wave in industry today. Addressing gaps in building long-term supportive safety culture for companies underlines a set of unresolved questions on behavioural risks management in industry and possible solutions. Everyone raises voice for safety, safety culture comes and risk disappears, is it so simple? Most companies delayed their HSE decisions till they suffered. Why so? Without inculcating safety as a core corporate value, industry cannot be considered safe.

Behavioural safety culture is a live surveillance on the risks and their spot-correction to ensure that the safety culture

building process is kept on. Behaviouralisation of safety culture is necessary to overcome incidents and accidents at sites. Behavioural Safety education to one and all is the safety culture being addressed by the most. Ideologies on safety cultures vary across the industries in terms of practices. It is vital to identify the unresolved critical questions on behavioural safety supportive culture implementation in industry and raise possible solutions.

Organisations must reflect upon the critical issues such as basic questions on long-term safety cultures; reactive safety culture; collective voice and leadership for at-risk behaviours; religion, spirituality, festivities for safety at sites; implementation of safety with feeling for others; features of companies not empowering their workforce for performing safety implementation; competencies gap amongst the safety professionals, major roadblocks in HSE decisions-making, spot-implementation of behaviour based safety (BBS) approach by top leaders, and myriad factors to advance the success of long-term supportive safety culture.

News of all safety issues such as fatalities reaches shareholders and affects the company's products. Experts emphasise that safety should be ensured in the business culture through safety behaviours and daily inspections (Lal, 2022).

Safety Culture: Leaders Don't Speak Truth to Company Directors

Nobody speaks up to the company directors that there's a something seriously unsafe in the company's safety culture in terms of behaviours leading to incidents. In this regard, the Chairman Vardhman emphasised consciousness of the mind. In his words, "Don't hurt or harm anyone's life because you want more production. Without behaviour based safety, we cannot achieve zero-harm objective". He further emphasised that the lady key observers must be trained to spread positive safety culture to 1500 lady co-workers in the plant. Lead trainers were also identified for each plant and departments to take implementation down the levels.

Companies may achieve 99 percent behavioural safety culture through long-term rigorous efforts but the total safety culture remains 10 percent less, as it includes many other aspects such as human, cultural, process, psychological, organisational and so on. KK Sharma, an EHS expert firmly believe that BBS culture has to be site-specific as of now as many of our units have still to mature. Safety implementation is very relative to the company culture.

Safety culture is not truly bottoms-up approach, as top management is not ready to listen to the true gaps in safety culture in terms of at-risk behaviours, and hence employees present only a rosy picture. Employees save their jobs, employers save the cost, in this process, incidents and

fatalities keep happening. By and large, industrial safety and health (ISH) inspectors are corrupt which disrupts the positive culture of safety and health to grow in organisations. The factory inspectors are not interested in enforcing safety standards but they want to fill their pockets. This scenario is killing the life of unfortunate ones during the incidents.

Most managements in organisations support at-risk behaviours by group think, normalisation of deviations, cost cutting, setting higher production targets, silent approval of at-risk behaviours, not approving safety decisions, hiding safety incidents, taking support from factory inspectors by corruption and so on.

Managing Director (MD) of Thermax Ltd believes that 50 percent of workmen must be active observers. All Leaders' KPI must be connected with behavioural safety culture. Company's Fitter who is best observer of risk control by spot-correction of at-risk behaviours is rewarded by the MD of the company.

Globally, workers give best production in any company, then why should they get injuries or fatalities just because organisations don't have sufficient safety culture for them. Break the organisational cycles that stop safety culture progress. The routine SOP errors that go unchecked become the daily latent unsafe acts lead to incidents. The observation procedures can still stall these daily errors and stop incidents. Everyone, however senior or junior would behave safe or unsafe at times, hence everyone needs another person's caring observation for safety. Safety policies to be effective must be reinforced by HODs and in-charges at the ground levels.

Is safety culture a mere science or an art of organisational skills, needs to be explored? Awards and certificates don't ensure zero-harm mindset that no incidents would take place. This myth prevails in an organisational mindset that international audits and award would provide better coverage for incidents control. Eyes for daily observation at every workplace are a better grip.

Human errors in safety cannot be defined so well but the missing words and unspoken lines fill that all, if those were said in time, would have saved lives.

Pure objective of Bharat Bane Surkshit believes that the safety culture can best spread through family to society to industry to anyplace. Dr Ramesh of BARC observed that family has a much bigger role to play in safety.

Safety culture is an engine of business sustainability, in which the top management role is paramount. When employees don't speak safety truths to company Directors, directors also don't support safety decisions. How do company directors support safety culture excellence is a deep question to explore the goal of incidents-free status? The issues related to the top/site management at large are

responsible for weak safety culture at the corporates as well as sites resulting in incidents and fatalities.

About 80 percent of business professionals believe that management is not willing to promote a safety culture equal to business performance. Senior managers need guidance on the impact that creates climate change (Kaila, 2022).

This requires us to spend more time and resources on how those who are seen as powerful can invite the silenced to speak up and then have their voices heard. It asks us to question and influence the way we create energy in the workplace. In all sectors, employees are silently contributing to relationships, creativity, collaboration and performance. Therefore, leaders must develop the ability to encourage more voices to speak up, challenge consensus and generate ideas. This can be said to be a significant leader (Reitz & Higgins, 2021).

Corporate Safety Culture is in Celebration and Meetings Mode, not Behavioural Safety Culture

It is observed that the top management feeds wrong safety information to directors as everything is fine. They come to know only when fatal accidents happen in plants. Directors are not made aware that almost one third of manpower is engaged in at-risk behaviours that lead to critical safety incidents. At present, plant heads and HODs are not giving time for safety, they are only concerned about quality and production. They pass the buck to down the levels for safety. Top management are more serious about production and quality, they look for these two numbers and trends daily, not safety. Hence safety culture never goes to next levels. People lose their lives in safety incidents, and lip sympathy is shared for some time by top management, nothing more. Every plant and department need to have daily 'BBS display' about the number of observers, percentage of safe, at-risk behaviours and spot-corrections and accordingly send the same to the corporate for compiling overall corporate BBS data report for monthly review and rewards. Safety is not in their daily duty list. Circulars from top management don't affect much. Corporate must have an effective safety culture task force comprising of company directors.

Management approach is reactive which percolates down the levels. Every third person is engaged in at-risk behaviours which need to be observed and spot-corrected daily by peer group, and to be essentially daily reinforced and rewarded during rounds of plant head and HODs.

At present, safety is largely in dependent mode, being conducted by safety department, which is a great concern, as it won't build safety culture down the levels. Safety statistics won't guide safety culture until there is a tight behavioural control daily on at-risk behaviours of all workers.

One day BBS training for 70 employees takes away almost 500 hours out of production but it doesn't build safety culture unless the plant heads have strong will as well as safety time for taking up interdependent safety culture throughout the plant. HODs and plant head don't sit for whole day training and understand fully as to how to inspire the total workforce for positive safety culture. During one day BBS hybrid (onsite / online) training for a corporate, nearly 1000 manpower out of total 30,000 from all plants in India got involved, which is a good ROI - return on investment. But safety culture is a long-term planned journey to reach all manpower. People look for goodness, give it, take it, and create positive safety culture and create positive relationships and organisations.

Safety culture must be linked to variable pay of employees for creating effectiveness in culture. Many insights review that the employees don't include safety in their duties. They don't prioritise safety in performance. Self-actualisation can lead to social transformation. Plant heads performance on safety culture implementation needs to be reviewed by directors.

Behavioural safety culture is a safety yoga intervention, and organisationally, management of this intervention is a huge challenge in many ways to sustain involvement of everyone in risk perceptions and spot-control, but it is possible and many organisations have done it successfully.

It is important to understand that how far do employees perceive their organisation as a positive organisational culture? Some companies have task force on school children and employees road safety. Whereas others have adopted neighbourhood schools for safety culture development.

Unfortunately, the human and behavioural aspects of safety are taken as NOD, which is normalisation of deviations, as most organisations are not ready for behavioural safety methodologies.

Positive safety culture can prevail only in positive organisations, not in reactive nature of organisations. Chairperson of Bluejet Pharmacy says, "behavioural change is most difficult, how to achieve it and remain focused, what can sustain it, which companies have achieved results, are some key questions" that need clarification for us".

Vardhman's safety culture action plan is well-drawn, we must consider the same for all its plants for implementation. But caution is there, if this action plan is not implemented actively by all concerned with safety culture, it slows down. Jhagadia team of Vardhman company is so well focused and committed for achieving this interdependent safety culture. All BBS participants have taken 'Sankalp', a Pledge, to take BBS in the entire plant including contractor's associates. They extended support and time for this long-term planned organisational intervention towards achieving zero-harm objectives.

BBS is a globally validated tool to improve safety performance of everyone at site by empowering people to speak up for safety of each other through observation and spot-correction of at-risk behaviours, barriers, engineering controls, resources etc. According to Mallikarjun, HSE Head of Gharda Chemicals, "I attended two days Global PSM summit organised by CCPS at Jio world centre. Few faculties mentioned the role of psychological aspects to prevent process safety Incidents". That's the reason why the department specific behavioural safety teams are formed. These teams are called ACC teams which mean that Appreciate safe behaviours, Correct unsafe or at-risk behaviours, and have conversations about both safe as well as at-risk behaviours.

Safety quad-matrix reflects an assumption that I save myself; Others also save me; I don't save myself; Others also don't save me. Crucial seconds of spot-correction of at-risk behaviours and conditions must be carefully used by observers without any delay.

Managers need to adjust their leadership style to achieve the organisation's goals, which affect employee satisfaction. Therefore, it is important to understand the relationship between organisational culture and work culture, well-being and job satisfaction. Companies with a strong culture and good leadership share principles and practices with their employees that will help them achieve their goals and objectives. Organisational culture is positively (positively) related to job performance, mental health and job satisfaction. Similarly, positive (positive) behaviour is also related to job performance, mental health and job satisfaction. Employees' recognition and acceptance of organisational ethics can greatly affect their practices and behaviours in terms of communication and support. When there is a good relationship between leadership and employees, the latter will have an impact on team participation and communication. They will also be motivated to achieve the organisation's mission and goals (Khan et al., 2024).

Integration of Safety Systems across Departments is Crucial

While extra eyes for safety and continuous technology upgrades are essential, integrating human errors with process controls becomes crucially important, as human senses can cause errors, but to crosscheck, process controls must be placed to prevent the same. Integrating different systems together organisationally becomes difficult as each systems in-charges or HODs don't cooperate and follow only a dependent safety culture which hampers the safety culture to develop in the organisation. Safety culture is a soft power of business sustainability. Instead of avoiding safety over production, HODs and top management must stay invested

in positive safety cultures. Safety culture in organisations need to be centralised, elevated and positioned highest for better integration towards achieving its core objectives of zero-harm. Every organisation must have a Director of EHS, so that he/she can voice safety concerns at board level directly.

All accidents that occurred globally revealed that there were ample opportunities and ample time to correct the situations, but it was ignored repeatedly, making a space for incidents to happen, as nobody took responsibility to review corrections, showing poor accountability. Most of these failures are human, behavioural and teamwork related that led to disasters killing hundreds of people. Even beyond human failures, there are organisational cultural factors responsible for serious incidents. Even larger factors such as industrial and national cultures are responsible that lead such behaviours in their backgrounds. Poor government regulations and enforcements increase possibility of grave incidents. The stakeholders' behaviours such as providing low quality materials, organisations' cost-cutting behaviours that make it difficult to meet supply demands which push the safety lower than production targets, are some of other issues that need urgent attention of corporates leaders. It is difficult to prove the cause of incidents when manufacturers say, there is no problem with the material or product, but problem is with behaviour of the operating personnel, who say the contrary. Finally, the accidents don't leave unless organisations keep on researching new ways of dealing with safety issues and retraining employees to deal with varying conditions of business operations.

What is the main question most people think about? Why are there not multiple systems and resources in place to implement safety practices in an organisation? There is an urgent need to investigate the integration of occupational health and safety (OHS) into human resource management (HRM) and its impact on the overall health of the organisation. It is important to evaluate the current status of integration, leadership commitment, training effectiveness and health impact efforts, and health, compliance and risk management. A strong commitment to cultural diversity can improve overall safety. Integrating health and safety in the workplace with OHS has a positive impact on the overall health of the place. Another suggestion is to support the development of a risk management system that effectively identifies, assesses and mitigates risks through collaboration between stakeholders. These assessments can help improve employee safety and improve organisational performance (Milhem et al., 2024).

Companies Must Understand that Behavioural Safety is One Part of Total Safety Culture

Vision Zero-harm Interventions or total safety culture include variety of aspects as below. Behavioural safety: behavioural interventions with long-term planned action plan. Psychological safety: do people feel psychologically safe in an organisational context? How did company implement psychological safety and mental health policy? Human factors in organisational cultural context for doing work efficiently and safely: do people feel very strained with occupational stresses, workload, etc.? Human error in organisational cultural context: human cognition, decision-making, fear, pressure. How companies handle group conflicts and differences that delay safety culture decisions. The human error and poor decision-making for actions needed to correct unsafe antecedents at sites. Human error is not personal error but in organisational cultural context. Cultural safety and competency: do people feel being understood with due respect to their cultural background and beliefs, and how did company respond to these factors effectively? Robust Safety systems with digital interventions: positively reinforcing antecedents for managing all safety issues such as barriers, resources, safety controls. Critical Reviews by the topmost leaders on all the above six interventions towards a goal of Vision Zero-harm? Personal safety: Did safe behaviours learned from workplaces transfer to personal life of employees/associates? Community safety: did organisation extend BBS to nearby organisations, schools, road safety, city safety culture, religious places, home/residential and other arenas? Corporate value: How far is BBS being practiced as a corporate value by all employees/associates and other stakeholders? Every citizen must attempt every day to correct and control one risk at least, so that safety can be democratised in a broader way. Safety culture must not be limited to industry but move to roads, schools, malls, public lifestyles and so on. Industry can take it outside in their neighbourhood environments.

CONCLUSIONS

The first challenge is that security culture can be said to be an ambiguous concept with many different meanings (Lal & Choueiri, 2023). Research investigation and study (Lal, 2023) indicate that there are several critical challenges in the transformation of the safety culture for corporates. Many unresolved issues of safety culture cost lives daily unless organisations know how and what to map in terms of their safety

concerns, and deal with them quickly and accurately. The training and retraining of employees on positive safety culture must be so designed that they focus on fraction of seconds for spot-correction of at-risk behaviours and conditions. Purpose driven leadership for SCT is the need of the hours. Speeches on safety culture in organisations do matter but action bring results for a big turnaround towards zero-harm objectives. Vision and mission of the fully charged management towards safety culture are important. Accurate safety culture evaluations, perceptions and benchmarking are crucial for real change scenarios to emerge. Hiding incidents, accidents and manipulation of safety documentation are risky for businesses. Timeframes for organisational change help SCT. Management's connect with ground level workers are necessary for real understanding of safety and business conditions. Management must give regular emotional touch to safety culture scenarios by recognising those who participate in risk corrections and control. Behaviour based data decisions on safety culture are eye opening for corporates. Safety culture definitions are essential for businesses to follow for sustainable results. Company director's stand on positive safety culture must be well articulated down the levels regularly. Safety culture cannot be adjusted for more production targets which happen at ground levels. Top managements must be sent to jail for any fatalities at workplace for not sustaining safety culture, and last persons in the company levels must be involved and rewarded for positive support for SCT. Regular technology upgrades for safety purposes are necessary for speedy implementation and positive outcomes in culture and business results. Safety culture is not accidental but an outcome of long-term planned journey of multiple actions which is full of challenges and struggles for systematically controlling the industrial critical risks for a noble cause. People's lives remain at-risk, so long as company's ethics are at stake. When companies go greedy on production and profits, they first comprise their ethics on safety compliance.

People need their extra adrenaline to perform out their safety culture towards transformational success and mission for zero-harm goals. One Nation, one safety culture. Similarly, one organisation, one safety culture across its locations and plants should be taken as a corporate goal. Accidents are major embarrassments to the companies. SCT leaders would need a mental image of this journey so that they can visualise it and always keep in mind about getting themselves ready to follow the roadmap. Safety cultural transformation achieves a huge demographic shift from non-compliance to compliance as well as unsafe to safe behaviours for accurate safety cultural mapping in organisations. Finally, it helps surrendering in the service of human kind. Indeed, this field is very challenging, but it is very important in the safety of our countrymen. So keep doing this service in a big way. Safety culture is to be taken up more as a mission

for organisations. Unity over safety by one and all in every workplace would be the true meaning and indices of safety culture achievement for organisations. It is now the right time that we look at behavioural SCT as beyond borders of our organisations so that we complete our mission of Bharat Bane Surkshit by taking this safety culture to our families, on-road behaviours, civic life, our schools and all stakeholders in order to build safety culture from workplace to anyplace. This is crucial to sustain cultural effort for social impact. As Table 1 maintains a gradual cultural change over a long-term intervention, organisations must consider change as a planned intervention, not a quick change, as it needs lots of patience for an unwavering focus on fostering a safe and proactive work environment for cultivating a culture of vigilance and continuous improvement. By extending safety culture to contractors, organisations must foster a more inclusive culture across all levels of the supply chain. These cultural advancements, combined with commitment to stakeholders engagement, will enable companies to set new industry benchmark for safety. An integrated approach will ensure the safe, efficient and successful execution of projects, organisations undertake, reinforcing leadership in both safety and innovation.

Table 1: Year-Wise Change in Average Percentage of Safe Behaviours at a Chemical Plant

Year 1(2020–21)	89
Year 2(2021–22)	91
Year 3(2022–23)	92
Year 4(2023–24)	97

Importantly, all safety culture in organisations is not necessarily a planned intervention. In fact, safety activities in plants happen in unplanned daily conversations, informal meetings, taking tea/lunch together, and friendly chat with co-workers, celebrations, brotherly gestures filled with love which all together makes ground for laying positive safety cultures. So organisations must build their respective EHS cultures in both sincerely planned as well as unplanned interventions. However, the multiplicity of factors in industry makes it hard to keep risks under control. Industry must accept this harsh reality, and prepare actions accordingly.

REFERENCES

- Bautista-Bernal, I., Quintana-García, C., & Marchante-Lara, M. (2024). Safety culture, safety performance and financial performance. A longitudinal study. *Safety Science*, 172(16), 106409. doi:<https://doi.org/10.1016/j.ssci.2023.106409>
- Kabiesz, P., & Tutak, M. (2024). Developing a culture of safety for sustainable development and public health in manufacturing. *Sustainability*, 16. doi:<https://doi.org/10.3390/su16177557>

- Lal, H. (2022). Top management's will to support safety culture. *International Journal of Research - Granthaalayah*, 10, 223-228. doi:<https://doi.org/10.29121/granthaalayah.v10.i4.2022.4573>.
- Khan, M., Husain, S., Ali, M., Minhaj, S., & Helmi, M. (2024). To explore the impact of corporate culture and leadership behaviour on work performance, mental health and job satisfaction of employees: An empirical study. *Journal of Infrastructure Policy and Development*, 8, 28. doi:<https://doi.org/10.24294/jipd.v8i11.6417>
- 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
- Lal, H. (2023). Strengthening a positive safety culture despite underlying fear and peer pressure. *World Safety Journal (WSJ)*, 32(1), 57-64. doi:<https://doi.org/10.5281/zenodo.7770080>
- Lal, H. (2022). Fast-track safety culture into business culture and stop incidents/losses: India case study. *International Journal of Research - Granthaalayah*, 10, 86-111. doi:[10.29121/granthaalayah.v10.i3.2022.4533](https://doi.org/10.29121/granthaalayah.v10.i3.2022.4533)
- Mahajan, P., Tong, S., Lee, S., & Seymour, B. (2024). *Balancing safety and efficiency in human decision making*. doi:<https://doi.org/10.1101/2024.01.23.576678>
- Milhem, M., Ateeq, A., Alzoraiki, M., & Beshr, B. (2024). Integrating occupational health and safety with human resource management: A comprehensive approach. *The AI Revolution: Driving Business Innovation and Research*. doi:https://doi.org/10.1007/978-3-031-54379-1_27
- Pacenko, C., Crozeta, K., Nunes, E., Cruchinho, P., & Lucas, P. (2024). Mapping strategies for strengthening safety culture: A scoping review. *Healthcare*, 12, 1194. doi:<https://doi.org/10.3390/healthcare12121194>
- Reitz, M., & Higgins, J. (2021). Speaking truth to power: why leaders cannot hear what they need to hear. *BMJ Leader*, 5, 270-273.
- Yalçın, E. (2024). The global research trends on safety culture over the last decade: A bibliometric analysis. *International Journal on Working Conditions*. doi:<https://doi.org/10.25762/21qn-dc43>