

Workplace Safety Culture Model [WSCM]: Presentation and Validation

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Abstract— *The literature on Workplace Safety Culture (WSC) has evolved in the conceptual dimension in a movement away from technical aspects toward more human aspects, but remains incipient regarding the creation of measurement instruments and quantitative evaluation with a totality of technological, organisational and human factors. To fill this gap, this article presents and validates the Workplace Safety Culture Model (WSCM) applied in a survey with a total of 1196 operational employees of six factories from metallurgical sector. To validate the WSCM, the statistical procedure Exploratory Factor Analysis (EFA) was used to reduce the set of variables to a lower number of factors to characterize the attribute dimensions of the object in question. The results presents a reduced version of the proposed model, distributed in ten factors: Leadership, Commitment, Pressure at Work, Infrastructure, Learning, Efficiency, Management System, Feedback, Responsibility, and Communication. The results of the EFA produced a factor structure with relatively higher loads on the appropriate factors. The WSCM offers us a robust tool to analyze an organization's WSC maturity. For the methodological improvement of the model, we suggest future research with diverse cultural contexts.*

Keywords— *Organizational Culture, Safety Culture, Workplace Safety Culture.*

I. INTRODUCTION

The concept of Safety Culture (SC) has been studied in the last 25 years by many researchers from different academic fields. In these studies, we identified two distinct perspectives: the engineering approach, which focuses mainly on the formal aspects that influence business security (procedures, managerial systems, controls and policies), and a psychological approach, which focuses on the perceptions, feelings and attitudes of employees (Antonsen, 2009).

These two SC approaches are reflected in studies on Workplace Safety (WS), in which we identified parallel managerial practices that hinder the integration of Risk Management and Behavioral Sciences (Douglas

& Wildavsky, 1983; Maguire & Hardy, 2013; Hardy & Maguire, 2016).

In this sense, in the last two decades, some researchers have found that WS problems are often not only associated with technical issues (Sneed & Henroid, 2007; Taylor, 2011). Past studies have indicated that when there is a shortcoming of understanding the value of safety and its priority within the workplace, then unsafe behavior that leads to 80-90% of accidents will likely be the result. Then, organizations are now focusing on the relevant human factors which contribute to workplace safety (Clarke, 2013; Jiang & Probst, 2016; Mullen *et al.*, 2017). Studies have demonstrated that even employees with technical knowledge of WS sometimes show behaviors that are inconsistent with the safety standards required by companies (Henroid & Sneed, 2004; Sneed & Henroid, 2007).

Based on these conclusions, some researchers have examined more closely the importance of the concepts of organizational culture and the role of intangible variables for the management of safe human behavior (Lee *et al.*, 2012).

Nevertheless, if on the one hand the literature on the theme has evolved in the conceptual dimension, it remains incipient regarding the creation of quantitative instruments for measuring and evaluating WSC that reinforce the importance to address the concept 'safety culture', with a comprehensive approach, where technological, organizational and human aspects are included. (Van Nuenen *et al.*, 2018; Seo *et al.*, 2004; Seo, 2005; Reiman & Røllenhagen, 2014). To bridge this gap, this article proposes a quantitative model to measure Workplace Safety Culture (WSC), the Workplace Safety Culture Model (WSCM). The aim is to validate the instrument in order to evaluate the contribution of each construct (dimensions, indicators and variables) to explain the proposed model, applying it to the metallurgical sector.

The article is divided into six parts in addition to this introduction. In the following section, the theoretical framework is presented, relating Organizational Culture (OC) with Safety Culture (SC), Workplace Safety (WS)

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