

Corporates Having Safety Cultural Gaps Suffer Fires, Fatalities, Business Un-Sustainability

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ABSTRACT

Celebrate life, celebrate businesses with safety culture. A human loss in a workplace accident is a loss of humanity, ethics and social values. It is important to underline that the safety culture ecosystem is not just about safety processes and procedures, it is much deeper about saving manpower; costs, property, increasing business capital with an active participation of all company's technical, non-technical experts as well as corporate mentors. Corporates having financial problems often show up in their poor safety culture, further risking business investments and stakeholders. Body language of management is evident in promoting or demoting safety culture at sites or shop-floors. Corporates must recognize that an array of routine at-risk behaviours and key barriers existed long ago before they turn into fatalities and serious losses to un-sustain businesses. Moreover these at-risk behaviours are just tip of an iceberg of the weak safety cultural history, trends and failures of companies. Applying reactive safety cultures by the management help only to conceal the cultural failure, finally leading gradually to incidents of business un-sustainability. Corporates need much more than just one-time fix for their safety cultural gaps and improvements. The longer, the organisations prolong their weak safety culture, higher are the probabilities for fires, fatalities and business un-sustainability. Companies safety and money issues often clash and become a crucial result of business un-sustainability scenarios. Beside this, half a second before, half a second after make all the difference to the accident or no accident. All circumstances won't be the same, hence one should be cautious and alert for every moment. There was never a single reason for

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any accident, but myriad reasons. Hence it is always a system or cultural failures. Organisation / corporates have to really work together in order to achieve a sustainable safety culture. The concerned Government safety agencies must take regulatory actions on these safety cultural gaps in the interest of nations and citizens. The corporates need much more than just one-time fix for their safety cultural gaps and improvements. It is critical to understand that some safety incidents spelled the end of certain companies. Nevertheless, the fatalities and losses are emotional for individuals, families and corporates. Companies must focus on the latest safety culture researches in order to innovate on saving their people and properties in workplace incidents. Towards this direction, a qualitative account of this research is an eye opener for corporates seeking safety cultural transformation. Organisations can't stop accidents unless their manpower learn to prevent them. Corporate managements must learn that safety culture maturity would only raise HSE performance as well as business sustainability. This research was conducted during Jan-Oct 2025 in India including 200 HSE professionals and experts from diverse industry sectors. On an average, gaps in safety culture is 72% that the companies are not able to identify and improve, making it more likely for corporates to suffer fires, fatalities and business un-sustainability.

Keywords: *Accidents, Culture, Safety, Organisations, Management, Un-Sustainability, BBS*

INTRODUCTION: CONTEXT AND REVIEW

Why the corporates having safety cultural gaps suffer fires, fatalities, business un-sustainability? Though there is an increase in awareness as well as attitudinal change, the safety gaps are not taken seriously by the industry folks even till today when so many incidents and disasters have taken place due to lack of safety cultural mindset or other work priorities. Most CEOs thought that safety is not their business, and their business is to promote business. The cut-throat notorious work culture of industry makes people overwork against their own health conditions such as sleep deprivation, lack of nutritious meals, long travels, and deteriorating mental health aspects of life, all of which make adequate grounds for unsafe behaviours of their manpower. Fear of losing job or careers' promotions describe the corporate culture (Suprpto, 2021).

Every Organisation or Corporate Has Two Safety Cultures: One which is real, safe, in practice and the other culture which is on paper, in speech and fake to get more businesses. This dual safety culture decides the incidents an organisation is going to face. Most companies regardless of their size, status, and funds didn't live up to their names with regards to safety culture management practices. Major factor that contributed to incidents was their stakeholders, associate partners, contractors. Incidents reveal that most operations were not as per safety manuals. Everyone at work needs to self check daily what am I missing in safety of myself and others around (Mathew & Kanade, 2023).

Losing lives in accidents is a hard thing to live with but corporates don't learn to make a lasting correction but just do a firefighting solution and continue to kill another employee as part of their culture. An employee mentioned that here's a man who was killed in an accident and he added, he is not the only one, he is one of those who died in the company's long history and the killings continue as part of every company. Nobody bothered except the family members who lost him. It is not a safe business or safe company to work with. Government doesn't bother as it helps to build economy or political party funds. Remember lives lost in workplace accidents is equal to adversely impacting the nation in many ways (Kaila, 2024).

The continued prevalence of an organisational at-risk behaviours and barriers weaken the safety culture to the point of fatal incidents and accidents. But the whole sequence of an accident causes takes place just in seconds. It becomes difficult to paint back this sequence and understand the causes of an incident. The industry leaders must encash the very intent and essence of safety culture loss of any kind is brought to the lowest by adopting the Best Benefiting Behaviours through the caring and careful safety culture (Silvia et al., 2024).

Training gaps are considered significant factors for most critical accidents in industry but taken very non-seriously in implementation of learning curves for practical reasons. Research reveals that the companies must dig out any at-risk behaviours into the cultural or systemic errors for better understanding of their safety cultural scenarios and actions (Al-Bayati et al., 2025).

Just by fixing at-risk behaviours and barriers would not reveal the whole story of safety culture of an organisation, and without understanding

that the incidents would keep reappearing. So it is pretty crucial that organisations have understood the past story of their safety culture, and not just dealing with bare minimum corrections of at-risk behaviours or barriers. This sounds interesting but corporates must get ready for more hard work on rebuilding safety culture at sites involving people top to bottom (Ortega et al., 2025).

Series of bad safety decisions of top management has led to human and business losses, and reverse is also true that proactive safety decisions saved companies from such losses. Companies that were unaware of their safety cultural gaps suffered fires, fatalities and business un-sustainability. When corporates are not improving their safety culture, they are gambling with their businesses as well as lives of employees. So they must be sued in the court of law for not taking sufficient and timely safety measures. By shifting the focus from compliance to culture, firms can create safer work environments, enhance employee well-being, and improve overall project outcomes (Nawaz & Yang, 2025). But Defining timelines to achieve safety culture milestones is a major gap in companies.

Zero tolerance for at-risk behaviours is lacking, and building a safety culture is a struggle throughout. Safety culture often refers to words like humanistic behaviourism, humanity, business ethics and humanism. Corporates' management must understand that businesses are safe only when workers are safe in industry or elsewhere. Business sustainability cannot be achieved without ensuring robust measures for the life safety of workers. The industry professionals felt that it's a fact and it happens frequently that most organisations are slow in developing a safety culture and wait until serious incidents occur. However, there is no easy or single solution for this. The managers must be sensitised by their HOD about this serious flaw. Studies revealed that the corporations are struggling to build a safety culture, organisations are slow in developing a safety culture, there are issues in enhancing safety culture implementation, in understanding the challenges of psychological safety and major concerns of safety culture mentors. How can organisations speedup developing safety culture and avoid any serious incidents, is of greater concern. Certain critical aspects need clarity like whether the safety culture is confusion or fusion of subcultures in business scenarios, human error or cultural failure, implementing behaviour based safety (BBS) culture, safety culture improvements, gaps management and seniors making

employees feel psychologically down. When everyone at the workplace gets trained and behaves as an active observer of at-risk behaviour and corrects it on the spot, a company achieves a total safety culture in a true sense. Most importantly, BBS culture must be an important element in all safety audits and curriculums. The day corporates would act on safety incidents, marking it as a non-negotiable case, safety culture would be at the desired level. Coaching for leadership is required for promoting a positive work culture (Kaila, 2025).

Safety culture is all about timing of employees actions. It is all about what you act today about your safety culture, not how you performed yesterday. Safety management required precision with respect to all actions concerning safety of manpower related to communications, teamwork, SOP etc. Mostly in accidents, this precision seems to be lacking leading to incidents. Lack of regular human-technical updates also introduces critical gaps in safety culture performance.

OBJECTIVES

- Exploring reasons, why are the companies unaware of their safety cultural gaps?
- How to re-contextualise companies' awareness about their safety cultural gaps?

METHODOLOGY

This research is conducted over an year during Jan-Oct 2025 in India, including 200 Health, Safety, Environment (HSE) professionals and experts from diverse industry sectors (Table 1). Research measures used were the mixed methods approach was used and the data were drawn from the open interviews, and focused group discussions (FGD), official records, literature reviews, site-based trainings, surveys, interviews, field insights, questionnaires, plant visits, lunch / dinner conversations with operational staffs, experts meetings, workshops, national seminars, post-session meetings, informal conversations, emails, tele-meetings, video conferences, and recommendations. Random sampling design was followed for selection of sample across Indian industry from diverse sectors such as chemicals, construction, steels, gas, petroleum, energy,

pharmaceutical from MNCs, public/private sectors. Many companies participated in this research program, namely, Oil India, Gharda chemicals, BESAFE, SEIL, ThyssenKrupp, DCM Shriram, Vardhman, Idex, Thermax, Jindal, AFCONS, ONGC, NSCI, IIM, Hindalco, IOCL, KAPL, Tata Projects, L&T, GAIL, SAIL, HPCL. Presentations and discussions focused on improving safety culture to meet the research objectives.

The sample also included the directors, managers, HoDs, HR / EHS experts from industry and the contractors staff from the private and public sectors across diverse locations in India. Thematic analysis was performed and themes were identified from the qualitative data. This qualitative data that would help not only understand managements' mindsets toward corporate awareness of their safety cultural gaps but would also frame actions.

Table 1: Sample Description (N=200)

Industry / 12 Sites	Directors / HODs	Operations Managers	EHS Professionals & Others
Chemicals manufacturing (4)	15	16	20
Construction (4)	14	17	19
Oil and Gas (2)	15	17	14
Power and Steel (2)	15	17	21

This paper is an extract of a national research program of the Forum of Behavioural Safety under Bharat Bane Surakshit (BBS) mission (Kaila, 2025). The study results and implications are reflected below from a rigorous review of safety culture literature and experiences / case studies shared by industry leaders majorly from the Indian organisations.

RESULTS AND DISCUSSION

There are number of reasons on why the corporates having safety cultural gaps suffer fires, fatalities, business un-sustainability? Psychological safety is at its lowest range in our workplaces, families and societies in India which is a major gap in building positive safety cultures. How far the employees do not feel comfortable and frank to express about their

company safety issues, indicate gaps on work culture? According to HSE professionals, 90% are not comfortable to express, 10% suffer because they expressed. Boss is always right. The lesson given to the new employee: the first thing he must learn is not to speak in a meeting. Employees speak up only if they are welcomed. All depends on senior management. Most managers get into more complications in employees safety issues as they become reactive and are not proactive. Generalised instructions and fears don't help in building safety culture at workplaces or elsewhere. The biggest issue is that the managements wish to remain unchallenged on the company's sensitive safety culture issues. That's psychological safety that organisations are working towards by creating an atmosphere of fearlessly voicing the concerns by employees. Some companies have an open town-hall meeting every month once to meet employees to know their safety concerns. Psychological safety is indeed the foundation of a strong safety culture. Indian organisations are continuously working to build an environment where every employee feels confident and comfortable to speak openly about safety concerns without fear. Employees have been active in various Participation Programs, like BBS observations. Presently our monthly count has crossed 12000 observations, they are also actively participating in safety committee, TBT covering department activities. Some employees, not all, provide feedback and raise safety issues. We motivate other employees also. When companies don't encourage employees to discuss safety issues, they turn complicated and result into incidents and serious accidents. Top Managements must step up safety culture more actively in their units and also recommend to other organisations in their States / elsewhere. We at Toyota empowered our employees to express all safety issues and we provided various avenues for openly sharing the safety issues (Personal Communications, 2025).

Based on objectives of this research, ten themes were identified from the qualitative and quantitative data of this research (Table 2).

Safety manuals don't provide safety culture unless they are seen as the manpower's behavioural patterns. Management's double standard on safety culture complicated with funds reduce HSE Effectiveness, incidents continue and business remains unsustainable. The failure of management to prioritise and address safety culture issues poses a dual threat: it leads directly to catastrophic loss of life and simultaneously guarantees financial and reputation crises that threaten the company's survival. This cycle is often repeated when financial pressures cause managers to cut safety corners, creating a host of vulnerabilities leading to disaster.

Table 2: Ten Themes Emerged out of This Research to Identify Gaps for Better Safety Culture

1. Low accountability Management of safety culture (90%).
2. Competency updates of employees for safety culture are not in place (86%).
3. Learning cycles not being completed to integrate into safety culture (85%).
4. Lack of reinforcement to safety culture observers (80%).
5. Not measuring trends of safety cultural maturity (80%)
6. Inadequate enforcement to safe behaviours (78%).
7. Overwork or work overloads of employees introduces another gap in safety culture performance that disallowed employees to remain focused on core safety areas (75%).
8. Safety culture has not become an everyday practice with diversity, equality and inclusion at workplaces (70%).
9. Psychological Safety not implemented, not measured (70%).
10. Management's delays about safety culture issues kill many lives and also stall business sustainability (68%).
On an Average, companies are not identifying gaps in safety culture = 72%

Major organisational failures are rarely caused by simple human mistakes. They are usually the result of organisational conditions that are not addressed, the flawed management decisions or inadequate resources. Swiss Cheese framework illustrates that accidents occur when active failures (immediate errors) align with these latent conditions (systemic issues). Investigations into the fatal air crashes pointed to a culture where management ignored warning signs and prioritised production deadlines over safety, as well as a lack of safety awareness and an environment where employees are scared speaking up. Financial constraints and cost-cutting measures are the other reasons that trigger safety incidents (Kaila, 2025).

Ten Gaps in Companies Safety Culture That Cause Fires, Fatalities, Business Un-Sustainability

Low Accountability Management of Safety Culture (SC)

Researches indicate the need for a holistic definition of SC incorporating its various defining factors. The top influencing factors are the leadership

commitment levels, followed by a level of communication. The dual nature of these influencing factors can either facilitate or hinder SC depending on whether their level is low or high. Many issues emerged about the low accountability management of safety culture like, inconsistent leadership commitment, lack of follow-up, blaming culture, underreporting of incidents and near-misses, unclear safety roles and responsibilities. The strategies to improve management accountability in safety culture are - to lead by example with visible commitment, define and enforce accountability at all levels, open and proactive communication (Ortega et al., 2025). Managers do not feel accountable as safety culture is not linked to their performance appraisal and top management do not prioritise it.

Competency Updates of Employees for Safety Culture are Not in Place

In the times of industrial competitions, companies are required not only to achieve profit targets, but also to build positive safety cultural relations between management and workers that can create a productive, harmonious, and sustainable work culture, for which the important pillars are the employees' competences for implementation of Occupational Safety and Health (OSH). Employees' high level of competences and trainings determine the optimum level of individual performance. Employees' skills, knowledge, and attitudes contribute to achieve performance more efficiently. The implementation of OSH has positive influence on creating a sense of security while reducing the risks of accidents (Hariyasasti & Purwanto, 2025).

The lack of competency updates of employees for safety culture reflects to a systems' failure of the organisation's learning and training function, which is considered essential for maturity of any safety culture. When safety training is not updated or continuous, the organisation faces several issues in integrating competency into the safety culture. Therefore, the managements must contemplate in terms of establishing a competency management framework, defining competencies, conducting regular assessments, implementing continuous/targeted training, toolbox talks, refresher training, peer-to-peer training, training feedback loops etc.

Learning Cycles Not Being Completed to Integrate into Safety Culture

Most organisations conduct safety trainings just for awareness purpose, and not for measuring safety cultural trends across months / years. Management must review that the safety culture awareness has gone down all levels. Strengthening the learning culture in organisations can enhance safety and performance in preventing incidents. The effective implementation of human performance improvement (HPI) and operational learning support the organisation in achieving organisational goals. It is important to know that there is no standard implementation framework that aligns of strategic and tactical actions in the learning cycle to implement human performance improvement and operational learning. As a guideline, four steps can be followed: define / validate achievable objectives, conducting an assessment, developing a plan, and execute the same. This essentially includes a site tour / field visit for practical learning to build a case study. This framework has been tested in the field during training in almost all industry sectors (Suprpto et al., 2021).

Lack of Reinforcement to Safety Culture Observers

Behaviour Based Safety (BBS) approach, framework and methodology are increasingly being implemented by companies in several industries for improving workers' safety through a scientific behavioural intervention with measurable outcomes as part of a sustainable health and wellness care program at the workplaces. Although the BBS concepts have been described over the years in terms of its application but still it requires more insights. Till today, it is difficult to identify clarity between standard BBS and similar interventions. To clarify some of these aspects, the main strengths of BBS must be realised from a conceptual as well as a practical point of view. Studies suggest that further prospects of BBS will integrate the principles of positive feedback and observation with the technological aspects along with full involvement of the company's manpower with special attention to workers' mindset, for creating the suitable approaches for different cultures (Silvia et al., 2024). BBS best observers appreciation-day need celebration. Each manager must make an appreciation note of the best observers and put it on notice board and also highlight with others at the site / shop-floors for better outcomes / impact.

Not Measuring Trends of Safety Cultural Maturity

Safety culture emerging as a solution to safety challenges, has evolved as a measurement tool as well as safety cultural maturity as a developmental journey through several stages, such as the HSE - Health, Safety and Environment - cultural ladder and the Bradley curve. It does not provide the knowledge for setting achievable goals, defining current status, and specifying progressive actionable steps. Such shortfalls and limitations of safety culture maturity problems of safety management pushed into the solutions like human factors engineering and the managerial focus to proceed with safety culture maturity for meaningful guidance for its applications at workplaces or beyond. But the inherent challenges remain in measuring safety, defining cultures, and operationalising leadership and resilience as solutions. It necessitates for a more systemic approach to managing safety in complex environments (Hollnagel & Slater, 2025). Companies must follow the latest safety culture research in order to innovate on safety of their people and properties in workplace incidents. Staying updated with the latest safety culture research is essential for building innovative, proactive, and employee-centered safety systems.

Inadequate Enforcement to Safe Behaviours

There is a need for a multifaceted interventions as well as immediate measures like awareness initiatives, training programs, and financial support for small contractors to shift shop-floor cultural attitudes, and also ensuring consistent enforcement and simplifying SMS regulatory frameworks. Small sites form a significant portion of India's industry sector and are particularly vulnerable to safety hazards due to informal practices, resource constraints, and inconsistent regulatory oversight. Implementing effective safety management systems (SMS) in these environments is crucial for reducing accidents and improving project outcomes all stakeholders involving managers, supervisors, contractors, and workers. The significant issues identified are the cultural resistance, regulatory gaps, financial constraints, training deficits and technological limitations as the barriers in implementation. An integrated approach would take care of short-term operational constraints, offering a pathway towards safer and sustainable practices for small as well bigger sites (Sharma, 2025).

Overwork or Work Overloads of Employees Introduces Another Gap in Safety Culture Performance That Disallowed Employees to Remain Focused on Core Safety Areas

Research indicates that work overloads and overworking contribute to workplace accidents by increasing errors, creating a negative cycle where accidents cause more overtime, and by affecting employee well-being and performance. Studies show a correlation between heavy workloads and stress, burnout, and reduced performance, which can compromise an organisation's safety culture. Overwork affects safety culture in terms of increased errors and accidents, burnout and poor well-being, impact on performance, reduced engagement etc Previous studies have shown and proven that employees need temporary detachment from their work to recharge and reenergise for the next day to work with similar enthusiasm. But work pressures and overwork culture have become a buzzword every corporate follows, and employees are bound to face it (Barik & Yadav, 2023).

Safety Culture Has Not Become an Everyday Practice with Diversity, Equality and Inclusion at Workplaces

It is crucial to reiterate the importance of factors like safety, diversity, equity, inclusion and open communication for any organisational success. Safe and inclusive workplaces are essential for promoting employee well-being, productivity, and overall organisational success. Creating such environments require a commitment to diversity, equity, and inclusion, along with effective policies and practices. It is vital to understand the contribution of equity, safety, inclusion, diversity and open communication for organisational success. It is found that in spite of policies on workplace diversity, safety and inclusion, there is existence of biases that keep women at bay. Open communication policy exists in workplaces, however it is not utilised to its full potential due to biases. Equity at workplace fosters gender diversity however women face gender biases at workplace. Most professionals fall prey to individual biases and is a great threat to workplace safety, diversity and inclusion. By fostering a culture of inclusion, the organisations can benefit from the diverse perspectives and talents of their employees, leading to increased innovation, engagement, and success (Mathew & Kanade, 2023).

Psychological Safety Not Implemented, Not Measured

Discussions and publications about psychological safety often highlight that it's not a feature that can be simply implemented through a policy or mandate, nor is it a one-size-fits-all solution. Instead, researchers are still exploring how it develops from factors like leadership behaviors, organizational context, and team dynamics, which requires ongoing measurement to understand its presence and impact. This calls for more nuanced research into areas like the role of psychological safety in hybrid work environments and its cultural variations, indicating a continued need to better understand and foster it. There is a need for leadership development programs that equip leaders with the necessary skills to cultivate psychologically safe work environments, thereby maximising organisational innovation potential (Putra et al., 2025).

Management's Delays About Safety Culture Issues Kill Many Lives and Also Stall Business Sustainability, and Vice Versa

When management delays addressing safety culture issues, it can signal to employees that safety is not a value or priority. A poor safety culture contributes to higher accident and incident rates, which directly impacts business sustainability. Studies specifically linking management delays in safety culture and business impact are not adequately available; existing research shows that poor safety culture leads to higher accident rates, significant financial costs, and negative impacts on an organisation's reputation and sustainability. Significant aspects contributing to a weak safety culture are the poor communication, underreporting of safety issues, inadequate leadership, and perceiving of safety as an un-required cost, which can be addressed through better employee engagement and management commitment to foster a supportive safety environment.

Upper management serves as the best trigger of safety culture within firms. Though the upper management role is crucial to site safety, its actions in promoting an improved safety culture are much needed. It is vital to understand the actions that upper management can take to upgrade organisational safety culture. Some key actions are: leadership; resources and funding; and communication. The most crucial action that the upper management must take is their visibility on the shop-floors and demonstrating their commitment towards safety through actions, like

empowering frontline supervisors as safety champions. For building a robust safety culture, it is essential for ensuring the workers' well-being and the project success, which must be achieved with a clearly defined safety actions. These insights provide practical guidelines for industry and deepens understanding on fostering a positive safety culture (Al-Bayati & Chellappa, 2025).

RECOMMENDED ACTIONS FOR CORPORATES

There are number of reasons as to why the corporates having safety cultural gaps suffer fires, fatalities, business un-sustainability? Management's inaction and delays about safety culture issues kill many lives and also stall business sustainability. On an average, gaps identified in the industrial safety culture is 72% that the companies are not able to identify and improve, making it more likely for corporates to suffer fires, fatalities and business un-sustainability. Corporates must address myriad issues as below on an urgent basis, especially when there is a low accountability of safety culture, when the competency updates of employees for safety culture are not in place, the learning cycles are not being completed to spread learning down the levels, the lack of reinforcement to safety culture observers, not measuring trends of safety culture maturity, inadequate enforcement to safe behaviours, overwork or work overloads of employees in safety culture performance that disallow employees to remain focused on core safety areas, when the safety culture has not become an everyday practice with diversity, equality and inclusion at workplaces, while the psychological safety is not implemented / not measured.

While the safety management broadly refers to procedural compliances, the safety cultures transformation processes must consider three important actions below much before the incidents taking place in order to prevent / spot-correct all at-risk behaviours and barriers.

- Safer organisations understood that human errors are systemic or cultural failures which need organisational accountability.
- Experts recommendations must not be overlooked but taken seriously for human performance improvement.
- Balancing between enforcement and reinforcement of safety culture is critical for companies due to scarcity of trained manpower being available at project / Site areas and meeting business deadlines.

The strategies that promote psychological safety, strengthen safety communication and increase employee loyalty must be developed. The managements must adopt a holistic safety management strategy that supports psychosocial approaches in the workplace (Bilgin, 2025).

Major organisational accidents are rarely the result of a single error. They are rooted in managerial decisions that create vulnerabilities long before an incident occurs. Organisational safety culture, human life, and business sustainability are deeply connected. Management's delays in addressing safety issues result in catastrophic loss of life, while triggering a cascade of financial and reputation crises that threaten the very existence of the business. The financial pressures of companies precipitate safety lapses leading to safety disasters (Kaila, 2025a).

At-risk behaviours or barriers to safety culture exist at workplaces indicate that the entire system or management is in favour of these unsafe activities happening which reflects an accident culture leading to incidents and accidents. Actions must be taken accordingly in spirit by all concerned from top to bottom. It's serious cultural failure. Moreover, When workers or contractors staff are maximum at workplaces, then their active involvement in safety culture movement is very vital, if not taken into consideration by organisations, as it is, would not provide protection and care to the manpower for saving them from injuries and fatalities. Organisations must underline this for their sustainability. Workers know the real safety culture at the ground level more than the managers. In reality, most companies did not involve workmen in the implementation of safety behaviours, hence the safety incidents do not subside.

Ten actions, the managements must focus on the behavioural safety cultural effectiveness:

- Identify observable performance gaps through internal discussions with all departments.
- Design human performance improvement (HPI) observations checklist.
- Conduct workshops for HODs of all departments in HPI implementation.
- Develop HPI monitoring team of top management.
- Monitor monthly performance improvement.
- Developing HPI teams down the levels across the organization.
- Reward best performing HPI teams every month.

- Everyone in the organisation must be trained as a performance observer for daily observation.
- Organisations must involve all stakeholders that their performance monitoring daily.
- HPI must be a part of company directors review each month / quarter.

It is cautioned that merely focusing on behavioural safety intervention would not provide a totally safe environment unless the situational factors (engineering updations, resources, barriers etc.) are implemented. Companies that considered only behavioural intervention as an ‘umbrella for safety culture’ and did not improve the site situations, suffered serious incidents as a result.

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