

# Health and Safety Essentials

## Lecture 7 – Human Behaviour and Organisational Culture in OHS

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**Undergraduate Diploma in  
Occupational Health and Safety**

# Recap last week's topic

Kahoot Quiz:

[https://play.kahoot.it/v2/\\*?quizId=6014a853-79e5-4bb2-b95d-0fd673f353a7](https://play.kahoot.it/v2/*?quizId=6014a853-79e5-4bb2-b95d-0fd673f353a7)



# Learning Objectives

- Define the role of human behaviour in Occupational Health and Safety (OHS).
- Identify key factors influencing workplace safety behaviour.
- Explain key factors influencing workplace behaviour.
- Differentiate between safety culture and safety climate.
- Identify strategies to manage resistance to organisational change.
- Describe indicators of a positive safety culture and practical ways to sustain it.
- Apply concepts to case studies and propose improvements for safety culture.



# Human Behaviour in Organisations

- Human behaviour is among the most complex aspects to understand.
- In organisations, numerous challenges influence employee behaviour and vice versa.
- Managers must:
  - Assess specific tasks.
  - Identify required skills.
  - Form teams with complementary abilities.
- Key to success: Analyse safety settings, individual capabilities, and limitations beforehand.



# Factors Influencing Organisational Behaviour

## 1. Personal Factors

1. Biographical Characteristics
2. Learned Characteristics

## 2. Environmental Factors

1. Economic Conditions
2. Social, Political, and Legal Influences

## 3. Organisational Factors

1. Workplace Facilities
2. Structure and Design
3. Leadership
4. Reward Systems



# Personal Factors: Biographical Characteristics

- **Physical Characteristics**
  - Attributes like height, vision, or complexion can influence performance.
- **Age**
  - Younger employees: Energetic and innovative.
  - Older employees: Performance may decline over time.
- **Gender**
  - Behavioural differences may impact job roles.
  - Women often show higher turnover due to personal obligations.
- **Religion**
  - Shapes ethics, morals, and work attitudes.
- **Marital Status**
  - Married employees: Greater job stability and satisfaction.
- **Experience**
  - Seniority often leads to higher productivity and lower turnover.



# Personal Factors: Learned Characteristics

- **Personality**
  - Traits like persistence and dominance affect workplace behaviour.
- **Perception**
  - Influences how individuals interpret and respond to situations.
- **Values**
  - Core beliefs guide attitudes, motivation, and decision-making.



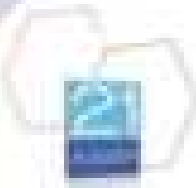
# Environmental Factors

- **Economic Factors**

- Employment Levels: Job scarcity impacts satisfaction.
- Wage Rates: Salary significantly influences motivation.
- Economic Environment: Public sector employees face less fluctuation than private-sector counterparts.

- **Other Factors**

- Social, political, and legal influences shape workplace dynamics.





# Organisational Factors

- **Physical Facilities**
  - Cleanliness, lighting, and ventilation affect performance.
- **Structure and Design**
  - Organisational hierarchy shapes roles and responsibilities.
- **Leadership**
  - Effective leadership fosters guidance and support.
- **Reward Systems**
  - Recognition and compensation directly impact motivation.



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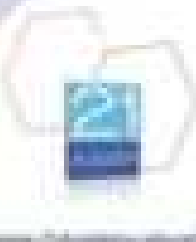
**Which of the following is a learned characteristic influencing human behaviour?**

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# Correct Answer

## • Personality

- Personality is a learned characteristic because it develops over time through life experiences, social interactions, and the environment. While some traits may be influenced by genetics, personality is shaped by how people adapt and respond to situations, making it a combination of what we are born with and what we learn. This is why it influences how we behave in different circumstances.
- For example, a person might naturally be quiet (a genetic trait), but through work or social experiences, they learn to be more outgoing and confident when giving presentations. This change in their behaviour reflects how personality is shaped by learning and adapting to their environment.



# Breakout Room 1

## Activity:

**"How may personal and environmental factors influence workplace behaviour in the context of OHS?"**

- **Instructions:**
  - Discuss examples in groups.
  - Appoint one representative to share insights.
- Timer: 10 minutes.

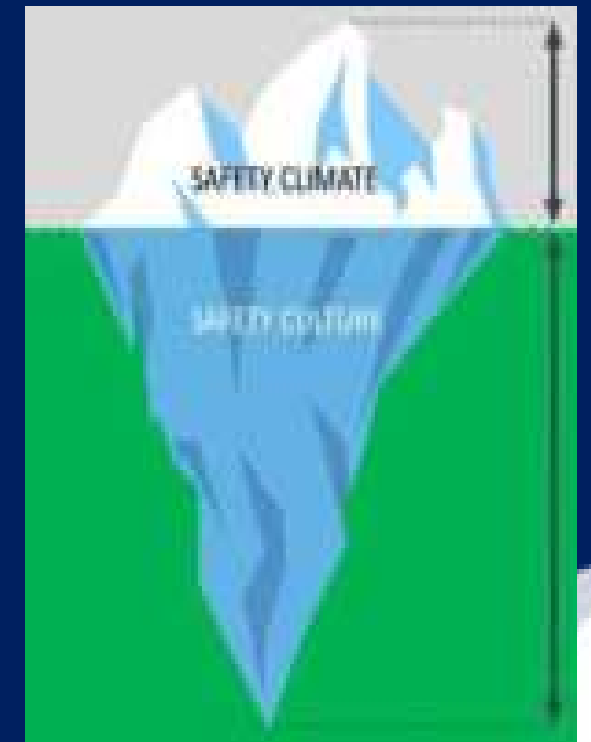


# Safety Culture and Climate

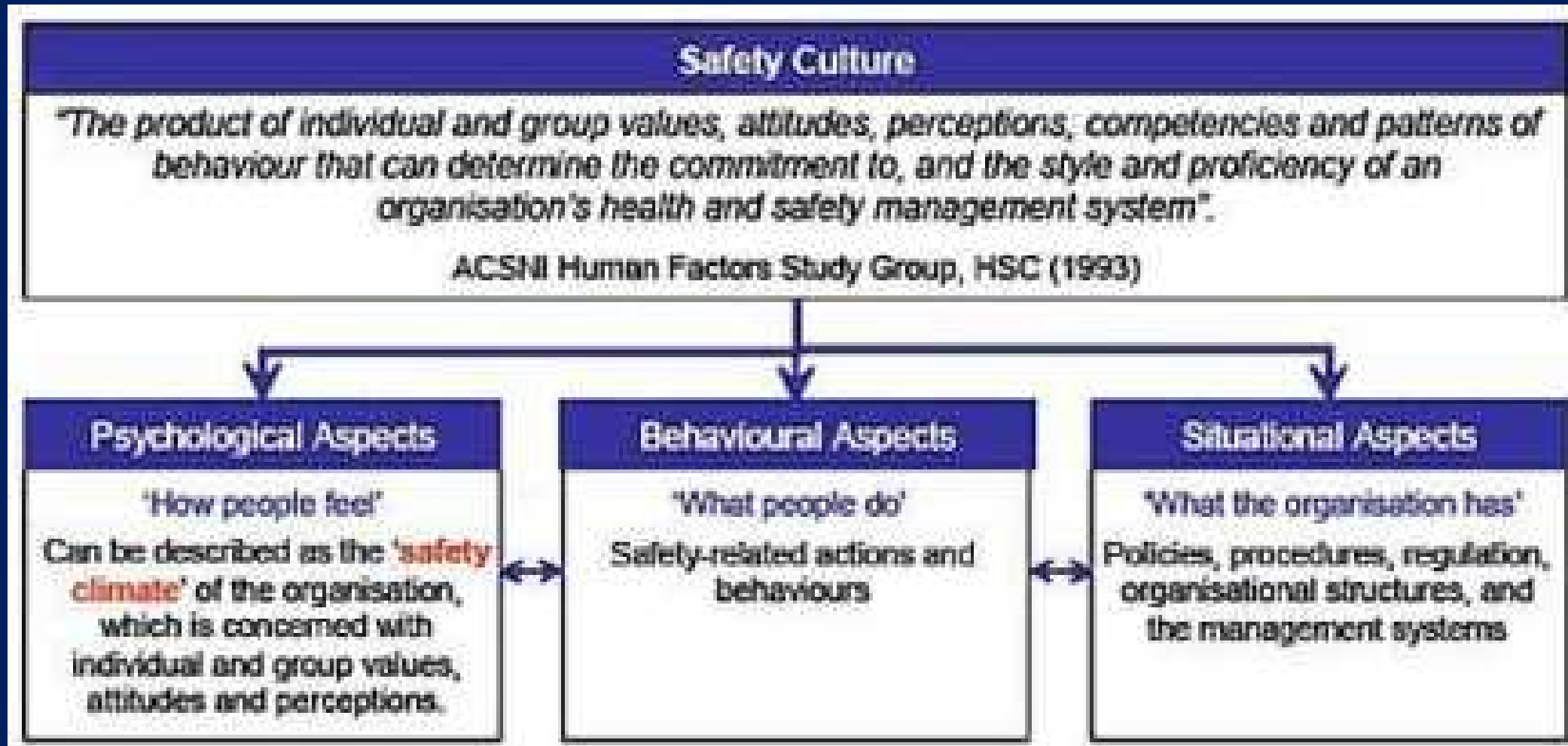
## Defining Safety Culture and Climate

- **Safety Climate:**
  - Perceptions and attitudes at a given point in time.
  - "How people feel about safety here and now."
- **Safety Culture:**
  - Broad concept.
  - Values, attitudes, and norms shaping safety behaviours.

<https://www.youtube.com/watch?v=dJS6utTdvJk>



# Cooper's Three Dimensions of Safety Culture



??????????

## Case Study: Piper Alpha Disaster

- **Header:** Case Study: Impact of Poor Safety Culture
- **Content:**
  - **Incident Summary:**
    - Offshore platform explosion in 1988.
    - Failures in safety culture and communication.
  - **Key Lessons:**
    - Importance of leadership commitment.
    - Need for robust systems and accountability.
- **Visuals:** Image of Piper Alpha platform.



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**What is the key difference between safety culture and safety climate?**

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# Correct Answer

- **Safety culture is a broader concept, while safety climate focuses on perceptions and attitudes.**
  - The key difference is that **safety culture** is the overall values, beliefs, and behaviours about safety shared by everyone in an organisation, while **safety climate** is more about how people feel about safety at a specific time, based on their experiences and perceptions.
  - Example: Think of safety culture like the foundation of a house—it's stable and built over time with values and behaviours that everyone shares. Safety climate, on the other hand, is like the weather around the house—it can change quickly based on current conditions, like how employees feel about safety today or this week, depending on recent events or leadership actions.



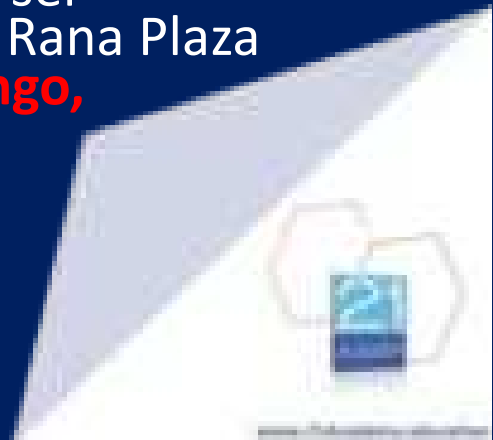
# Breakout Room 2 ????????

- **Content:**
  - **Topic:** "Analyse a real-world incident and discuss how safety culture and, or climate impacted the outcome."
- **Instructions:**
  - Use the the provided example/s.
  - Propose strategies for improvement.
- **Timer:** 15 minutes.



# Bangladesh Examples

- On 24 Nov 2012, a fire broke out at the Tazreen Fashion factory in Dhaka, Bangladesh, killing over 110 workers and injuring many more. The factory produced garments for international brands, but it lacked proper safety measures. Workers were locked inside the building, and emergency exits were either blocked or poorly marked. Many employees were forced to jump from upper floors to escape the fire. The factory produced garments for brands such as **Walmart, Disney, Sears, C&A, and Kik**.
  - <https://www.youtube.com/watch?v=yi2fv0KKLzE>
- In April 2013, the Rana Plaza building in Dhaka, Bangladesh, collapsed, killing over 1,100 garment workers and injuring thousands more. The building, which housed multiple garment factories, was not built to support industrial equipment or heavy loads. Despite visible cracks in the structure a day before the disaster, workers were ordered to return to their jobs under pressure from factory managers. The collapse highlighted serious neglect in safety protocols, worker rights, and ethical leadership. Factories in Rana Plaza produced clothing for well-known brands, including: **Primark, Benetton, Mango, Walmart, and El Corte Inglés**.
  - <https://www.youtube.com/watch?v=9Fkhzdc4ybw&t=237s>



# Break



# Organisational Change and Culture

## CREATE a Culture Change

**C** Clarify values

**R** Reinforce the vision

**E** Empower behaviors

**A** Align conversations

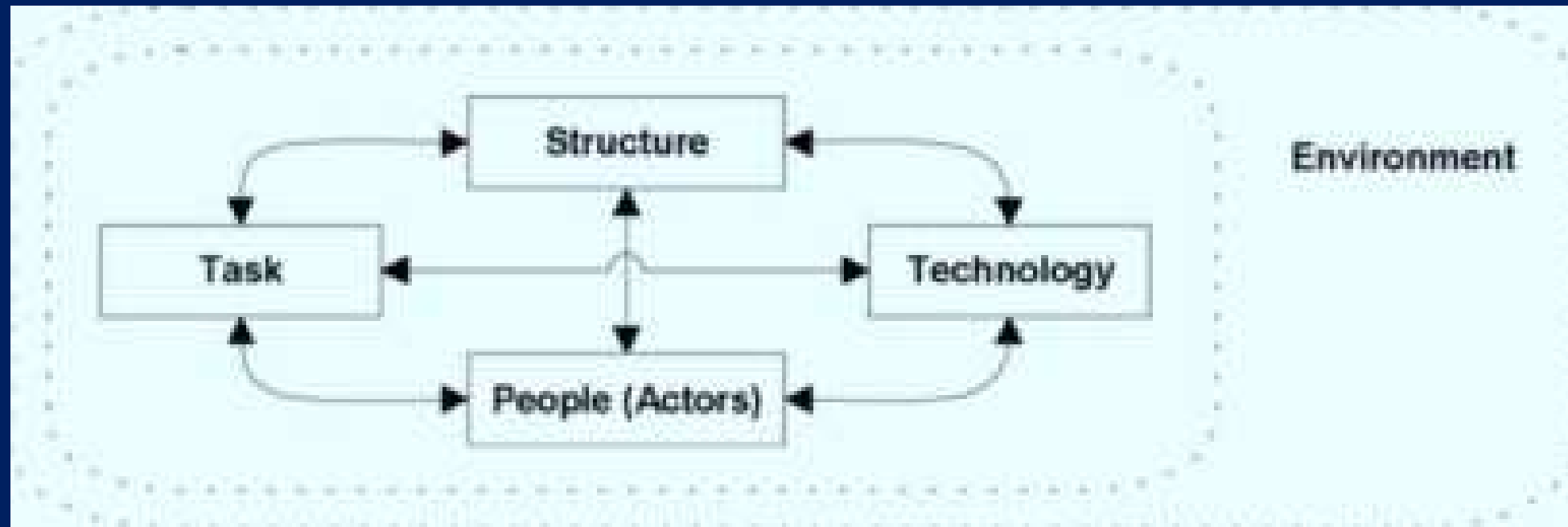
**T** Target effort

**E** Emphasize success

- **Clarify values** and create connections between leader values and organizational values
- **Reinforce the vision** ensure that everyone in the organization is clear on vision, values and how those elements lead to success
- **Empower behaviors** aligned to values and vision, remove obstacles
- **Align conversations** up and down the organization
- **Target effort** on high impact areas, align your HR systems to your values based culture
- **Emphasize success, reward change**



# Leavitt's Model of Organisational Change



# Managing Resistance to Change

- **Managing Resistance to Change**
- **Header: Overcoming Resistance**
- **Content:**
  - **Sources of Resistance:**
    - Uncertainty.
    - Loss of trust.
    - Fear of incompetence.
  - **Solutions:**
    - Clear communication.
    - Employee involvement.
    - Incremental changes.



Reason for Resistance	How to Address It
<b>Loss of control</b>	Allow those affected to have a say in decision-making, participate in planning, and take ownership of the process.
<b>Uncertainty during change</b>	Establish a sense of security by providing clarity through defined processes, straightforward steps, and clear schedules.
<b>Sudden changes without warning</b>	Keep everyone informed about developments and ensure communication is timely and transparent.
<b>Too many changes at once</b>	Limit unrelated changes to avoid overwhelming people. Where possible, maintain familiar elements and avoid unnecessary alterations.
<b>Loss of face for those associated with the status quo</b>	Acknowledge and celebrate valuable aspects of the past to preserve dignity and respect for previous contributions.
<b>Doubts about competence</b>	Offer comprehensive resources such as training, mentoring, and support. If feasible, run new and old systems concurrently during the transition phase to build confidence.
<b>Increased workload</b>	Designate specific individuals or teams to focus solely on managing the change process. Recognise and reward their contributions.
<b>Ripple effects impacting other areas</b>	Expand the circle of stakeholders to include all affected parties. Collaborate with them to identify and mitigate disruptions.
<b>Past resentments resurfacing</b>	Address historical grievances with conciliatory actions before emphasising forward-looking goals.
<b>Genuine threats from change</b>	Be honest and transparent about potential hardships. Take swift and equitable action, such as offering a significant one-time redundancy package with robust support, rather than prolonged, incremental cuts.



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**According to Leavitt's model, which element is not directly affected by organisational change?**

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# Breakout Room 3

## Discussion: Managing Resistance

- **Content:**

- **Topic:** "What are common challenges when managing resistance to change, and how can they be addressed?"
- **Instructions:**
  - Role-play as managers/employees navigating change.
  - See next slide for scenario and roles.
- **Timer:** 10 minutes.



# Breakout Room 3 Role-Play Setup

## Roles:

- 1.OHS Manager (Facilitator):** Responsible for explaining the new system, addressing concerns, and managing resistance.
- 2.Team Leader:** Represents middle management, expressing concerns about increased workload and doubts about staff competence.
- 3.Employee A (Senior Worker):** Resistant due to discomfort with technology and a preference for the old system.
- 4.Employee B (New Hire):** Open to the new system but worried about ripple effects on workload.
- 5.HR Manager:** Mediator, focusing on addressing morale and ensuring fair treatment.



# Discussion following Breakout Room 3

After the role-play, participants discuss:

- What worked well in addressing resistance?
- What could have been done better?
- How can these strategies apply to other OHS changes in Malta?



# Developing Positive Safety Cultures

## Indicators of a Positive Safety Culture

- HSG65 Guidelines
  - <https://www.hse.gov.uk/managing/index.htm>
- Direct link to Free pdf download:  
<https://www.hse.gov.uk/pubns/priced/hsg65.pdf>
- **Indicators:**
  - Control mechanisms.
  - Communication processes.
  - Cooperation among teams.
  - Competence and training.



# 5 Steps towards Creating a "Safety Culture"

- **Create and Broadcast Clear Policies and Procedures**
- **Provide Training**
- **Create a Report System**
- **Creating and Measuring Your Plan**
- **Building Commitment and Trust**



Source: <https://www.linkedin.com/pulse/5-steps-towards-creating-safety-culture-organization-post-chemaly/>

# Employing with Health and Safety in Mind

- **The Role of Recruitment in H&S:**
  - Hiring skilled and competent staff is critical for maintaining safety standards.
  - Recruitment should focus on both technical competence and alignment with organisational safety values.
- **Key Considerations:**
  - **Job Descriptions:** Clearly outline responsibilities and safety expectations.
  - **Person Specifications:** Include essential qualifications, skills, and desirable traits like teamwork and temperament.
- **Pre-Employment Checks:**
  - Verify qualifications, experience, and security clearances as needed.
  - Conduct background checks for roles with significant safety responsibilities.
- **Interview Process:**
  - Use open-ended questions to assess understanding and attitudes toward H&S.
  - Example: "Can you share your approach to maintaining safety in your current role?"
- **Cultural Fit and Team Dynamics:**
  - Evaluate personality traits and alignment with the organisation's safety culture.
  - Consider structured tools like personality profiling or psychometric testing for balanced assessments.



# Strategies for Sustaining Safety Culture

- **Sustaining a Positive Culture:**
  - Leadership commitment.
  - Recognising and addressing negative influences.
  - Continuous monitoring and feedback.
  - Employee Involvement
  - Training and Development
  - Rewarding Positive Behaviour
  - Integration into Daily Operations





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# Recap

## Key Takeaways

- **Understanding Human Behaviour:** Personal, environmental, and organisational factors shape workplace behaviour.
- **Safety Culture vs. Safety Climate:** Safety culture is the broader values and norms, while safety climate reflects current perceptions.
- **Managing Change:** Organisational change impacts people, technology, structure, and tasks; resistance can be managed with clear communication and engagement.
- **Sustaining Safety Culture:** Leadership, employee involvement, training, and continuous monitoring are essential for lasting improvement.
- **Case Studies:** Disasters like Tazreen and Rana Plaza highlight the consequences of weak safety culture and the need for proactive measures.
- **Takeaway:** A strong safety culture is built through leadership, accountability, and the shared commitment of everyone in the organisation.





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