

UNDERSTANDING THE DEMONSTRATION OF WORKPLACE SAFETY AND HEALTH OWNERSHIP ACROSS FIVE INDUSTRIES IN SINGAPORE – A CASE STUDY APPROACH

Study Objectives

As engendering Workplace Safety and Health (WSH) ownership is one of the crucial strategies leading to a Vision Zero mindset, a case study approach was used to understand how WSH ownership is demonstrated in the five selected high-risk industries. The study aimed to:

- define the **meaning** and **elements** of WSH ownership;
- determine how companies **demonstrate** WSH ownership;
- identify the **challenges** to inculcation of WSH ownership; and
- identify the **key success factors** in inculcation of WSH ownership.

Methods

The case study involved 3-6 companies for each industry using focus group discussions, in-depth interviews and observations.



FGDs



In-depth
Interview



Participant
Observation

Meaning and Elements of WSH Ownership

Behaviors of workers that promote the safety functioning of the organization

Employees' **shared perceptions** of policies, procedures, and practices relating to safety



Multi-way communication and **voluntary commitment** between workers, supervisors, and management pertaining to safety

Overview of Participating Companies

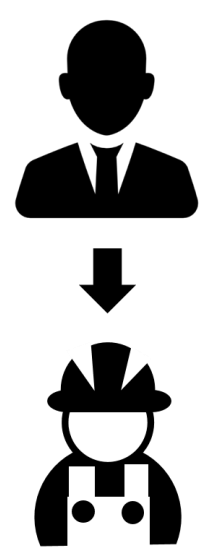
| | Construction | Logistics and Transport | Manufacturing and Metalworking | Marine Industries | Hospitality and Entertainment |
|--------------------------------|--------------|-------------------------|--------------------------------|-------------------|-------------------------------|
| No. of participating companies | 6 | 4 | 3 | 3 | 3 |
| No. of FGDs | 10 | 4 | 6 | 7 | 7 |
| No. of In-depth interviews | 18 | 16 | 11 | 13 | 4 |
| No. of observations | 6 | 8 | 3 | 3 | 3 |

Key Findings

How Companies Demonstrate WSH Ownership



Challenges to WSH Ownership



Top-down one way communication



Workers have **less autonomy** in voicing out concerns

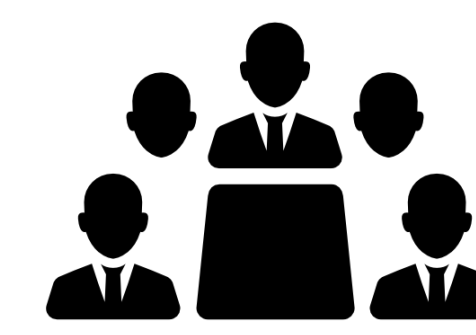


Development of trust in management as well as among co-workers

Potential Key Success Factors



Developing **no-blame** practices



Transformational leadership behaviours



Encouraging workers to be **open** about mistakes by taking a **non-punitive approach** to learning

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