



Assessing Employees' Attitudes Towards Improving Workplace Safety: A Case Study of Sunda International, Ghana

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Laurea University of Applied Sciences

**Assessing Employees' Attitudes Towards Improving Workplace
Safety: A Case Study of Sunda International, Ghana**

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The Occupational Health and Safety (OHS) regulation compels employers to take the required precautions to ensure employees' safety at work. However, safety at work cannot be accomplished without the significant input of employees. Employees' attitudes and behaviours are central elements to improving workplace safety. The aim of this study is to take an in-depth look at the impact of employees' attitudes toward preventing injuries and promoting workplace safety.

A qualitative study was conducted using four employees from Sunda International Ghana (the study's working life partner). Semi-structured interviews based on the research questions were conducted to collect the research data. The interviews were conducted face-to-face and recorded for eventual data transcription. The data were coded into themes and analysed using thematic analysis.

The study's findings discovered that ethical and legal responsibility, cost-effectiveness, risk management, and staff morale improvement are some of the important reasons to practice safety. It was revealed in the study that an unsafe workplace is a significant area where workplace safety could be improved and highlighted poor safety culture and lack of a safety management system as the major characteristics of an unsafe workplace. Understanding the causes of accidents helps prevent future occurrences; hence, this study identified negligence, complacency, fatigue, ignorance, and a lack of training as the basic causes of workplace accidents.

Regular training, monitoring and supervision, conducting regular risk assessments, the provision, and use of personal protective equipment (PPE), and effective communication were discovered to be critical means of preventing accidents and improving workplace safety. The study further showed that developing a positive mindset can improve safety behaviours and urges both employers and employees to make safety their priority. The study concluded that management commitment, safety training, and worker cooperation are key components that must be met to improve workplace safety.

This research urges further follow-up studies to improve workplace safety. Admittedly, the experiences of employees are not enough to improve workplace safety. Hence, the study suggests that employers' perceptions must be sought to determine the appropriate workplace safety.

Keywords: safety, workplace, safety practices, safety attitudes.

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1 Introduction

In Finland, the Occupational Health and Safety (OHS) Act compels employers to take the required precautions and take responsibility for taking care of the safety and health of their employees while at work (The Finnish Occupational Safety and Health Act 738/2002). Similarly, the Ghana Labour Act obliges employers to ensure that every worker is satisfied and works under safe and healthy conditions (Ghana Labour Act 651/2003 37). Studies showed that organisations are inclined to comply with Occupational Health and Safety legislation to safeguard the safety of its employees in the workplace by establishing and enforcing standards (Ferris & Murphy 2015, 8-9; Abdullah, Spickett, Rumchev & Dhaliwal 2009, 55). However, safety at work cannot be accomplished without the significant input of employees. It has been reported that human factors contribute to 80-90 percent of all workplace accidents, as workers failed to follow proper procedures when working (Abdullah et al. 2009, 55 cited Fleming & Lardner 1999). Assessing employees' attitudes toward safety has become increasingly crucial in many organisations (Cheyne, Tomás, Cox & Oliver 1999, 2). Consequently, the purpose of this research is to identify the best means of improving employees' safety in a workplace.

Donald and Canter (1994) cited in Li, et al. (2019, 1) state that the safety attitudes of employees influence accident outcomes and so contribute to the risk of accidents in the workplace. Besides, adjusting employee safety attitudes minimizes unsafe behaviours (Kim et al. 2017 cited in Li et al. 2019, 1). Thus, this study takes an in-depth look at the impact of employees' attitudes toward preventing injuries and promoting workplace safety.

Employees' attitudes are crucial to improving safety at work. However, little research has been conducted on this issue. According to Kaur (2010, 115), there is a lack of empirical research to confront employees' attitudes towards safety management. Moreover, among the biggest challenges to promoting a safe working environment for employees is finding useful information (Lavoie-Tremblay et al. 2008, 1). This research will serve as an additional resource to foster safety-oriented practice in the workplace through the cooperation of employers and employees.

1.1 Sunda International, Ghana

Sunda International Group was founded in 2000 and is among the prominent international trading companies that entered markets in South America and Africa early on. The group is passionate about operating under the tenet of hiring individuals based on competence. After more than two decades of hard work, the organisation has grown into a full transnational industrial group with services in information technology, international commerce, and

manufacturing in other nations. The group concentrates on the design and manufacture of ceramics, sanitary ware, hardware accessories, everyday cleaning supplies, and personal care items. The group also has a marketing network that covers more than 20 different countries and regions. The operational scale of Sunda International Group exceeds RMB (Renminbi-the official currency of the People's Republic of China) three billion. The group has long held a leading position among the top 100 companies that conduct export business to Africa. Sunda International Group owns companies globally including Peru, Tanzania, Kenya, Cote d'Ivoire, Senegal, Uganda, Zambia, and Ghana. Sunda Ghana Ltd. is a Chemical and Allied Products Merchant Wholesalers company with its headquarters in Accra, Ghana. Sunda Ghana Ltd. currently generates revenues of over USD 6.78 million (Sunda International 2022.).

1.2 Key concepts

The key concepts are the basic definitions of some keywords or terminologies used in this study. They include safety, the workplace, safety practices, and safety attitudes.

Safety: The term "safety" is defined as "the state of being away from hazards caused by natural forces or human errors randomly. The source of hazard is formed by natural forces and/or human errors" (Nas 2015, 53.). Safety in this study refers to the prevention of accidents as well as other actions by employees to ensure safety during work.

Workplace: The workplace in this study refers to any location where a worker is required to be or go because of his or her job and which is under the worker's direct or indirect control (Ghana Labour Act 651/2003 52).

Safety practices: Safety practices are regulations created to help workers undertake tasks (Olson 2015, 235). Safety practices in the context of this study are guidelines that govern employees' activities to maximize work efficiency without injuries in the workplace.

Safety attitudes: Safety "attitude is a psychological state of mind. It is the way a person thinks about situations, and it ultimately determines a person's behaviour" (Cabrera & Estacio 2022, 25). In this study, safety attitudes constitute employees' beliefs, values, and behaviours that affect the culture of safety in an organisation.

2 Exploring Occupational Health and Safety

This chapter discusses literature related to this study. It reviews previous literature on aspects including a safe working environment, benefits of good safety practices, and employees' attitudes towards safety.

2.1 Safe working environment

The working environment is key to improving employees' safety. It has been established that the workplace must bear the primary responsibility for increasing employees' safety (Finnish Ministry of Social Affairs 2016, 4). Thus, employees' safety hangs on the nature of the working environment. Among the aims of the Occupational Safety and Health Act is to ensure employees perform their duties in a safe working environment devoid of work accidents, diseases, and all other forms of work-related risks (Occupational Safety and Health Act 738/2002; Occupational Safety and Health Act, United States of America 1970). Research reveals that it is critical to enforce safety by modifying the working environment and detecting dangers at work so that workers can avoid risky circumstances (Jonathan & Mbogo 2016, 2).

Creating a safe working environment is the responsibility of all stakeholders in the company. In this case, all employers, managers, and employees have a key role to play in promoting work safety (Australian Human Rights Commission, 2010, 4). Jonathan and Mbogo (2016, 1), citing Bratton and Gold (1999), clarify that the 'shared responsibility' paradigm, which is a novel approach to occupational health and safety, posits that the best way to lower levels of workplace accidents and disease is for employers and employees to work together. Balderson (2016, 68) further explains that the inattentiveness of any of the parties weakens the other, which weakens the work environment, thereby increasing the occurrence of risks and accidents. Not only does a good working environment improve workers' safety, but it also enhances work efficiency and productivity (Lavoie-Tremblay et al. 2008, 20). The Finnish Ministry of Social Affairs (2016, 4) affirms that a positive working environment helps employees to cope at work while increasing productivity and competitiveness.

2.2 Employees' attitudes to safety

The definition of attitude is the inclination to respond favourably or unfavourably to items or people in one's environment (Steers 1981, 282 cited in Loosemore & Malouf 2019, 234). Li, Zhai, Zhang, and Meng (2020, 2) further explain safety attitude as the steady and broad expression of employees' willingness to work safely, which can aid in recognizing the significance and facilitating the implementation of safety policies, as well as bolstering the commitment to implement safety rules and regulations. Per the above definitions, whether safety at a workplace can be achieved depends on employees' attitudes. In other words, employees' attitudes play a significant role in effective workplace safety in an organisation. Accordingly, the safety attitude of employees has been demonstrated to increase work safety (Li, Zhai, Zhang & Meng 2020, 2). Flinkkilä, Paloniemi, Brusila and Koskenniemi (2021) argue that even while the employer is always accountable for the workplace's safety, the attitude

of the employees is equally critical. Therefore, a company's working environmental success cannot be achieved without the involvement of the employees.

Loosemore and Malouf (2019, 234) noted that attitudes have a significant impact on determining behaviours towards safety. According to Lepistö and Heliskoski (2019, 13), safety can be augmented by self-initiated action and by controlled action. The latter also argue that the improvement of safety and the enhancement of the sensation of safety depends on the will and acts of every individual. In terms of safety skills, we all have both our strengths and shortcomings. Thus, a worker's attitude toward safety will not only determine whether they behave properly on the job but also whether they will accept and follow formal workplace instructions and, when necessary, take the initiative to create informal practices that achieve the same objective (Loosemore & Malouf 2019, 234).

Osei-Asibey et al. (2021, 142) reveal that the Occupational Health Safety best practices have since proven the significance of employers' commitment to promoting health and safety performance. Hadjimanolis et al. (2015, 136) suggest that when employees see decent treatment on behalf of the organisation, they respond positively or reciprocate. Reciprocation entails an interest in the organisation, dedication, contentment, and enhanced performance. Concisely, employees tend to reciprocate when they perceive that their employer is willing to improve their well-being at work (Hadjimanolis et al. 2015, 137)

2.3 Impact on employee's safety attitudes

Many authors of Occupational Safety and Health believe that workers' attitudes have a noteworthy influence on safety performance (Burke et al. 2002; Li et al. 2019, 1; Kundu, Yadav & Yadav 2015, 8). Employees' safety attitudes are also described as a critical component of accident prevention (Li et al. 2019, 1). Kundu, Yadav, and Yadav (2015, 8) claim that the safety attitudes of employees improve safety in the working area, and organisational care for employees' health, and encourage workers to follow safe working guidelines. So, employees' safety attitudes show how they feel about safety policies, procedures, and practices (Burke et al., 2002, cited in Li et al., 2019, 2).

Undoubtedly, the impact of the safety attitudes of employees at a workplace can tremendously affect safety performance (Choudhry, Fang & Lingard 2009; Li, Zhai, Zhang & Meng 2020, 2). The effect on employees' safety attitudes could be either positive or negative. Shoji and Egawa (2006, 38) posit that workers with positive safety attitudes realise the importance of safety and prioritise safety concerns, whereas those with negative attitudes prioritise efficiency and view workplace accidents as the responsibility of others. The relationship between positive safety attitudes and negative safety attitudes is uncompromising. Thus, the reduction of unsafe attitudes will not result in the promotion of

positive safety attitudes, nor will the promotion of positive safety attitudes result in the reduction of unsafe attitudes (Shoji & Egawa 2006, 38.).

A positive safety attitude in the workplace refers to an employee's propensity to respond positively to a safety goal, idea, strategy, process, or issue (Safety Matters 2021). The research finding shows four criteria that suggest positive safety attitudes, namely "pride in safe work," "not overlooking risky behaviours of other workers," "preparation for safe work," and "awareness of accident prevention" (Shoji & Egawa 2006, 33). Developing positive safety attitudes protects equipment, property, and employees; prevents accidents; improves the work environment; and maintains employee morale. (Safety Matters 2021). Al Faqeeh, Khalid, and Osman (2019, 510) also reveal that positive safety attitudes promote management commitment to safety practices and help muster both the organisational and the employees' safety responses. Positive safety attitudes have a lasting effect on employees; they improve safety behaviour without being noticed and increase safety compliance and involvement (Al Faqeeh, Khalid, and Osman 2019, 510; Li et al. 2019, 2, 17).

Shoji and Egawa (2006, 33) again highlighted four characteristics of negative attitudes, which include "emphasizing efficiency," "wanting to end work early," "taking safety lightly," and "not my problem." It has been noted that management recognises the importance of efficiency and the need to adhere to deadlines, which in turn leads to the unsafe or negative safety attitudes of employees (Shoji & Egawa, 2006, 38-39). Despite this benefit of some employees' unsafe attitudes, it has been proven that it is the workers who eventually suffer injuries and all kinds of accidents (Asumeng et al. 2015, 63). It appears employees with a propensity to disregard safety are characterised by a variety of unsafe attitudes. So, Shoji and Egawa (2006, 39) say that the safety management team should produce safety programmes that will reduce unsafe attitudes and promote positive safety attitudes at work.

3 Research method

This chapter includes the research method that was adopted for the study. It undertakes the description of the chosen research method and why it has been selected for this study. This chapter further describes the data collection methods and the participants used for the analysis. It also provides a description of how the data was analysed. The following research questions were asked to resolve the research problems and achieve the study: What are your company's best safety practices? And how can your company improve its work safety activities?

3.1 Data collection and analyses

"Method" refers to the instruments, procedures, or techniques utilized to create data (Kaplan, 1964, cited in Jackson, Drummond & Camara 2007, 25). For this study, a qualitative research method would be used. In recent years, qualitative research has become an increasingly significant method in the social sciences and organisational studies (Bryman, Stephens & Campo 1996, 353). Fischer (2005) defines qualitative research as "a reflective, interpretive, descriptive, and usually reflexive effort to describe and understand actual instances of human action and experience from the perspective of the participants who are living through a particular situation". Qualitative research is a broad term for any study that gathers descriptive data from the participants' observations and words, whether spoken or written (Taylor, Bogdan, & DeVault 2015, 17). In simple terms, qualitative research "involves any research that uses data that do not show ordinal values" (Nkwi, Nyamongo, & Ryan 2001, 1).

In qualitative research, the main instrument for data gathering and analysis is the researcher, and they are typically engaged in fieldwork. When conducting qualitative research, researchers visit the people, environment, locations, and institutions to study behaviour in its natural setting (Maxwell 2012, 16). In a nutshell, qualitative research is conducted in a natural setting (Chesebro & Borisoff 2007, 9). Qualitative research facilitates flexibility in theories when "designing and conducting a study." (Kim, Sefcik & Bradway, 2017, 2). In some major sense, the participants regard a qualitative researcher as a participant, viewing his or her vocal and nonverbal activities as arising from that position (Chesebro & Borisoff 2007, 9). Qualitative research is also characterised by developing "abstractions, concepts, hypotheses, or theories" rather than testing existing theories (Maxwell 2012, 17). Chesebro and Borisoff (2007, 9) contend that the results acquired in qualitative research are immediately applicable and/or provide immediate and direct insight into current issues and consequences. In this sense, the qualitative research analysis addresses an actual social issue.

The phenomenological method was specifically used for this study. This category of qualitative method requires descriptive research to comprehend the lived experience of individuals relating to the phenomenon under investigation (Qutoshi 2018, 220-221). A phenomenological study simply describes how a respondent experiences a certain event (Leanne 2019). In a phenomenological method, a researcher collects information via observations, action research, discussions, questionnaires, and in-depth interviews (Leanne 2019; Qutoshi 2018, 220).

Taylor, Bogdan, and DeVault (2015, 18) noted that the focus of qualitative research is the significance that individuals ascribe to items in their lives. A qualitative research method was selected for this study because it is subjective research exploring employees' experiences regarding what is and is not a good safety practice. This motive is in line with Pathak et al.,

(2013) and Fischer (2005) who affirm that the qualitative research method is subjective and appropriate for understanding and describing people's beliefs, experiences, attitudes, behaviours, and interactions. Silver and Patterson (2015, 25) say that in qualitative research, data is collected through participant observation, one-on-one interviews, and "recognition and response." Phenomenological qualitative research was selected for this study because I wanted to observe some safety practices on-site while collecting the data.

3.2 Implementation methods

The data collection was conducted in Accra-Ghana in alliance with Sunda international, Ghana (the study's working life partner). Accra-Ghana was preferred because it is where the manufacturing site of Sunda international Ghana is located. It is also the working location of the study's participants. It is worth noting that Sunda international, Ghana assisted in providing participants for this study. A total of four employees were selected for the data collection using a purposeful sampling method. Purpose sampling has been regarded as a suitable technique for gaining broad insights and abundant data. (Neergaard et al., 2009; Sandelowski, 2000; Kim, Sefcik, & Bradway 2017, 2). In qualitative research, the purposeful sampling technique is used to identify and select rich information cases which makes effective use of limited resources (Palinkas et al. 2015, 534). This was the case for this study, since I visited Ghana for a short period, it was appropriate to judiciously use my limited time to secure in-depth information from the study's participants. Hence, purposeful sampling was employed for selecting the respondents with in-depth knowledge and first-hand information on the subject matter. I further deemed it fit to select the study's participants who were ready and available to partake in the data collection process. This was consistent in Bernard (2002) and Spradley (1979) who are cited in Palinkas et al. (2015, 534), highlighting the significance of availability and desire to engage, as well as the capacity to share experiences and viewpoints articulately, expressively, and reflectively. Purposeful sampling is used for clients' status (Silverman & Patterson 2014, 67), particularly in this study; the participants included two supervisors and two other employees from the production site of Sunda International Ghana. Participants' demographic information gathered during data collection is shown in Table 1.

Participants	E1	E2	E3	E4
Level of education	Higher national diploma	Professional	Postgraduate	Higher national diploma
Job position	Operational manager	Regional HSE supervisor	HSE supervisor	Machine operator
Years of working experience	4 years	5 years	15 years	5 years

Table 1: Participants' background information

A data collection technique used for this research is semi-structured interviews with open-ended questions. Arguably, the semi-structured interview is the most prevalent in conducting qualitative research (Flick 2017, 233). A semi-structured interview is defined as a conversation during which the interviewer does not stick to a set of questions (Doyle 2020). A semi-structured interview offers more open-ended questions rather than the usual structured question-and-answer format. In simple terms, a semi-structured interview encourages a mixture of closed and open-ended questions, as well as why and how inquiries (Adams 2015, 493.). In general, semi-structured or unstructured, open-ended, informal interviews are preferable because they provide more flexibility and reactivity to emergent topics for both the interviewer and the respondents (Jackson, Drummond & Camara 2007, 25). The semi-structured interview allows researchers to generate free-ranging dialogues and systematically pose study questions to participants. (Flick 2017, 233). Consequently, it provides opportunities for participants to express their thoughts on issues facing them. It has been argued that interviews are considered to give the participants insight into their thoughts and feelings (Gavin 2008, 249.).

The selected participants were interviewed individually on the agreed date and time. Before the interviews, a conversation was conveyed to each participant to seek their consent and to discuss when a meeting could be scheduled for the interview. The interviews were designed based on the research questions and in consultation with the working life partner (Sunda international Ghana). Refer to appendix 1 for the interview questions used during the data collection process. A minimum of 15 minutes were allocated for each interview which was recorded purposely for gathering the data. An open and friendly atmosphere was created before each interview to help participants feel more at ease. The interviewees were made aware of the confidential nature of their discussions to foster a climate of openness and candour. Everyone that needed to get their information gathered did so successfully.

After collecting the data, I transcribed them into text and performed a thematic analysis on them. Thematic analysis is a way to find patterns of meaning (themes) across a set of data, organize them, and figure out what they mean (Braun & Clarke 2012, 57). The thematic analysis describes the concepts and meanings that the participant or reader represents in a text (Gavin 2008, 248). It sorts data into groups and explains what the research is about (Hubner, 2007, p. 79). Thus, it demonstrates which topics are significant in the description of the investigated phenomena (Joffe 2012, 209 citing Daly et al., 1997). The thematic analyses go beyond just counting explicit words or phrases. Instead, they look for and describe themes, which are both explicit and implicit ideas in the data. Then, codes are usually made to represent the themes that have been found. Then, these codes are added to raw data or linked to it as summary markers so that it can be analysed later (Guest, MacQueen, & Namey 2011, 9.). Boyatzis (1998, 63) justifies that the unit of coding is the most basic part of the raw data that can be used to evaluate the phenomenon in a meaningful way. The outcome of

a thematic analysis should indicate the prominent patterns of meanings in the data set. These patterns have cognitive, emotional, and symbolic elements (Joffe 2012, 209). The thematic analysis of the study was undertaken to utilize the six-step method recommended by Braun and Clarke (2006, 60-69).

Familiarizing oneself with the data: This phase of qualitative analysis comprises reading and rereading any textual data, as well as listening to audio recordings or viewing video data. This phase is standard for all types of qualitative analysis. A necessary component of this stage is taking notes on the information as you read or listen to it (Braun & Clarke 2006, 60.).

Creating initial codes: Coding starts the systematic study of the data in phase two. Codes are the fundamental elements of analysis. Research codes identify and designate characteristics of the data that may be important to the research issue (Braun & Clarke 2006, 61.).

Searching for themes: This stage shifts the analysis from codes to themes, and the analysis begins to take form. A theme “captures something important about the data in relation to the research question and represents some level of patterned response or meaning within the data set.” The process of searching for themes is active, meaning themes are built as opposed to finding them. This stage reviews the coded data for patterns of similarities and overlap of codes (Braun & Clarke 2006, 63, 82.).

Reviewing Potential Themes: This step comprises a recursive assessment of the emerging themes in connection to the coded data and the overall data set. This phase is mostly concerned with quality control. It is suggested that the themes be compared to the compiled data extracts to determine if the theme works in connection with the data. If not, it will be necessary to eliminate some codes or move them under a different theme (Braun & Clarke 2006, 65).

Defining and labelling the themes: You must be able to articulate precisely what is distinctive and special about each topic while defining it. A solid thematic analysis will have themes that do not attempt to achieve too much since themes should have a clear purpose. The stated themes must link to one another but not overlap so that they are not redundant, but they may build on prior themes. Good themes should also directly address the research topic of the study (Braun & Clarke 2006, 66).

Preparing the report: Even while writing a report, such as a journal article or dissertation, is the last stage of analysis, it is not a step that begins at the conclusion. In qualitative research, we do not finish the data analysis and then write up the findings. Writing and analysis are intricately connected in qualitative research, from the casual publishing of notes and memoranda to the more formal procedures of analysis and writing a report. The objective of your report is to provide an engaging tale about your data based on your

research. The narrative should be simple and persuasive but also complex and grounded in intellectual study. Even if the analysis is descriptive, the argument must go beyond description to answer the research question (Braun & Clarke, 2006, 69).

The analytical technique began with the familiarization and identification of the data's primary themes by repeated reading of 21 pages of data-derived transcribed texts. Following that, initial codes were manually generated from the data to identify statements that occurred several times. In this inquiry, additional subthemes were identified by doing an in-depth examination of the data that indicated the most often occurring statements and evaluating the relevance of those statements to the research goals. As Guest, MacQueen, and Name (2011, 51) acknowledged, the sub-themes were refined by examining their similarities, differences, and correlations to assess the quality of the data. According to the study questions, the interviews were ultimately classified into two separate groups. Braun and Clarke (2006, 10) say that themes could show the most important parts of the data that relate to the study questions. A summary report was generated based on the study questions and the final analytic results. See appendix 2 for an excerpt from the data analysis.

3.3 Research ethics

Ethical issues in conducting research mean researchers' moral obligations to protect participants from harm, invade their privacy, and ensure that their well-being is protected (Drew, Hardman & Hosp, 2007, 79). I first sought individual consent from the participants, and the organisation at large, like Cohen, Manion and Morrison (2000, 53) recommend that permission to conduct research be sought as early as possible. I sought the research permit from the organisation and give advance notice concerning when the data will be collected.

According to Drew, Hardman and Hosp (2007, 72), one traditional way of solving research ethics is anonymity, masking participants' identities, institutions, and locations. In this study, participants were guaranteed the confidentiality of their responses and assured that the information gathered will only be used for the research. The participants were notified in advance of the procedure by which the data will be collected and the purpose for which it will be collected. Some researchers believe that this will enable the participants to be aware of the study's aim and methods, the risks involved, and what the study demands (e.g., Cohen, Manion, & Morrison 2000, 50; Drew, Hardman & Hosp 2007, 79).

4 Results

This chapter discusses outcomes from the data obtained for this study, considering the two research questions and the review of related studies. The first phase describes the results based on the first research question, which concerns the best employees' workplace safety.

whereas the second phase dealt with the findings based on the second research, which dealt with how to improve safety activities at the workplace. It's important to note that the findings discussed in this chapter come from the employees of Sunda International Ghana.

4.1 Workplace safety

This section discusses findings from the study's participants indicating their understanding of a safety practice. It also examines the importance of safety practice from the study's results.

4.1.1 Employees' perception of safety practices

The research's participants dived into their understanding of a safety practice, to begin with. The findings showed that the participants had diverse perspectives and in-depth knowledge of workplace safety. One participant, for instance, described a safety practice as:

"a standard operating procedure for performing a task that actually comes with a minimum bare risk to people, properties, equipment, and all that" (E2).

Likewise, a second participant believed that a safety practice is

"a procedure used to carry out work to ensure that the risk or potential of anything harming you is reduced to the bare minimum so that at the end of the day you are able to carry out the work without recording any injury or incident" (E1).

One participant also offered an exhaustive view on a safety practice. He explained that a safety practice must not only lead to risk-free occurrences at work but also safeguard the quality of work. This is what the participant said about safety practices:

"It's a method of ensuring compliance with safety rules and regulations, which translates into ensuring no harm, no injury, no damage to property, no damage to the environment, and no threat to work quality" (E3).

4.1.2 Importance of workplace safety

The outcomes also showed that ethical and legal responsibility, cost-effectiveness, risk management, and staff morale improvement all contributed to the importance of workplace safety.

Ethical and legal responsibility

The participants mentioned moral and legal responsibility as one of the important aspects of a work safety. This was one significant finding, as almost all the participants concealed the fact that both the employee and the employer have an obligation to ensure safety at work.

Some participants believed that employers were required to implement and foster a safety culture in the workplace. As a result, it is legal to implement good safety practices to ensure employee safety at work.

"It [work safety] is very important because, based on the indicators, it is the moral responsibility of the company to make sure that workers are safe" (E4).

"There is a legal requirement that you need to ensure safety in your work. It comes with a lot of sanctions from the regulatory bodies if you [companies] don't ensure safety at your workplace and it may go against the company" (E3).

Again, a participant feels that a work safety must be a collective responsibility. In other words, it is important for stakeholders to implement best work safety to ensure employees within the work setting are safe.

"We are looking at the fact that we all have a moral duty to ensure the safety of ourselves and that of others as humans" (E1).

Cost-effectiveness

The study's findings also revealed that good work safety is important because they are cost-effective. The participants argued that employers benefit financially despite the investments made in workplace safety. Some participants affirmed that:

"It [work safety] helps cut costs, even though many people believe that health and safety is something we spend and don't make money from, but it also prevents unnecessary money from being spent" (E2).

"Your [company's] turnover increases. Your insurance premium is also reduced because you are ensuring the safety of your employees and the workplace. Otherwise, you'll have to pay a lot of money for insurance. Because you don't record any injury, you will be paying less" (E3).

Another participant added the legal implications employers could experience when employees have accidents at work. He mentioned:

"When, because of an unsafe task, people get hurt, they can sue the company, which actually comes back against the company financially" (E4).

One participant believed that the financial gain of having good work safety extend to the employees. The participant said that workers should make sure their jobs are safe to improve their lives and get what they want.

"There is a financial gain associated with it [a work safety] because we all work to improve our lives, so if we don't ensure safety, we don't get that, and it affects us, just as when we don't realise productivity, we don't get what we seek" (E3).

Risk management

It was discovered that risk management is an important aspect of workplace safety. Some of the participants explained that by practising good safety behaviour, both employers and employees tend to assess the risks associated with their work and implement safety precautions to keep them safe.

For example, participant E4 stated that "one of the benefits of a work safety is that it helps us to be aware of the risks involved in the workplace and how to manage them. Everybody is careful about work dangers and will try to stay safe, so we are all risk managers when there is a good safety practice at work."

Another participant summed up the significance of risk management as a work safety in this way.

"It [a work safety] is important because, at the end of the day, we will need you to go home just as you came. "If we project and then look at the possible risks or hazards that are associated with the work that you are coming to do, then we must put in place practices that will keep you safe so that at the end of the day you go home just as you came" (E1).

Staff morale improvement

The study's findings also showed that improving employee morale is an important aspect of workplace safety. A reveal from a participant showed that safety at work makes people feel better about themselves and more motivated to do a good job.

"When you don't show safety at the workplace, it goes against the morale of the workers. So, you know, we have a sense of that kind of responsibility to ourselves, where when things go well, we tend to be encouraged to do more. If things don't go as planned, we become extremely depressed. For example, we once recorded an accident here, and the team involved was affected so badly by it that even that day, it affected their productivity. They were not motivated to do anything else. So, when there is that [accident], it also affects that [workers and production]" (E3).

One participant believed that practising a good safety culture at work not only boosts the morale of the employees but also enhances the reputation of the company. When you ensure the safety of your employees, he says, "your reputation as a company is also boosted" (E1).

In other instances, the study's findings showed that a work safety reduces employees' absenteeism.

"Safety at work reduces absenteeism. When workers know they are secure, nothing stops them from coming to work every day. There's nothing like accident-related sick leave, no stress about coming to work, no fear of operating certain machines and so on. So, clearly, a work safety is good" (E4).

4.2 Workplace safety improvements

This section explains participants from Sunda International Ghana's views on what causes workplace accidents and provides interventions to prevent various accidents from occurring. Finally, the chapter describes results on workers' attitudes to work safety and possible ways to improve safety at work.

4.2.1 Characteristics of an Unsafe workplace

To improve the safety at a workplace, it is important to know what makes a workplace unsafe. The participants of the study said that most unsafe workplaces have a bad safety culture and do not have a proper Environmental Health and Safety (EHS) management system.

The participants lamented how a bad safety culture in a company can make a workplace unsafe. Some of the participants believed that the mindset of the workers could corrupt the safety culture of an organisation.

"It [what makes a workplace unsafe for work] has to do with people's [employees'] mindset, which leads to the workplace safety culture. It's the safety culture that even helps people [the employees] understand that this environment is not safe to work in. The safety culture helps someone understand his or her job responsibilities" (E4).

Almost all the participants admitted that without a good safety culture in an organisation, there will be high risks and chaos in the workplace. For instance, one participant concluded his submission by saying:

"So, when a person [a worker] doesn't have a good sense of culture, the person [he or she] will not even know that this place is unsafe. I think when the safety culture is bad, then definitely the environment is going to be a chaotic one" (E2).

One of the participants highlighted the lack of safety leadership as part of the corrupt safety culture. He mentioned that no one cares what happens when the workplace is unsafe and that things are not organised.

"In an insecure workplace, there is no control or proper supervision over employees' safety. The workers do what pleases them without following any safety standards. At times, the layout in an unsafe workplace is not well planned; things are moving up and down in such a way that everything is not planned" (E1).

Among the factors that the study's participants identified as a characteristic of an insecure workplace is the lack of an environmental health and safety management system. This study discovered that in organisations where the EHS systems are not fully operational to ensure the safety of the workers, the workplace turns out to be unsafe. This is what one participant said regarding the EHS system.

"One of the factors [that make a workplace insecure for work] has to do with the lack of an EHS [Environmental Health and Safety management] system. If no EHS system is in place, it indicates that the workplace is hazardous to workers. It means there will be accidents, and equipment that is not inspected and is dangerous to work with because there are no systems in place to ensure that this set of equipment or this set of chemicals needs to have these protections or controls in place" (E3).

Another participant revealed that a lack of an environmental health and safety management system does not bring out the full potential of workers and therefore minimises productivity and the development of the company.

"The company doesn't see any growth because there is low production when there is no set of principles, no set of policies, no set of regulations, and no set of procedures that are implemented in the workplace to ensure the safety of the workers" (E4).

4.2.2 Causes of workplace accidents

This study sought to improve workplace safety. Hence, the study aimed to identify basic but avoidable causes of accidents at workplaces to improve safety performances. By avoiding accidents and improving safety at work, the study's participants were probed, and the following outcomes were enlisted: negligence, complacency, fatigue, and lack of training or ignorance.

Negligence

One prominent cause of a workplace accident identified by the participants was negligence. The participants acknowledged that often either employers or workers internationally fail to perform their tasks, which results in fundamental work-related accidents.

"The cause of the accident on the part of the worker can be negligence. He's very much aware, but he thinks it won't happen. It's not my business. There is a spill on the floor, and he

just goes around and thinks that as for this one, we have cleaners, so they will do. He suspects that you or someone else saw it already, so I don't report it" (E3).

On the part of the employers, the participant mentioned that "at times I begin to admit the fact that some employers don't care about the safety of their workers. You, as a worker, prefer to use the right equipment or tool, but the company just doesn't make them available for you to use. Employers' negligence of their responsibilities is something I just can't understand." (E4).

"I think some of the workplace accidents are caused by the negligence of the company. Our welfare is not their concern. When I come to work and don't get the support, I need to do work, such as simple protective clothing, it becomes very difficult for me to work without any accidents. You know the nature of our job" (E2).

Complacency

Two of the four participants agreed that complacency is one of the basic causes of workplace accidents. They said workers think they know about their work and believe that, out of the experience, nothing could ever harm them.

"So, complacency is one of the causes of accidents that happen at the workplace. With complacency, you think that it's always like that and nothing can happen. because you have extensive experience. The moment you think that way, there and then an accident can occur, or you stand the chance of risking yourself" (E1).

"The other one [that causes workplace accidents] is complacency. Complacency is when the worker knows everything about the work and thinks that because he's so experienced, this thing can never happen to him. For example, he [the worker] thinks that the system is so good. Over here, systems are in place, everything is ok, and nothing will ever happen to those machines. They're just machines. They can fail. If you imagine a machine with a sensor that stops when it encounters a human, what if the sensors get quicker?" (E3).

Fatigue

Another fundamental element of workplace accidents is fatigue. The participant argued that employees take high risks and could harm themselves when they are tired during work. Participants E1 and E2 affirmed that "it is very common that accidents that occur at workplaces are caused by fatigue."

Participant E4 related fatigue to the self-denial of workers. He said, "Sometimes, you can see the person is so tired, yet he refuses to take a break. It is good to complete a task within a

time frame, but if you can't, don't lie to yourself, especially if you're tired. Otherwise, there's a chance of an accident."

Ignorance

The participants in this study revealed that they have experienced workplace accidents that were caused by mere ignorance. For example, this is how one participant explained it:

"The cause of the accident most often is based on one's ignorance. A procedure may be unfamiliar to him or her [the employee]. Or he or she may not know how a chemical can cause harm, or he or she may lack the necessary skill and do something that may result in an accident" (E3).

Lack of training

Another participant related ignorance to a lack of training, particularly on the use of machines. He said that workers' ignorance about safe operating procedures leads to workplace accidents.

"Lack of training. When you don't know the safe operative procedures for whatever you are working with, you have an accident" (E1).

4.2.3 Preventive measures for workplace accident

The study's participants shared some substantial experiences on ways to avoid accidents at the workplace.

Regular training

One preventive measure for a workplace accident that was common in the findings was the provision of regular training to employees. The participants believed that providing regular training to workers made them more aware of the risks involved in their work practices.

"As workers, we have a responsibility to be aware of the hazards that are present in the workplace as well as the factors that contribute to injury or accidents as a consequence of our activities" (E4).

"Regular training, making workers aware of the dangers involved in their work practices. For example, if it's a machine you are getting them or if it's chemical, you must make them aware of the dangers in using them, and creating awareness calls for training" (E3).

“We can prevent an accident at the workplace if workers are trained on health and safety guidelines and apply them when we are working. Workers must also be updated immediately on safety rules and regulations as well as the use of new equipment” (E1).

Monitoring and supervision

One finding from the study on the preventive measure for workplace accidents was monitoring and supervision. The participants disclosed that monitoring is vital in ensuring health and safety at the workplace. A participant mentioned that monitoring and supervision are performed to evaluate employees on what they have been trained regarding work and safety.

“When you're monitoring, you are supervising and seeing if everything is okay. I mean, what you have trained the person [the worker], you must evaluate to see if the person has really gotten what you passed on. We monitor to check if a person is really working per the training given or offered them, and you do that through the monitoring and through the supervision” (E3).

According to one participant, monitoring and supervision highlight the three Es. Thus, monitoring enables employers to encourage, enforce, and evaluate employees to avoid workplace accidents. For example, he mentioned that workplace safety can be enforced by rewarding workers who practice it and punishing those who flout it.

“The last one [of the three Es] to me is to enforce it. Enforcement goes with rewarding and punishing, and it comes in so many forms. There can be sanction, naming and shame, frontal by calling the person and activating your disciplinary measures” (E4).

Conducting a regular risk assessment

Conducting regular risk assessments was also identified by the participants as one of the means to prevent an accident at the workplace. According to the study's participants, conducting a regular risk assessment of a workplace helps identify possible threats.

“We keep workers from getting hurt on the job by keeping track of each hazard and what workers must do to deal with it. We must look at each risk again and do a risk assessment every so often. I think this will go a long way toward reducing workplace accidents” (E4).

Participant E2 provided a brief description of the procedure and considerations made if conducting a risk assessment. He said: “During a risk assessment, we must think about what tools workers are using and whether they are using them to do the right jobs. We also look at how much work each worker usually does and if they need any training” (E2).

Provision and use of personal protective equipment (PPE)

One prominent finding on how to prevent workplace accidents was the provision and use of personal protective equipment (PPE). The study's participants showed how important PPE is in ensuring safety at the workplace. While some of the participants believe providing employees with protective gear is key, others are of the view that the provision of PPE is not enough, and employers must require workers to use it judiciously.

“Employers must give their workers PPE to use at work to keep everyone safe. Employers must also make sure that the PPE is regularly checked for wear and tear and, if needed, replaced. When workers have the right PPE, it also does a lot to boost their confidence” (E1)

“Workers can't do their jobs if they don't have the right safety gear. So, the company must make sure that all employees can get the safety gear they need as soon as they start working. Equipment can range from safety harnesses to the right gloves and glasses. Employees must always do their jobs with the right safety gear. To keep personnel safe, PPE must be provided to all workers” (E3).

“The company should teach its employees how to use PPE correctly and hold them accountable for finding and fixing instances of improper use. For example, employers should often do unannounced safety inspections to make sure that workers are following safety rules and wearing their PPE correctly” (E2).

Effective communication

The study findings showed that effective communication plays a part in preventing workplace accidents. The participants related safety signages and clear or clean workspaces to effective communication at the workplace. They considered communication as one way to a work safety.

“We can reduce or prevent accidents when we have effective team communication through safety signages. For me, in public places and other places where safety procedures need to be followed, there must be safety signs like pictures and signs to remind workers of their safety practices. For example, you could put up signs about damp floors and hang notes or signs on the doors to remind workers to wear their safety gear” (E1).

“One of the best safety practices is to keep the working environment tidy and in good shape. If we practice this daily, it will save us from some basic accidents that happen at our workplace. So, as a measure to prevent accident let's make sure there isn't too much stuff around the exits and the work area is clearer to work in. It's also important to use signages to let workers know about any changes or new information” (E4).

4.2.4 Worker's attitudes and perception on work safety

According to the study's findings, employee perceptions and attitudes play a significant role in improving workplace safety. The participants expressed how crucial employees' attitudes are towards safety at work. For instance, interviewee E3 said: "Safety starts with a system and for the workers to ensure safety, attitude is key. I can say it [attitude] should be ultimate here [the workplace]"

Positive mindset

The participants of the study further mentioned that to stay safe in a workplace, workers' perceptions and attitudes must be positive. The findings showed that regardless of the effectiveness of safety practices if workers do not develop a positive mindset, workplace accidents will still be recorded.

"It [attitude and perception] must be positive because one thing I always make sure workers understand when I train them is that their safety comes first before it comes to me or management. So, you must always make safety a priority if you see something that might harm you, you don't do it. If you are given a role or a task to perform and you don't really know what goes into it, you must be clear" (E1).

"You can have the best safety practice in place; you can have machines that have guides; you can have signages; and you can have good safety practitioners at the workplace. But if a worker has tuned his mind that, "massa saa nay3ye no" [this is how we do it] he will come for training and still want to cut connect. It'll not help, and you'll still record accident" (E4).

Safety is absolute

The study's participants also revealed that developing a positive work safety attitude is a requirement and responsibility of all employees. Thus, workers' positive attitudes towards workplace safety must be absolute.

"For me, I believe I am responsible for my own safety and the safety of others around me because that is my first thought. It is only when I can do the right thing that I think I can be able to correct somebody to also do the right thing" (E2).

"At the end of the day, workers are in a relationship with the machine. So, if you are with a machine and you don't know how to deal with it, you might get injured. "So, every move that workers make, every decision we make, we must make safety our priority, so worker attitude is 100% crucial" (E1).

4.2.5 Ways to improve work safety

The participants suggested important ways to improve workplace safety. They mentioned, among other things, cooperation, commitment, good safety management, and constant training.

Cooperation

Firstly, the study's findings showed that improving safety at work requires a collective effort starting from the top management level down to the lowest employees within the ranks. This is what some of the participants said regarding cooperation in improving work safety:

"Improving safety at work requires collective support or collective action from everyone in the workplace. Whoever finds himself in the workplace has a responsibility to improve it" (E3).

"Engaging with the likes of superiors and all the staff is key to improving safety at work. I believe if you can get superiors on board, it's easy to get subordinates to follow suit" (E1).

Management commitment

The participants also mentioned that our commitment to workplace safety is paramount to improving it. According to them, management must be obligated to ensure the safety of their workers, while workers must stay committed to a safe working environment. For example, one participant said:

"Management commitment should be key to improving safety. They need to commit themselves to some safety policies and lead by example. If an employer provides training, the employer is ensuring a safe workplace. If the employer is doing all that is expected of him and the employee is also doing what is expected of him, I mean, we will always improve it [safety]" (E3).

Good safety management

Having a good safety management team can improve workplace safety. Some participants disclosed that improving safety at work is the result of good safety management.

"A good safety practice is all about management. You can improve a work safety by keeping the standard, such as by training employees, conducting effective risk assessments, using symbols and timing, rewarding employees, and using the right tools for the right job. That is standard" (E2).

“If we want to make the workplace safer, we need to perform a risk assessment that will enable us to pinpoint the holes in our safety plan and chart a roadmap for the future” (E4).

Constant training

According to the participant, providing ongoing training can improve workplace safety. The results suggested that there is more room for improvement if you keep learning.

“So, we learn, we unlearn, and then we relearn through constant training and monitoring. That is one thing you must always be doing” (E1).

“If we are practising safety, that is where we see that, okay, we did it this way and we had this response, or we had these results, so let's improve upon it. They always call it continual improvement” (E3).

5 Discussion

This chapter addresses the study's findings considering the preceding chapters' topics. The discussion will be grounded in the theoretical framework and reinforced by additional relevant material.

The research purpose was to identify the best means of improving employees' safety in a workplace. This study intended to take an in-depth look at the impact of employees' attitudes toward preventing injuries and promoting workplace safety. The following research questions were explored to accomplish the study's objectives: What are your company's best safety practices? And how can your company improve its work safety activities?

First and foremost, findings from the participants' perceptions of safety practices revealed the ultimate objective of a work safety. Thus, regardless of their differing points of view, the participants were of the view that a safety practice must result in no or limited workplace accidents. This finding is in line with the safety policy of Snorek (2014, 1), which states that the main purpose of implementing a workplace safety practice is to reduce the number of injuries and illnesses at the workplace. OSHA US (2016, 3) says that the main goal of a safety practice is to avoid injuries, illnesses, and deaths at work, which cause emotional and financial stress for workers, their families, and employers.

One key finding regarding the importance of a work safety that the study's participants mentioned was ethical and legal responsibility. They believed that without effective work safety, it was impossible for workers to give their maximum effort and increase production. Hence, it is every company's moral responsibility to ensure workplace safety. Research work

on the importance of a work safety suggested that employers must nurture a conducive work environment and climate for employees to work safely and at peace; thus, they have a moral and often legal obligation to safeguard workers (Kaviarasu, Gerald, & Victor 2015, 5942). The authors went on to say that workplace safety is management's responsibility, and that only when employees feel safe at work can they fully utilise their abilities and maximise their potential. Related research concluded that it is the individual's duty to eliminate risk factors for unsafe behaviours, but it is the management's job to provide enough resources for safety work to foster employees' commitment to safety (Zahiri Harsini et al. 2020, 11).

In addition to the apparent advantage of ensuring the safety of staff and customers, this study's findings showed that a work safety aids in lowering costs on the part of workers and shields the organisation from legal liability claims. An empirical study made it evident that a single accident can cause massive financial losses for both employees and employers (Kaviarasu, Gerald, & Victor 2015, 5942). Recounting the importance of a work safety, Kaviarasu, Gerald, and Victor (2015, 5943) noted that accidents and illnesses at work are very expensive and have several direct and indirect repercussions on the lives of employees and their families. A work-related injury results in so many indirect expenses for employees that it is sometimes impossible to quantify and compensate them with money. On the other hand, employers primarily prevent costly lawsuits both in money and time by maintaining compliance with appropriate workplace health and safety rules and regulations (Spellman 2015, 10).

Through a work safety practice, both employers and employees become aware of the risks at the workplace and find the best ways to manage them to stay safe. The study's results showed that practising good workplace safety alerts workers to hazards within the work environment and implements safety precautions to keep them safe. In general, work safety seeks to increase employees' awareness of occupational risks and encourage safer work practices (Garcia, Boix, & Canosa 2004, 239). The study's finding about managing risks is also similarly found in Gul and Ak (2018, 15), which state that the process of risk identification, evaluation, and management aims to reduce the likelihood of work-related injuries. Ynze Houten (2012), cited in Jonathan and Mbogo (2016, 2), asserts that ensuring safety practices by modifying the working environment and recognising risks at work so that employees may avoid harmful circumstances is crucial. Besides, risk management regulates the safety behaviour of employees because they often neglect risks when performing their tasks (Wang, Zou, & Li 2016).

In this study's findings, it was found that a good safety practice at a workplace can boost staff morale. Many researchers have discovered that companies may enhance staff health and morale as well as productivity and product quality through a safety practice (e.g., Spellman 2015, 193; Osei-Asibey et al. 2021, 142; Kaviarasu, Gerald, & Victor 2015, 5945). Employees'

morale can be enhanced when they are safe and content at work. From the research, it is determined that employers should have a healthy and safe working environment in which employees and other visitors feel safe and can undertake their duties without any hesitation. By building an effective workplace safety culture, the employees might work healthily with peace of mind (Kaviarasu, Gerald, & Victor 2015, 5945.). Moreover, a belief that it is essential and ethically correct to comply with safety rules, as well as a desire to boost worker morale and productivity, is a factor in proactive health and safety management among construction managers (Osei-Asibey et al. 2021, 142).

Regarding what constitutes an unsafe workplace, the participants revealed that it was a significant area to discuss to improve workplace safety. This result is consistent with the claim that an unsafe workplace has been recorded as ranking second in the analysis of variables that impact a work safety. (Zahiri Harsini et al. 2020, 10). Additionally, workers with unsafe climate indicators at their workplaces expose themselves to recurrent risks at work (Garcia, Boix, & Canosa 2003, 244). This study's results relate an unsafe workplace to a bad safety culture and mention that an employee's attitude is a key determinant factor in the safety culture of an organisation. Previous results show that safety climate and employees' behaviour towards safety and health at work are correlated (Garcia, Boix, & Canosa 2003, 242). And the key to reducing accidents is to eliminate unsafe behaviours, which account for approximately 98% of workplace accidents (Rini 2020, 1457).

The study's participants also believed that one pertinent issue that could lead to an unsafe workplace was employees' mindset. Findings from Rini (2020, 1461) indicated that workers who have developed a positive mindset towards safety at work never have workplace accidents. To preserve a safe workplace, Jonathan and Mbogo (2016, 1) urge employees and managers to cultivate and maintain a safety mindset. This mindset does not necessarily accompany the development of equipment operating skills or knowledge. However, a mature approach is important.

Participants in the study believed that all workers must have a sense of safety at work and make a conscious effort to leave the work premises safely and without harm. Employers are expected to develop and maintain a safe and healthy workplace, but it is also the employee's responsibility to preserve his or her own safety and that of his or her co-workers (Jonathan & Mbogo 2016, 1 citing Bratton & Gold, 1999).

The participants said that performing routine jobs and responsibilities might lead to increased risk-taking. Workers believe they are not in danger while doing everyday duties (Zahiri Harsini et al. 2020, 10.). In industrial settings, "familiarity breeds contempt," which can lead to many injuries or fatalities (Spellman 2016, 404). Thus, workers perceive risks in relation to new task requirements and non-routine activities more often than with their usual work (Zahiri Harsini

et al. 2020, 10.). A study concludes that workers who work in an unsafe workplace are more likely to have accidents compared to those working in a safe environment (Rini 2020, 1462).

Results from the study also discovered that an improper safety management system could lead to an unsafe workplace. The participants highlighted that a lack of safety leadership corrupts safety culture. In providing significant new insights into the safety of a workplace, Zahiri Harsini et al. (2020, 9) attributed an unsafe working environment to poor safety management and supervision, noting that safety managers do not consistently demonstrate their confidence and competence when addressing safety concerns. The safety leadership practices require safety officers to prioritise safety concerns and offer enough support to safety departments (Wu, Fang, & Li 2015, 1672). However, this study revealed that management effort to promote safety is minimal, and there is no control or proper supervision over employees' safety in an unsafe workplace. Another study found that a lack of safety managers or leadership, a lack of a distinct allocation of cash to promote safety, and a failure to provide proper safety training with all contribute to unsafe behaviours and risk recurrences (Zahiri Harsini et al. 2020, 9).

In relation to workplace accidents, the study's results indicated that one common cause of accidents is negligence. Negligence does not only refer to reckless or careless conduct; it also means a contravention of the safety standard (Encho, Rahman, Tamrin, & How 2019, 8-9) in a workplace. The participants in this study conceded that most workplace accidents occur because workers intentionally fail to perform their duties. Research has proven that employees' negligence or careless behaviour constitutes the most common cause of fatal accidents in the workplace (Adhikari 2015, 128-131). It is also believed that unsafe behaviours that cause workplace accidents are largely the result of abnormal mental processes such as carelessness, negligence, and recklessness (Reason 2000, 768).

Complacency was also identified by the study's participants as among the basic causes of a workplace accidents. Employees' complacency in the workplace is seen everywhere (Higbee 2006, 3), and its negative impact has been a persistent concern in the OSH community (Lipinski 2021, 31). Even with a high energy level, complacency may and will occur (Higbee 2006, 3). So, it must not be taken for granted. Adhikari (2015, 127) was convinced that, even when workers are exposed to the same number of risk variables, complacency makes some workers more prone to error than others. Clearly, complacency is significantly perceived and ranked by safety professionals as a high-priority issue that causes workplace accidents (Lipinski 2021, 32).

According to this study's findings, workplace accidents are caused by fatigue. Fatigue is the condition of feeling tired, weary, or drowsy and arises from lengthy mental and physical effort, prolonged periods of worry, exposure to a harsh environment, or a lack of sleep

(Sadeghniaat-Haghighi & Yazdi 2015, 12). It is simply tiredness from work, exercise, or stress (Adhikari 2015, 133). Research has proven that fatigue in the workplace causes workplace accidents among employees (Mansor, Zakaria, & Abdullah 2012, 85; Adhikari 2015, 133). Fatigue has impacts on both the health and safety of workers (Sadeghniaat-Haghighi & Yazdi 2015, 12). Studies suggest that the causes of fatigue include psychological or social pressures, such as loss or grief (Sharpe & Wilks 2002, 480; Sadeghniaat-Haghighi & Yazdi 2015, 12). There is the possibility of accidents when employees experience fatigue or when their schedules are tight or too demanding (Mansor, Zakaria, & Abdullah 2012, 78). This might result in a lack of concentration (Adhikari 2015, 133). For example, the research found that employees who had to accomplish a difficult and overloaded task might become fatigued and subsequently lose their attention while completing their duties (Mansor, Zakaria, & Abdullah 2012, 81).

The outcome of the study also identified ignorance as one of the fundamental causes of workplace accidents. This is in line with the finding by Adhikari (2015, 129) that ignorance causes some accidents. Ignorance comes from not knowing enough about the possibilities of people for whom the technology available is only partially and sometimes effective (O'Brien 1987, 2). Spellman (2015, 210) illustrates further that ignorance often results in unwarranted dread of the unknown and may lead to a disregard for the possible devastating consequences of our actions. Research findings from Akomah, Boakye, and Fugar (2010, 485) revealed that employees say that their unsafe behaviour is because they are ignorant of what will happen if they keep doing it.

Lack of training also has a direct influence on workplace accidents. A lack of training indicates that employees are unable to do their duties successfully, have an inadequate understanding of how to use machines and equipment properly, and are incapable of performing their duties without causing an accident (Mansor, Zakaria, & Abdullah 2012, 32). The study participants indicated that a lack of training may have adverse effects on workers. This is because the causes of human error involve insufficient training (Adhikari 2015, 132). Many researchers have concluded the main causes of fatal workplace accidents are related to inadequate training on the part of management (e.g., Mansor, Zakaria, & Abdullah 2012, 32; Adhikari 2015, 129; Vasconcelos & Junior 2015, 4398; Loosemore & Malouf 2019, 241; Zahiri Harsini et al. 2020, 2).

To improve safety within a workplace, this study's participants probed into preventive measures for workplace accidents. It was determined in the findings that the provision of regular training has a massive impact on accident prevention in the workplace. It has been determined that employee safety training is crucial for maintaining safety performance (Ajmal, Isha, & Nordin 2021, 28) and preventing accidents. Again, educational and skills training programmes provided to workers significantly reduce the rate of errors (Adhikari 2015, 135), thereby preventing workplace accidents. Consequently, creating a safe work

environment requires management support. Training has a significant role in avoiding accidents. Skills for completing the work deteriorate with time; therefore, periodic replenishment is important (Adhikari 2015, 129). (Adhikari 2015, 129.).

Another measure of prevention for workplace accidents found in this study was effective monitoring and supervision. The study's participants revealed that safety monitoring and supervision are performed to evaluate employees' safety awareness and behaviours in the workplace. This corresponds with the findings of a related study, which confirms that safety monitoring and supervision are the extents to which safety managers monitor and focus on whether workers are working safely. Safety monitoring and supervision further help workers maintain an acceptable degree of situational awareness of all risky activities and scenarios that violate safety standards (Curcuruto & Griffin 2023, 4-5). Previous research also supports this study's result that monitoring, and supervision prevent or minimise workplace accidents. Palaian et al. (2006, 119) assert that monitoring and supervision aid in recognising the incidence of unusual, unidentified hazards and preventing their recurrence. Other findings also revealed that supervision was an effective catalyst and driving factor for minimising hazards (Vermeulen et al. 2017, 9). This study's results discovered that effective monitoring and supervision also improve safety behaviour and prompt workers to adopt safe practices. The effect of safety monitoring and supervision on employee safety compliance is good (Curcuruto & Griffin 2023, 5). Further research found that an emphasis on safety in supervision led to a shift in policy geared toward the protection of individuals (Vermeulen et al. 2017, 9). The study mentioned that whether a company will achieve high safety performance depends on effective monitoring and supervision. A study concluded that safety supervisors also play a crucial role in achieving outstanding safety performance. They establish and regulate the atmosphere in the workplace in which incidents and injuries occur. Excellence in safety performance corresponds to how effectively safety supervisors affect the actions of employees. Ultimately, the safety performance behaviour of employees is often a direct reflection of their supervisors' expectations (Gualardo 2008, 4-5.).

Regular risk assessment was discovered in this study to prevent workplace accidents. Gul and Ak (2018, 653) describe risk assessment as the process of analysing the risks associated with each of the identified hazards to grasp the nature of the risk. Risk assessment is found to be the most popular subject and the ideal instrument for implementing workplace accident prevention measures (Sánchez, Peláez, & Alís 2017, 212-213). This study's findings showed that risk management is a vital component in preventing workplace accidents. This assertion is supported by occupational health and safety research findings, for instance, that occupational risk assessment is the first and most important stage in achieving sufficient safety standards on the job (Pinto, Nunes, & Ribeiro 2011, 616). Pinto (2014, 57) concluded that risk management is the foundation for improving safety practices in the workplace.

Besides, effective risk assessment is necessary to avoid accidents in businesses (Yilmaz & Senol 2017, 77).

The study also found that the provision and use of protective equipment (PPE) is a preventive measure for workplace accidents. According to the participants, employers must provide the right safety equipment to enable workers to perform their tasks devoid of accidents. Employers are equally involved in the safety of their employees and must safeguard their employees to achieve excellent safety and health performance (Gualardo 2008, 1). Thus, the provision of PPE is necessary to limit the number of difficulties that endanger performance, safety, and well-being (Davey et al. 2021, 118). Pundits in the field of safety and health have described personal protective equipment (PPE) as equipment used to prevent or reduce a worker's exposure to a particular occupational hazard (Hameed et al. 2021, 4073; Ammad et al. 2021a, 3495). Its use is universally mandated, and it protects employees against accidents in the workplace (Hameed et al. 2021, 4073). It is believed that utilising PPE is regarded as an alternative and crucial for ensuring employees' safety and health (Sawada et al. 2017, 471). In other words, PPE is intended to decrease employees' exposure to risks when other control techniques are ineffective or insufficient (Ammad et al. 2021a, 3495).

Further findings that are in line with this study showed that compliance with the use of PPE is significant and crucial for lowering the number of occupational injuries and fatalities (Hameed et al. 2021, 4073; Ammad et al. 2021a, 3496). This study's participants revealed that it is seemingly important that workers always use PPE when working. It is evident from previous studies that accidents occur often each year owing to a lack of PPE knowledge and proper use and that the leading cause of accidents with a high fatality rate is ignorance and incorrect PPE application (Ammad et al. 2021a, 3495). Therefore, positioning the usage and adoption of the proper PPE for the appropriate task will reduce injuries and fatalities on the job site (Ammad et al. 2021b, 14). A study concluded that all employees should get oriented on the significance and effective use of PPE to protect them from any workplace hazards (Hameed et al. 2021, 4074).

Results from this study indicated that one means of preventing workplace accidents is effective safety communication. Past studies have been consistent with this result: effective safety communication prevents workplace accidents (Shuen & Wahab 2016, 137; Williams & Geller 2008, 49). Effective safety communication increases knowledge and understanding, which reduces risky behaviour and promotes safe work practices (Vecchio-Sadus 2007, 1-8). Workers' safety performance is thought to be greatly influenced by effective safety communication (Michael, Wiedenbeck, & Ray 2006, 471; Williams & Geller 2008, 51; Shuen & Wahab 2016, 127). It is on record that many injuries are caused in part by risky activities (Williams & Geller 2008, 51) in the workplace. Without proper communication, most of the activities at the workplace can cause accidents. Previous studies have shown that inadequate

communication is the major cause of subpar behaviours such as low productivity and morale, as well as poor safety performance (Michael, Wiedenbeck, & Ray 2006, 471). Therefore, Shuen and Wahab (2016, 131) posit that effective safety communication is an important factor that might considerably impact the incidence of accidents. Additionally, safety communication is thought to predict workplace safety. It has also been observed that visual signals and nonverbal communication influence employee safety behaviours (Vecchio-Sadus 2007, 9).

Effective communication strategies are essential for including workers in safety activities and gaining their cooperation and support to sustain a positive workplace safety (Vecchio-Sadus 2007, 8). According to a study, effective safety communication between employees and management is thought to reduce the likelihood of a workplace accident (Shuen & Wahab 2016, 127) and improve workers' safety-related actions (Michael, Wiedenbeck, & Ray 2006, 470). For future safety enhancements, Shuen and Wahab (2016, 137) concluded that feedback from frontline employees is important to management. Nevertheless, employees are often hesitant to submit safety-related feedback to their peers and management (Williams & Geller 2008, 51). Meanwhile, Vecchio-Sadus (2007, 8-9) noted that effective communicators are better equipped to offer corrective feedback for dangerous behaviours (thereby reducing accidents as well as positive feedback for safe actions (thereby increasing the likelihood that future behaviours will be performed safely).

The study's findings on employee attitudes and perceptions about workplace safety attitudes revealed that employees' mindsets are one way to improve workplace safety. The participants mentioned that employees must develop a positive mindset to remain safe at work. This study's result was consistent with research that discovered that employee mindsets have a significant influence on personal safety practices and interactions (Jonathan & Mbogo 2016, 2) in the workplace. Accordingly, to provide a safe and healthy workplace, employees and managers must be trained to adopt a health and safety mindset (Jonathan & Mbogo, 2016, 1).

The participants in this study believed that safety must be everyone's priority in the workplace. The findings gathered indicated that developing a positive attitude toward work safety is a requirement and responsibility of all employees. Much research has proven that safety is the responsibility of everyone (LaRose, Rifon, & Enbody 2008, 75, Jonathan & Mbogo 2016, 1; Roy 2003, 158) within the work setting. This study's findings revealed that self-protection and safety at the workplace are a must for workers. A previous study found that emphasising individual responsibility while working can help to promote safe behaviours (LaRose, Rifon, & Enbody 2008, 75). Roy (2003, 158) urges employees to be concerned with safety and work as securely as possible.

Pundits in the field also think that employees should be responsible for safety duties and that their performance should be measured against standards or goals that lead to good outcomes (Tsao, Hsieh, and Chen (2017), 66, citing OSHA, 2009). In short, employees must learn to work safely and respect all safety rules (Roy 2003, 158). Although employers are expected to establish and maintain a safe workplace and must provide the availability of personal safety, a safe environment, and safe conduct, employees also have a responsibility to ensure their own safety and that of their co-workers (Jonathan & Mbogo 2016, 1-2). Roy (2003, 158) concluded that by implementing safety regulations, personnel are protected from injury and disease caused by exposure to dangerous chemicals. On the other hand, a company may be more productive and lucrative with fewer injuries. Therefore, everyone benefits from workplace safety.

All the participants integrated cooperation as one of their primary solutions to questions addressing methods for enhancing work safety. Cooperation has spawned a variety of behaviour-based safety programs, safety management programs, and safety culture programmes (Grytnes, Tutt & Andersen 2020, 977). According to the findings of this study, cooperation between employers and employees improves workplace safety or is mutually beneficial. The evidence suggests that in an environment of open and constructive communication, the leader and member would openly discuss routine and non-routine issues and participate in cooperative problem-solving, which would eventually result in behaviours that were mutually advantageous (Michael et al. 2006, 471).

Analytical findings support the study's findings that cooperation and shared responsibility for safety among managers and employees are essential components of health and safety work (Grytnes, Tutt, & Andersen 2020, 977). Therefore, many typical workplace accidents can be prevented with the collaboration of both employers and workers, who see it as their duty to avoid workplace accidents (Mansor, Zakaria, & Abdullah 2012, 87). However, measures to ensure workplace safety run the danger of focusing on formalities and compliance rather than on collective safety involvement (Grytnes, Tutt & Andersen 2020, 977).

Management commitment to safety was found in this study as one means to improve workplace safety. Management commitment to safety is the extent to which top-level management or organisations demonstrate a commitment to enhancing workplace safety, which is typically shown in the encouragement and assistance given to workers in safety-related matters (Hassan & Esmail 2018, 29; citing Mooren et al. 2014). Management commitment demonstrates the importance of workplace safety to organisational success and efficiency and reflects the attitudes of senior management on safety-related problems (Subramaniam et al. 2016, 156). Besides, competently trained safety committee members exhibit an employer's dedication to workplace safety and give assistance on safety and health concerns to employees and employers (Safety 2012, 15).

The study participants indicated that management commitment should be key to improve safety. According to studies, management commitment to safety is a crucial component that greatly impacts organisational safety behaviours and safety performance (Tsao, Hsieh & Chen 2017, 53; Vinodkumar & Bhasi 2010 cited in Hassan & Esmail 2018, 29; Tsao, Hsieh & Chen 2017, 54). The commitment from management serves to influence workers' perceptions, who ultimately operate in the safest way possible, enhancing their safety-related behaviours in the form of a decrease in the rates of accidents, injuries, and deaths (Bosak et al., 2013; cited in Hassan & Esmail 2018, 29). Moreover, Subramaniam et al. (2016, 156) revealed that by giving the necessary support and encouragement to workers, they can participate in safe behaviours while on the job.

Other studies have found that high levels of management commitment to safety may improve employee safety behaviour (Tsao, Hsieh, & Chen, 2017, 54; Hassan & Esmail, 2018, 30). A similar conclusion obtained in research concluded that management support for safety improves safety communication and employee safety commitment, thereby lowering workplace accidents. (Tsao, Hsieh & Chen 2017, 54). According to a qualitative conclusion of the study, without management commitment, no safety initiative will be successful (Marsh et al. 1998, 46). This study's results showed that there was a significant positive link between management commitment measures and safety performance improvement (Marsh et al. 1998, 53). Previous research findings indicated that management commitment has a substantial impact on supervision, which has a greater impact on safety consciousness than on safety behaviour (Tsao, Hsieh & Chen 2017, 65). Other research findings suggested that the commitment levels of management are substantially more significant than the conduct of those who apply the system (Marsh et al. 1998, 53).

A recent study demonstrates that safety management systems have a crucial role in addressing workplace safety and health issues, enhancing worker safety, lowering workplace dangers, and establishing better, safer working conditions (Mohammadfam et al. 2017, 156-157). Thus, there is an urgent need to build and maintain a robust health, safety, and management system to protect the health and safety of employees and raise the safety bar in the manufacturing industries (Zubar et al. 2014, 385). The International Labour Organisation (2016, 5) emphasised the significance of establishing an occupational safety and health management system in the workplace to enhance the working environment and reduce the related dangers and risks. A study has shown that safety management techniques may impact and determine safety performance (Razali et al. 2018). It is worth noting that preceding results support this study's finding that good safety management systems play a strategic role that may improve workplace safety conditions and performances (Mohammadfam et al. 2017, 160; Razali et al. 2018).

The ILO (2016, 5) document also highlights a structure for a successful occupational safety and health department in businesses via the use of risk assessment and an emergency plan (ILO 2016, 5). The study's participants indicated that risk assessment must be performed to identify and reduce risks in the workplace. This result was in line with the ILO's (2016, 25) recommendation that employers establish a plan for risk identification and implementation of the Occupational Safety and Health Management System. The study's conclusion states unequivocally that employers must have effective safety management procedures in place to prevent accidents, particularly those that occur during working hours (Razali et al. 2018).

The other theme that emerged was the constant or continuous training that could improve a workplace safety, as Colligan and Cohen (2004, 30) found that training programmes that identify the right safety procedures may provide employees with the knowledge and skills necessary to comply with safety procedures and engage in safety programmes successfully. The study's participants considered safety training a priority and believed that constant training provided the knowledge necessary to safeguard yourself and others. It is evident that individuals learn and apply their knowledge to novel and diverse settings (Colligan & Cohen 2004, 223). This study finding was consistent with the presumption that individuals will behave responsibly after being notified of danger and given remedial or preventative instructions (Colligan & Cohen 2004, 223).

It has been well established that safety training promotes safe behaviours among personnel (Subramaniam et al. 2016, 150). Individuals who have received safety-related training and understand organisational safety incentive systems (and therefore, presumably, have greater knowledge and skill regarding appropriate safety behaviour than other employees) are expected to adhere to proper safety protocol more frequently than those with less normative knowledge (Colligan & Cohen 2004, 71). By alerting workers of the significance of adhering to safety regulations and procedures, safety training often contributes to the prevention and control of workplace accidents. Effective safety training is crucial to the success of occupational safety and health (OSH) programmes because it improves behavioural skills, relevant information, and/or attitudes, and works as a catalyst for forecasting accidents (Subramaniam et al. 2016, 150).

The relevance of safety training in motivating employees to assist co-workers and the company in adhering to safety regulations and procedures The effectiveness of safety training is determined by the transfer of training, or when workers implement the safety information and skills, they have acquired by working safely (Subramaniam et al. 2016, 156). The premise is that if individuals are made aware of a danger and provided remedial or preventative measures, they will behave accordingly (Colligan & Cohen 2004, 223). Knowledge of safety and health rights, duties, and obligations, as well as any tasks that may be required of a safety and health representative, comprise competent training. Members of worker and

employer safety and health committees must be well-trained to fulfil their responsibilities (Safety 2012, 15). The participants mentioned that through continual improvement, the company can respond to previous safety errors. In conformity to this finding, Knop (2022, 297) found that the true value of continuous improvement resides in developing an organisation that is always learning and that fosters a culture that not only accepts but actively embraces change.

6 Conclusions

A short description of the study methodology, results, and analysis is provided in this chapter. This section also discusses the study's validity. The final stage of this chapter offers suggestions for further research concerning improving employees' safety attitudes in the workplace.

6.1 A summary of the study

The qualitative research method was used to conduct this study. Participants in this research were employees of Sunda International Ghana. The purpose of this study was to identify the best means of improving employees' safety in a workplace. The objective of this study was to investigate the impact of employees' attitudes to prevent injuries and promote maximum efficiency at work. Various occupational health and safety topics, such as a safe working environment, employees' attitudes toward safety, and the impact of good employee safety attitudes, were explored as a framework for achieving the study's objective.

The study highlighted that the main objective of an effective work safety is to prevent or minimise work-related accidents. Employee perceptions and attitudes toward safety were identified as a major tool relevant to achieving an effective work safety.

The study stressed the importance of practising workplace safety. The participants revealed that both employers and employees have the ethical and legal responsibility to ensure an effective work safety. The study suggested that while it is important that employers create a conducive workplace for workers to safely work, it is also the responsibility of employees to preserve their safety. According to the study, practising good workplace safety alerts workers to hazards within the work environment and implements safety precautions to keep them safe. Work safety seek to increase employees' awareness of occupational risks and encourage safer work practices. Risk management regulates the safety behaviour of employees because they often neglect risks when performing their tasks. The study noted that by building an effective workplace safety culture, employees might work healthily with peace of mind.

An unsafe workplace is a significant area where the study found that safety practices could be improved. An employee's attitude is a key determinant of the safety culture of an organisation. According to the study, the key to reducing accidents is to eliminate unsafe behaviours, which are responsible for a greater number of accidents in workplace accidents. Consequently, it has been proven that workers who work in an unsafe workplace are more likely to have accidents compared to those working in a safe environment. The study attributed an unsafe working environment to poor safety management and supervision. The participants highlighted that a lack of safety leadership corrupts safety culture. There is no control or proper supervision over employees' safety in an unsafe workplace.

The study established that negligence, fatigue, ignorance, and a lack of training are the most common causes of fatal accidents in the workplace. According to the study, fatigue is the condition of feeling tired, weary, or drowsy and arises from lengthy mental and physical effort, prolonged periods of worry, exposure to a harsh environment, or a lack of sleep. Ignorance comes from not knowing enough about the possibilities of people for whom technology is only partially effective. Lack of training indicates that employees are unable to do their duties successfully and have an inadequate understanding of how to use machines and equipment properly. Vasconcelos and Junior (2015, 4393) conclude that accident analysis is making headway as a method for accident prevention due to the necessity of understanding the causes of accidents for their preventive actions and in risk management.

The study showed that regular training has a huge effect on preventing accidents at work. Employee safety training is crucial for maintaining safety performance and preventing accidents. The study also advocates that effective monitoring and supervision also help workers maintain an acceptable degree of situational awareness of all risky activities and scenarios that violate safety standards. Regular risk assessment was discovered in a study to prevent workplace accidents. Risk assessment is found to be the most popular subject and the ideal instrument for implementing workplace accident prevention measures.

Employers are equally involved in the safety of their employees and must safeguard their employees to achieve excellent safety and health performance. Workers' safety performance is thought to be greatly influenced by effective safety communication. The study's participants revealed that it is seemingly important that workers always use PPE when working and concluded that all employees should get oriented on the significance and effective use of PPE.

The study's findings on employee attitudes and perceptions about workplace safety revealed that employees' mindsets are one way to improve workplace safety. This study's results showed that employee mindsets have a significant influence on personal safety practices and interactions in the workplace.

Other results from the study revealed that many typical workplace accidents can be prevented with the collaboration of both employers and workers, who see it as their duty to avoid workplace accidents. Therefore, many typical workplace accidents should be prevented with the collaboration of both employers and workers who see it as their duty to avoid workplace accidents (Mansor, Zakaria, & Abdullah 2012, 87). Tsao, Hsieh and Chen (2017, 69) widely acknowledged, management dedication and employee participation strongly impact safety performance. The study also found that high levels of management commitment to safety may improve employee safety behaviour. This study's results showed that there was a significant positive link between management commitment measures and safety performance improvement.

Findings from the study urge the need to build and maintain a robust health, safety, and management system in the workplace. Accordingly, good safety management systems play a strategic role that may improve workplace safety conditions. So, employers need to have good safety management systems in place to stop accidents, especially ones that happen at work. It has been inferred that safety management systems enhance occupational safety and health conditions and promote healthy and safe workplaces (Mohammadfam et al. 2017, 160).

The study's participants considered safety training a priority and believed that constant training provided the knowledge necessary to safeguard yourself and others. It has long been established that employee safety training promotes safe behaviour. Effective safety training is crucial to the success of occupational safety and health programmes because it improves behavioural skills, relevant information, and/or attitudes and works as a catalyst for forecasting accidents. The participants indicated that the true value of continuous improvement resides in developing an organisation that is always learning and fosters a culture that actively embraces change.

The findings in this study cannot be generalised as the perception of all employees because of the limited number of participants. However, it represents the experiences and perceptions of employees' attitudes towards improving workplace safety. As a result, the findings of this study can be applied to any occupational health and safety sector, as well as policymakers, to improve workplace safety. Sunda International Ghana, the study's working life partner, and companies can benefit by applying the results and suggestions to enhance safety practices in the workplace. Lastly, the knowledge in this study is well-resourced and can therefore serve as a source for further research.

6.2 Validity of the study

Qualitative research allows the researcher to meet directly with the interviewees and listens to their stories. In this case, the researcher gets first-hand information from the participants without a twist of the data. Thanasegaran (2009, 37) argues that a measurement is valid if it

measures precisely what it was intended to measure, with no accidental inclusion of additional variables. Kimberlin and Winetrstein (2008) define validity as the extent to which a technique measures what is intended to be measured. The study's validity allowed the participants to form an integral part of the research by expressing knowledge on the subject.

Validity interprets how effectively research exemplifies its topic (Hannes, Lockwood & Pearson 2010, 1738). Interpretive reports are based on the participants' learned language and their own words and ideas (Maxwell 1992, 289). During the study's data gathering, a common language was employed. It was simple to grasp and transcribe the collected data. Thus, the methodological and analytic procedure of the research was interpreted based on the participants' descriptions during the interviews.

Generalisation in qualitative research is the development of a theory from a case study, which demonstrates how the same procedure may create different results in various circumstances (Maxwell 1992, 293). They strengthen the external validity of their research by illustrating how the same process may produce comparable (or unlike) outcomes under comparable (or dissimilar) settings (Hannes, Lockwood & Pearson 2010, 1738).

Notwithstanding just four participants used in conducting this study, the findings may be applied to other workers throughout the globe who are in the same scenario. This justification is consistent with Maxwell's (1992, 293) assertion that generalisability is founded on the notion that research may explain comparable persons or conditions, as opposed to drawing conclusions about a specific group based on statistical inference. Good qualitative research should therefore generalise sample population-based results (Gavin 2008, 46).

Validity relates to what the researcher claims he or she saw or heard. Additionally, it verifies the explanations of things that may, in theory, be seen but were inferred from other evidence (Maxwell 1992, 286.). This study's account was derived from the conducted interview and backed by pertinent data from other connected papers.

6.3 Research suggestions

The experiences of employees are not enough to improve workplace safety. The study suggests that employers' perceptions must be sought to determine the best workplace safety. Employers sharing their thoughts on employees' workplace safety will broaden the scope of the results and indicate the organisation's commitment to preventing workplace risks. Gopinath (2020, 1461) asserts that employers' perceptions demonstrate their commitment to and care for their workers and are anticipated to impact employee attitudes, actions, and job participation.

The study's participants were all male employees of Sunda International Ghana. There would have been interesting results if we had included female employees during the data collection.

A review by Biswas et al. (2022, 576) found that female employees' perceptions of safety at the workplace differ from those of their male counterparts. Researchers have also shown that males are less likely than females to adopt preventative and protective work practices (ILO 2009, 2). Thus, this study recommends that a future study be conducted involving female employees to have a comparative and diverse analysis of workers' perceptions of improving safety at work.

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Appendix 1: Thesis interview questions

Topic: Assessing Employees' Attitudes Towards Improving Workplace Safety: A Case Study of Sunda International, Ghana

The aim of this interview is to have a conversation with the primary focus of sharing your experience of worker safety and exploring the possible means to improve safety at work.

All information gathered from this discussion will be kept confidential and will only be used for this study. Recorded conversations will be destroyed after the completion of the study's analysis.

Background questions

1. What is your age range? 18-30, 31-40, 41-50, 51 and above.
2. What is your gender?
3. What is your highest level of education?
4. How long have you been working? (Work experience)
5. What is your position in the company?
6. What, in your view, is a work safety practice?
7. Why is it important to keep safety practices at workplaces?
8. What makes a workplace insecure for work?
9. What are the basic causes of work accidents?
10. What can be done to prevent these accidents? (Preventive measures).
11. How do you perceive your attitude to safety and that of your fellow workers?
12. How crucial is a worker's attitude towards work safety?
13. Generally, how do we improve safety at work?

Thank you for your time.

Appendix 2: An excerpt from the data analysis

Q7	1. Why is it important to keep safety practices at workplaces?		
	Transcript	Codes	themes
E1	<p>It [a work safety practice] is important because, at the end of the day, we will need you to go home just as you came. "If we project and then look at the possible risks or hazards that are associated with the work that you are coming to do, then we must put in place practices that will keep you safe so that at the end of the day you go home just as you came</p> <p>It's also important because we are looking at the fact that we all have a moral duty to ensure the safety of ourselves and that of others as humans</p>	<p>we project and then we look at the possible risk or hazards that are associated with the work that you are coming to do, then we must put in place practices that will keep you safe</p> <p>each other's responsibility to keep safe</p>	<p>Risk management</p> <p>Moral responsibility</p> <p>Cost-effectiveness</p> <p>Safes lives</p> <p>Morale booster</p> <p>Reduces absent</p>

E2	<p>Yes, it is very important. Because from the indicators it is the moral responsibility of the company to make sure that workers are safe I hope you get me, so for moral reasons and also financial reasons because it helps cuts some costs even though people think health and safety just spend we don't make money but actually also prevents unnecessary money from going out I hope you get me so it can still help cut cost which is financial then legal in the sense that when as a result of the unsafe task, should people get hurt, they can sue the company it actually comes against the company in some legal reasons, safety at work is very good. Then let me add the last one also for the protection of individuals and equipment so they are still very necessary because they want to be able to keep people's lives and properties, they want to keep people alive when they come to work people going back to their families safe as they came and all that and basically in fit form.</p>	<p>the moral responsibility of the company.</p> <p>it helps cuts some costs.</p> <p>because of an unsafe task, should people get hurt, they can sue the company</p> <p>protection of individuals and equipment.</p> <p>they want to be able to keep people's lives and properties they want to keep peoples alive when they come to work people go back to their families safe as they came.</p>	
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E3	<p>There is a legal requirement that you need to ensure safety in your work practice. It comes with a lot of sanctions from the regulatory bodies if you [companies] don't ensure safety at your workplace and it may go against the company. Also, your [company's] turnover increases. Your insurance premium is also reduced because you are ensuring the safety of your employees and the workplace. Otherwise, you'll have to pay a lot of money for insurance. Because you don't record any injury, you will be paying less. There is a financial gain associated with it [a work safety practice] because we all work to improve our lives, so if we don't ensure safety, we don't get that, and it affects us, just as when we don't realise productivity, we don't get what we seek. And then again when you don't show safety at the workplace, it goes against the morale of the workers. So, you know, we have a sense of that kind of responsibility to ourselves, where when things go well, we tend to be encouraged to do more. If things don't go as planned, we become extremely depressed. For example, we once recorded an accident here, and the team involved was affected so badly by it that even that day, it affected their productivity. They were not motivated to do anything else. So, when there is that</p>	<p>moral duty to ensure the safety of ourselves and that of others as humans.</p> <p>financial gain.</p> <p>when you don't show safety at the workplace it goes against the morale of the workers.</p> <p>your profit margin goes up, and your reputation as a company when you ensure safety for your workers, of your workers it is also boosted.</p> <p>It also reduces absenteeism</p>	
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	[accident], it also affects that [workers and production]		
E4	<p>It [work safety practice] is very important because, based on the indicators, it is the moral responsibility of the company to make sure that workers are safe. And when, because of an unsafe task, people get hurt, they can sue the company, which comes back against the company financially. Another important thing is that safety practice at work reduces absenteeism. When workers know they are secure, nothing stops them from coming to work every day. There's nothing like accident-related sick leave, no stress about coming to work, no fear of operating certain machines and so on. So, a work safety practice is good. One of the benefits of a work safety practice is that it helps us be aware of the risks involved in the workplace and how to manage them. Everybody is careful about work dangers and will try to stay safe, so we are all risk managers when there is a good safety practices at work.</p>	<p>It is the responsibility of the company or the employer to ensure safety at work</p> <p>An unsafe workplace can cost the company financially.</p> <p>Reduces absent and boosts the morale of workers.</p> <p>Identify and manage risks.</p>	