

# Safety culture in an institutional perspective

## Summit on Occupational Safety Culture and Climate 2007

**NRCWE, Denmark**

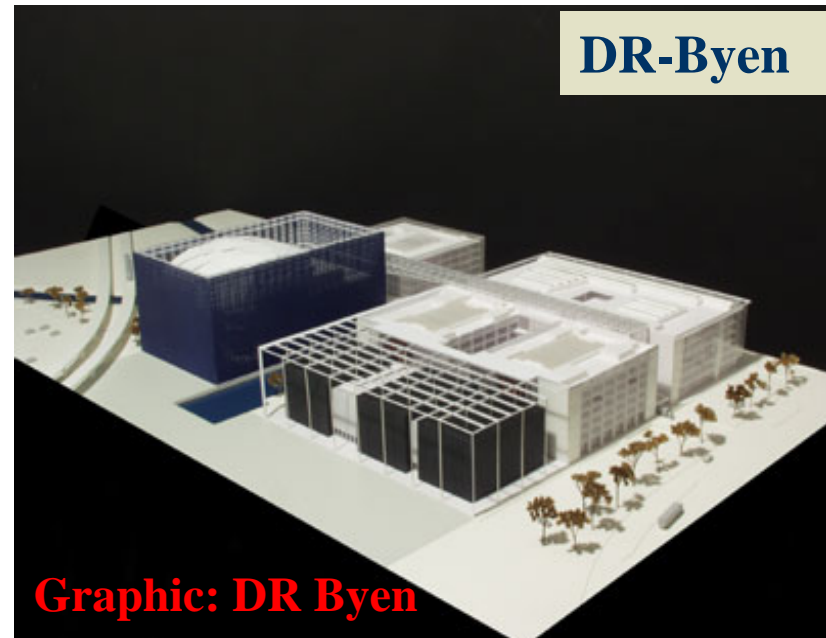
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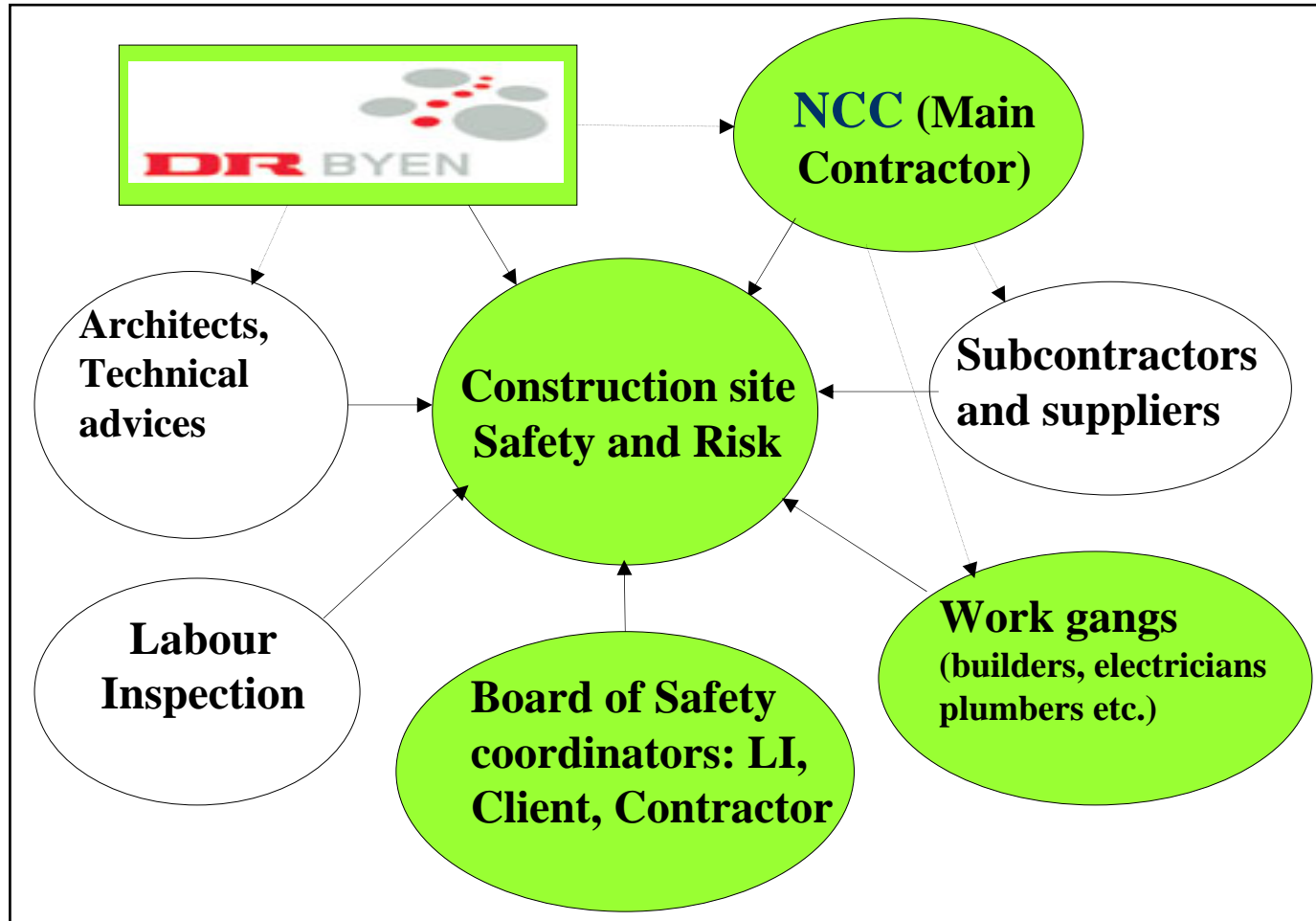
# Background

- ▶ *How do building enterprises deal with environmental demands related to work safety.*
- ▶ *Case analysis of the institutionalization of safety in DR-byen, Amager.*



**Figure 1. Main actors influencing safety at the construction site**

**Omverden**



# Aims of presentation

- ▶ Illustrate that the concept of shared meanings is important for institutional theory and theory of safety culture .
- ▶ Illustrate how this differs from the concept of safety climate,
- ▶ Illustrate different methodological approaches.

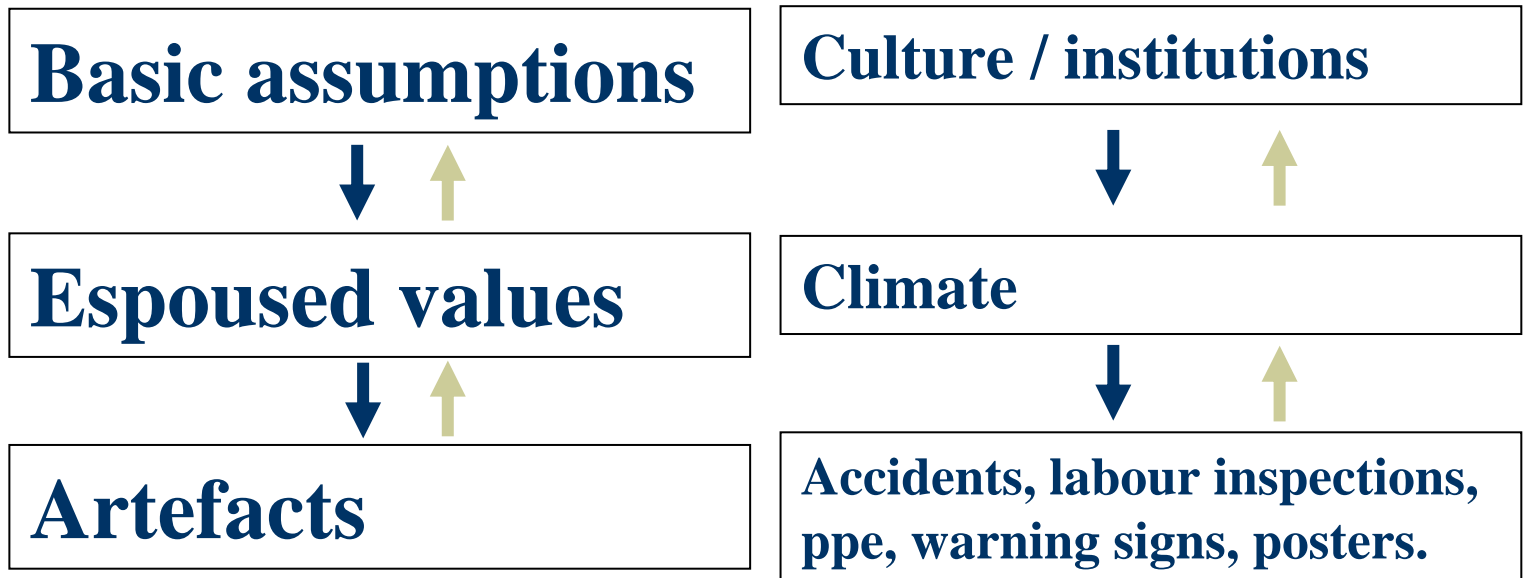
# Safety Culture (Schein, 1992)

*“A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems”.*

# Institution, defined

*“A structure that has become institutionalized is one that has become taken for granted by members of a social group as efficacious and necessary; thus it serves as an important causal source of stable patterns of behaviour” (Tolbert, P. S. and Zucker, L. G., 1994: 10).*

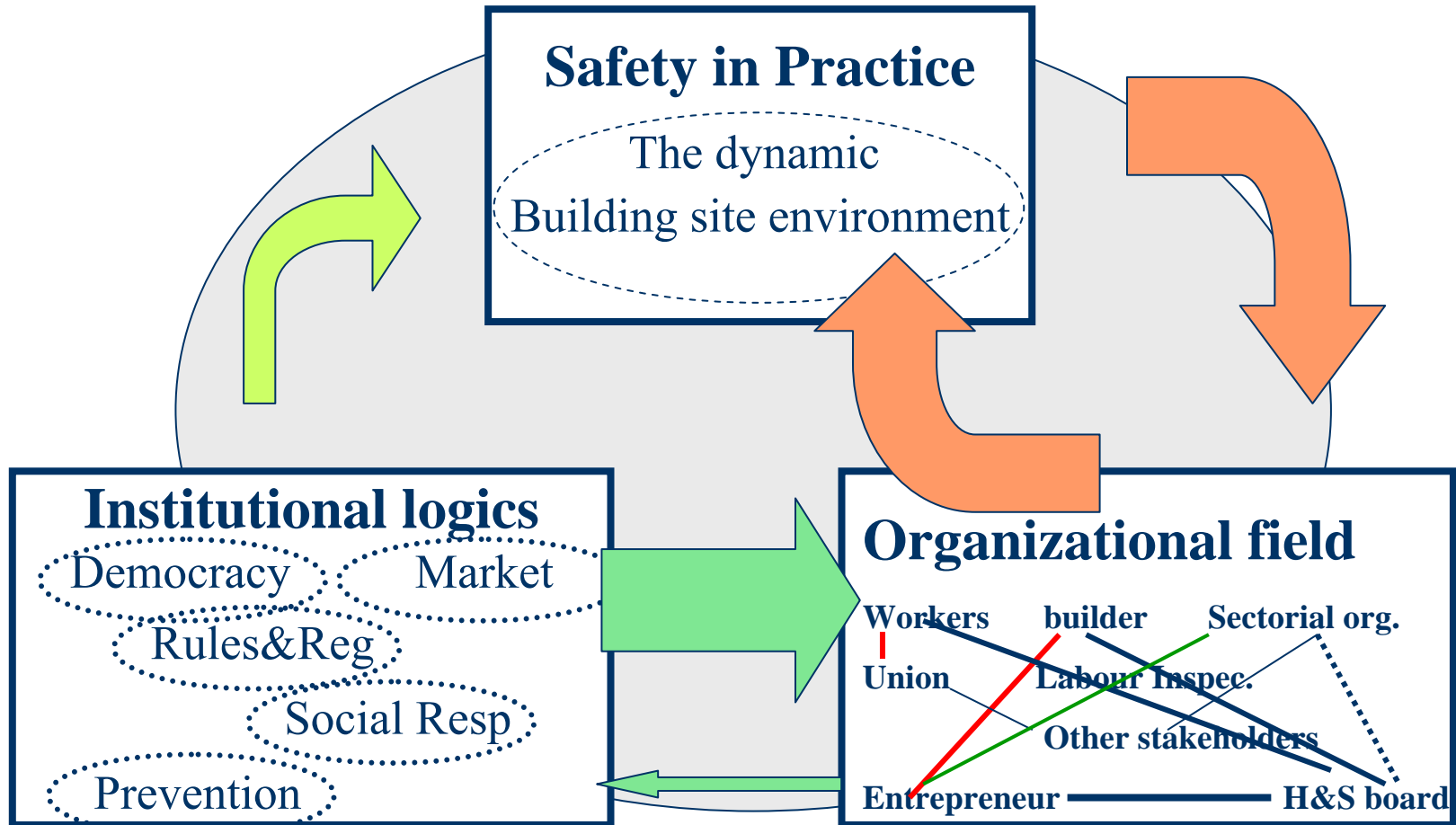
# Safety Culture (Schein, 1992)



# Institutional logics

- ◆ "Institutional logics refer to the belief systems and related practices that predominate in an organizational field" (Scott, W.R., 2001).
- ◆ "Institutional logics are collective means-end frames that designate what goals to pursue and how best to pursue them" (Scott, 1994)

# Field, practice and institutional logics (model)



Based on: *Ann Westensholz (2002)*

# 6 steps (iterative process)

1. Code relevant means end-relations
2. Categorise according to the organizing principle
3. Choose categories in the case (actions logics)
4. Choose predominant categories in the case.  
(institutional logics)
5. Validating the remaining actions logics
6. Investigate the relation between institutional logics and practice.

# Institutional logics related to safety

<b>Institutional logics</b>	Overordnede og generelle mål middelrelationer, som er taget for givet i et institutionelt felt og/eller på tværs af felter.
<b>Examples:</b>  <b>(Mean-end Relations)</b>	<p> <i>”..the most important, if we should change attitudes and safety in general, that is to involve the workmen in the decisions”</i>. [Democracy-logic]         </p> <p> <i>”that safety bonus we have, contributes also to the improvement of the safety standard, here [in DR Byen] [economic-logik]</i> </p> <p> <i>”The target is to minimize as far as possible the use of the squeezer for the pre-cast girder. Thus we think it is too dangerous”</i>. [Prevention-logik]         </p>

# Institutional logics related to safety

## Five leading principles related to safety behavior \*)

<b>Economic incentives</b>	Competition and economic incentives in safety prevention.
<b>Social responsibility</b>	Take social responsibility for human, environment, and safety.
<b>Democracy</b>	Employee involvement and worker participation.
<b>Rules and regulations</b>	Regulation of safety by use of rules, and the thrust in rules as regulating safety.
<b>Prevention</b>	The basic idea: Better to prevent than to cure.

(\*) [N=347]

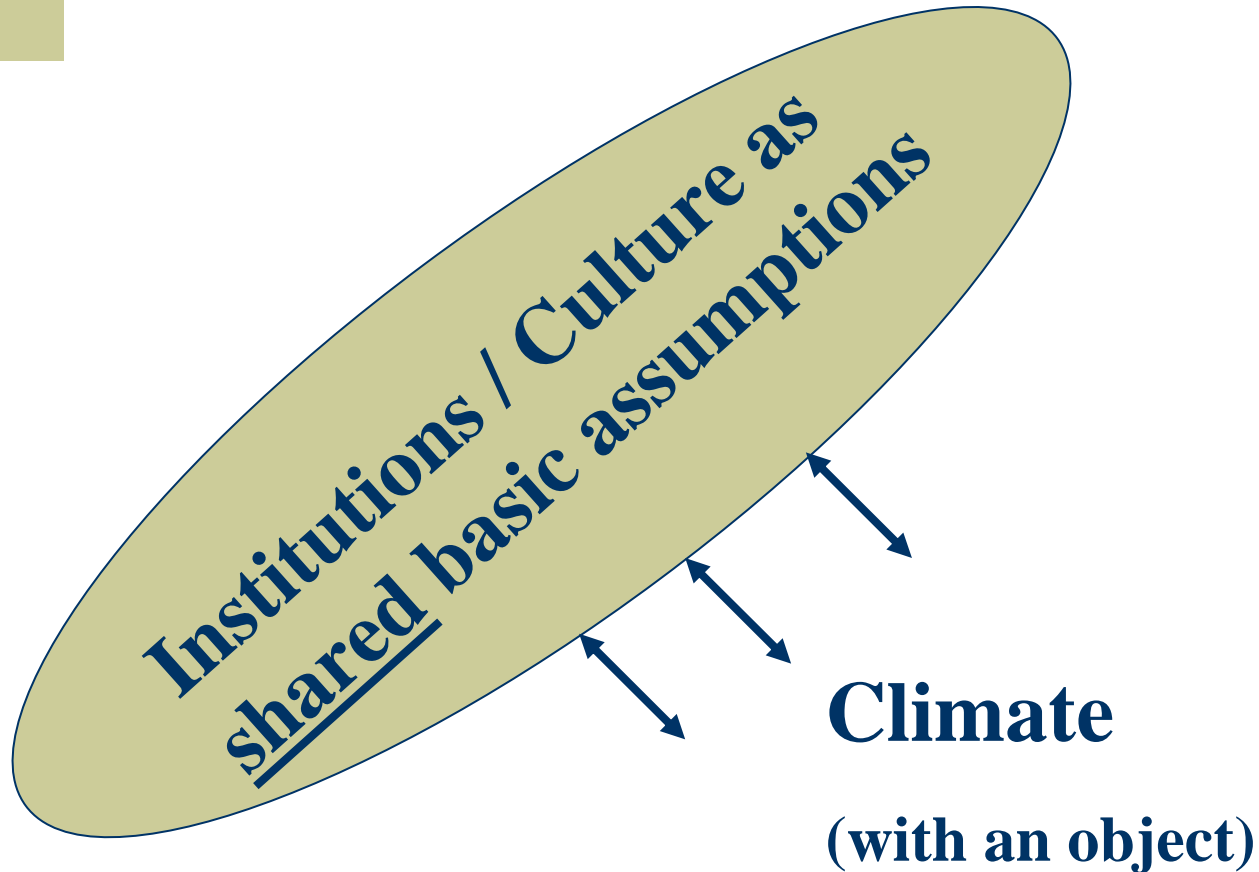
# Institutionalization of work safety

	<b>Period I</b> <b>1955 -</b>	<b>Period II</b> <b>1975 -</b>	<b>Period III</b> <b>2001-</b>
<b>Regulative changes</b>	Safety represent. Legal rules, rights and duties.	Safety Organisation: Legal rules for cooperation on safety	Certificering, Smileys, incentive- structures.
<b>Normative changes</b>	The worker must be protected	The worker should have influence and be involved in planning	The worker is a ressource
<b>culturel- cognitive changes</b>	Safety as part of the modern <b>development</b>	Safety promoted through <b>democracy</b>	Safety as explicit <b>social responsibility.</b>

# Shared meanings

- ▶ Culture and institutions refer to something held in common among group members.
- ▶ Sharing means that it can both involve agreement and differences among its members. (Mary Jo Hatch 2006)
- ▶ Climate refers to the integrated (in groups) and fragmented (between groups) aspects of culture, i.e, the different perceptions on e.g. safety.  
= ongoing sense making processes (D. Zohar)

# Culture / Climate



# Culture / Climate

- ▶ Institutional analysis / Cultural analysis (Schein) focused on what is held in common in a organization.
  - => Discard what is not held in common
- ▶ Safety climate: focus on differences in perceptions.
  - => Discard what is held in common by an organization.

# Thank you!



# (ib) Diskurser og handlingslogikker relateret til sikkerhed

Discourses of safety	Logics of action (S. Gherardi)	Institutionel logics (JD) <b>Democracy? Social responsibility?</b>
Contextuel	Maintain vigilance on the simultaneity of events	
Teknologisk	Delegate control to objects	<b>Prevention</b>
Normativ	Support good practices normatively	<b>Rules and regulation</b>
Pedagogical	Exercise control over behaviour through teachn.	
Økonomisk	Balance parameters of effectiveness, reliability..	<b>Market</b>
Johnny Dyreborg		