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## COMPARATIVE ANALYSIS OF THE EFFECTS OF ORGANIZATIONAL CULTURE ON OCCUPATIONAL SAFETY AND HEALTH AT WORK SYSTEM IN BUSINESS ORGANIZATIONS IN SLOVENIA AND COMPANIES IN SERBIA

**Abstract:** Occupational safety and health are important components of any developed society. There are two main reasons which indicate that - care for the workers' health and reducing costs of occupational injuries as a way of achieving additional cost savings and higher profits. Both workers and executives have very important roles in creating safe working conditions. The way that they understand certain norms and rules of conduct, largely creates preconditions for fulfilling or non-fulfilling the defined goals. The organizational culture of each organization consists of a set of certain values and norms that the members of a certain organization have developed and adopted and which determine their behavior in the course of work activities. Occupational safety and health is largely regulated through the values, norms and attitudes that employees have toward their work and work environment.

The aim of this paper is to provide a comparative analysis of the research results conducted in Slovenia and Serbia on the basis of identical questionnaires for investigating the relationship of workers in both countries to the values of organizational culture related to occupational safety and health. The main hypothesis is that the impact of executives on the values of organizational culture related to occupational safety and health is of great importance to the manner of conduct of other workers in both countries. Appropriate descriptive statistical methods, factor analysis, linear regression analysis and other statistical methods were used to process the results.

**Key words:** organizational culture, occupational safety and health, safety culture.

## INTRODUCTION

Every day, the economy of all countries is faced with numerous challenges that influence the functioning of all business organizations. Open markets, brutal competition in the domestic and foreign markets and continuing struggle for each customer requires continuous monitoring of all changes and their active management. The changes are an integral part of daily activities of all organizations, and it is not unknown that today organizations must run in order to stay in place. This statement reflects the intensity of changes at its best. It is clear that the costs of injuries are a big expense for both businesses and national economies. Injuries usually occur due to inadequate tools, disobeying defined procedures for safe operation and human error. Nowadays, work tools mostly comply with the standards that allow safe operation. More and more factories produce work tools that have been brought in their constructive phase into the state where their exploitation reduces injuries to the fullest extent possible. Consequently, we can claim that those tools

are safe for operation. Taking into account many circumstances that can lead to injuries, the ability of workers to influence the specific work processes or activities, adequate training for safe operation and similar, it has been believed that a lot of responsibility for the current situation is generated by inadequate organizational culture. In order to make significant progress towards reducing the number of accidents, it is necessary to determine why workers behave in a certain way, what affects their behavior and who influences the creation of a system of values in an organization.

Organizational culture with a certain system of values is brought to an organization by a founder, while the executives are in charge of the implementation of defined values. According to this, we can conclude that the attitude of executives toward promoted values of organizational culture generates the attitude of other workers in the organization. Due to this fact, there is a growing number of scholars and practitioners engaged in studying the organization itself and organizational culture as well.

## THE CONCEPT OF ORGANIZATIONAL CULTURE

Organizational culture has become the object of research of both theoreticians and practitioners, after the Japanese boom in international markets [1]. It is evident that the quality of Japanese products is not debatable, but what has become a subject of interest is the attitude of their employees toward their organization. A large number of scholars have noted that some nationalities have different attitudes towards certain values. Thus, comparison of certain values has showed that there are huge differences between employees' attitudes towards the organization (e.g. in Japan and the U.S.A). The importance of national culture in perceiving a certain system of values has become known to a famous researcher Geert Hofstede, who has done the research on the impact of national culture in the period 1967-1973. This study has involved the former Yugoslavia. Hofstede has defined four basic dimensions characterizing national cultures, based on his research [2]: distance of power, avoiding uncertainty, individualism / collectivism, and masculine / feminine values. Any generalization in interpreting certain positions is not always desirable, but numerous studies have confirmed that certain values in national cultures have a completely different dimension [3]. Therefore, it is necessary to have these facts in mind when the organization attempts to create an ideal organizational structure. This question becomes particularly evident in times of open markets, impact of specific national cultures in a very narrow field. Consequently, managing multicultural organizations can be a real challenge for any executive and requires a lot of work and knowledge of specific circumstances that may determine the manner of behavior of certain members in the organization. It is becoming increasingly clear that without synchronizing culture of specific groups and the activities that should take place in an organization, long-term economic stability and profitability cannot be achieved. There are many definitions of organizational culture. One of generally accepted ones in our region defines organizational culture as a system of assumptions, values, beliefs and norms of behavior that members of some organizations have developed and adopted through a shared experience manifested through symbols which is directing their way of thinking and behavior [4]. Moreover, the definition of organizational culture defining it as the sum of a scope of ideas, concepts, customs, traditions, procedures and habits of action in a separate macro-culture can also be interesting [5]. By analyzing the above mentioned and other definitions, it is noted that most definitions have the same or similar values in the focus of their observation. Based on this, we can conclude that creating a system of values, norms of behavior within an organization, creates preconditions for an increase in business competences of the organization itself. The process of developing a specific organizational culture

requires some adjustments. Without adjustments, and the desire to change certain attitudes and values, it can be difficult to create a good organizational culture that encourages growth and development of the organization and increases productivity in all business segments in it. Certain values, attitudes and norms in an organization are created in the process of evaluating current situation and the desire to improve it. All problems which arise in this process can be classified into two groups: internal and external adjustment. External adjustment is based on the fact that some changes that occur in the immediate vicinity affect the development and growth of the organization and it is necessary to make some changes periodically to keep pace with competitors. Some of these changes in the environment are easily visible and some are hardly visible. Any changes in the organization that are carried out due to external adjustment involve internal acceptance by the organization members. Once defined and established attitudes are difficult to change and require considerable time. It is therefore essential that managers try as much as possible to anticipate some changes and move forward in order to meet them in an attempt to change certain values in their organization before the others and thereby achieve certain benefits. Every organization strives to create a specific organizational structure that will allow it to react adequately to any changes in their environment.

As we have already mentioned, the founder is the one who brings basic system of values to the organization. Values are then being transferred to the other members of the organization through the executives of certain organizational units. The process of transferring a certain system of values is a very complex issue and requires some time and active management of the process. The executive of a certain organization, or its part, is someone who has all the resources at his disposal that can affect creating a particular organizational culture in that organization. The question of resources, methods of their use (affirmative and repressive methods to "stimulate" the acceptance of defined goals) largely determine the time of accepting declared values. The first step in defining target values of an organizational culture implies a clear analysis of the current state. Executives can not have big ambitions and set unrealistic goals, especially in the short term, to the members of their organizations without evaluating current situation. Executive behavior affects the conduct of organization members in a significant way. If executives act in accordance with the promoted values, the other members of the organization will accept certain changes easily. Time in which employees will accept certain changes is of great importance. We have already stressed the importance of anticipating certain changes indicating a need to change certain attitudes and values as quickly as possible. Both repressive and affirmative actions are available to the executives. We would like to give advantage to affirmative measures as those create better prerequisites for understanding the essence in the long

run and the need to actively adjust certain values to new circumstances. Repressive measures solve the problem in the short term but as long as all organization members do not understand why it is necessary to change some of their attitudes or values, a rapid adaptation to changes in the environment can be hardly expected. Leaders shape the culture of an organization and the culture of an organization shapes a leader [6].

## **OCCUPATIONAL SAFETY AND HEALTH**

If we go back many years and centuries, we can see by a number of documents and items that the field of occupational safety and health has always been present in social life. In some periods, it was more significant than in the other periods. Regardless of the period, it is clear that position of workers has gradually improved through years. At the first stage, it was through gradual work organization in a way that human power was used less and it was replaced wherever possible. The next phase is characterized by production of work tools that reduced the possibility of occupational injuries with their design characteristics. The third period refers to the gradual inclusion of all factors in an organization in creating safer working conditions. In this sense, certain normative activities appeared in the course of history. They have evolved over time and through certain legal acts sought to create working conditions in which there would be less occupational injuries. Most countries in our environment have passed new laws regulating occupational health and safety field and they are largely harmonized with the EU normative acts which all the countries of the region aspire to. The law defines this area and a number of secondary legislation (regulations, instructions etc.) define all business areas more precisely. The Republic of Serbia passed the Law on Occupational Safety and Health in 2005 [7] thus returning the topic of occupational safety to the focus of interest of many business entities. The Law and other normative acts define certain obligations and responsibilities of all factors in a business process. The law defines not only rights and obligations of the executives but also rights and obligations of workers. Occupational safety and health field is of great importance for the development of each national economy and therefore all organizations that make a country. Human aspects of occupational health and safety are implicit and it is clear to everyone that human life is priceless, and that insistence on this area is clearly rooted in fundamental social relations. What is particularly interesting and sheds particular light on this matter is the cost of occupational injuries. The society itself bears a certain cost of injuries whereas every employer whose employee suffers occupational injury bears a significant share. Tangible and intangible damage for the workers who have suffered injury will not be specifically treated in this paper, but we will imply it and give it an extra dimension. The research conducted by the International Labor Organization has

found that the expenses of occupational injuries cost each national economy cca. 4% of GDP [8]. This fact itself indicates great importance of this matter and necessity for all structures of society to get involved in reducing this percentage. If we return to the current state, great economic crisis, GDP growth rates, which in most national economies are stagnating or declining, it is clear that there are certain provisions in the field of occupational health and safety organization. If we begin with abstract fact that there were no injuries, each national economy with zero growth rate would therefore have cca. 3 to 4% growth rate. It is still an impossible scenario because injuries happen and will happen in spite of all possible safety measures. However, reducing the number and severity of injuries for a half or a quarter leaves considerable scope for increasing competences in a society as a whole.

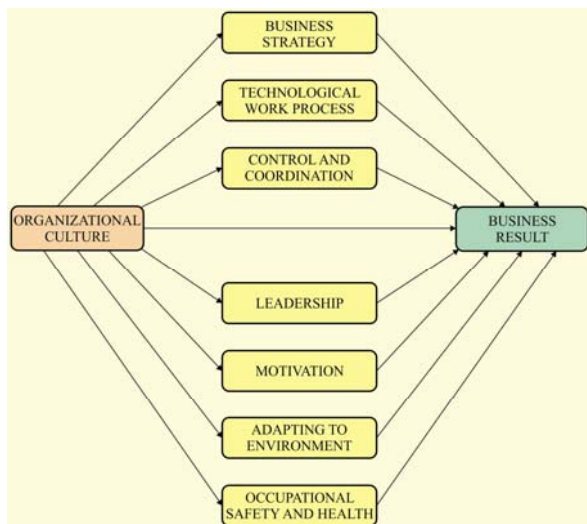
In the process of creating a secure working environment we are facing two groups of factors that greatly influence the attitude towards occupational safety and health: attitudes of both employers and employees toward occupational health and safety. Most employers see their obligations regarding creation of safe working conditions as an expense rather than as an investment. As long as there are no injuries in their organization, they cannot change their attitude towards occupational safety which in some situations causes enormous costs. Another important factor that influences the attitude towards occupational safety is the attitude of the employees themselves. Their attitudes, system of values, norms of behavior can significantly improve or downgrade any organization. Thus, we come to organizational culture which in an organization defines certain system of values, norms and behaviors that employees have toward occupational safety and health.

## **ORGANIZATIONAL CULTURE AND OCCUPATIONAL SAFETY AND HEALTH**

Linking organizational culture and occupational health and safety leads to the creation of a particular culture or safety culture. The concept of safety culture, culture of occupational safety, is associated with the incident at Chernobyl by the majority of researchers, when the explosion occurred in a nuclear power plant. Consequences of that incident have not been fully determined even today.

In 1986, International Atomic Energy Agency revealed poor safety culture in the plant to the whole Russian society as the cause of the incident happenings. Several incidents thereafter Piper Alpha, Ladbroke Grove, Kings Cross, and the last accident in the nuclear power plant in Japan, partly indicate poor safety culture as the cause of incidents.

The following figure illustrates the influence of organizational culture on each organization.



**Figure 1.** *The influence of organizational culture on business result*

Each action has its reaction. Treating causes is always better and more cost-effective than treating effects. In this sense, it is necessary to strive toward creating certain values of organizational culture that will respect the importance of occupational safety and health. The moment employees realize that obeying certain rules of occupational safety and health is in their interest, we have made a significant step towards creating a safe environment. Organizations which have managed to create a situation with clear understanding of the importance of safety are those which create conditions for a clearer presentation of certain norms of behavior, attitudes, and values. With active participation of direct initiators employees will gradually understand why it is insisted on certain values, attitudes and norms. The next stage in understanding the importance of occupational safety involves creating relationship of creativity in which employees are actively involved in observing and analyzing certain values or attitudes in order to improve current situation. Development of specific subcultures is necessary in order to provoke creativity of employees constantly and make them strive for creating safer working conditions. Employees who perform certain jobs know best potential dangers and hazards they are exposed to in the course of work activities. Development of their awareness that they represent a significant factor in a working process and that they are requested to involve themselves with specific proposals and suggestions is one of the best preconditions for making safe working environment in the long run.

## ORGANIZATIONAL CULTURE RESEARCH IN SERBIA AND SLOVENIA

The basic requirement for creating awareness about the importance and influence of organizational culture on occupational safety and health system is based on the need of organizing a large number of studies. Only exact research and set results can create good

theoretical preconditions for educating all members of society about the importance of this matter. Organizational culture was in past evidently the subject of sufficient interest to practitioners and theorists. A review of the available literature revealed that organizational culture was very rarely in the focus of research and beside a couple of studies of organizational culture within large organizations and a few studies dealing with the main characteristics and influence of national culture on organizational culture, there are no significant studies of organizational culture itself. As a pretty interesting study, we could mention the study of organizational culture that was conducted by Human Synergistics Serbia in Belgrade in 2010. Wider results of this study are not yet accessible to the public. Unlike Serbia, the situation is slightly different in Slovenia. There are a number of papers in Slovenia dealing with determining relationship between organizational culture and occupational health and safety system. Thus, the paper - Organizational culture as an effective tool in managing occupational safety [9] presents research results in an international production company. In addition to that research, we would like to single out the research undertaken within a master's thesis dealing with the role of leaders in the area of occupational safety and health [10]. Based on a questionnaire that has been structured in this paper, a research was carried out in Serbia and these two surveys have inspired us to create one paper that would analyze the attitude of respondents toward occupational Health and Safety in Slovenia and Serbia.

## Methodology

The Questionnaire research consists of five separate units. The first part of the questionnaire relates to determining activities of the organization the study was conducted in. The second part of the questionnaire presents classical demographic data on the respondents: gender, age, total years of service, years of service in the organization they currently work for, education level, etc. The third part of the questionnaire refers to the number of accidents in the past five years. The fourth part deals with determining attitudes of workers toward occupational safety issues. The law governing the area of occupational safety in Slovenia has been effective for a long time. It will be interesting to compare the attitude of employees in Slovenia to the attitude of employees in Serbia, since the Law on Occupational safety and health in Serbia was passed seven years ago. The fifth part of the questionnaire is the most demanding and it requires from the respondents to answer and define their attitude toward certain values of organizational culture in relation to occupational safety and health. This part studies the attitude of employees and executives toward defined criteria, such as vision, credibility, cooperation, feedback, respect, responsibility, communication and orientation to take action. The research sample in Slovenia included 62 respondents in 62 organizations. The research sample in Serbia was comprised of 801 respondents in 73 organizations. Appropriate

descriptive statistical methods, factor analysis, linear regression analysis and other statistical methods were used to process the results.

## RESULTS OF COMPARATIVE ANALYSIS OF THE EFFECTS OF ORGANIZATIONAL CULTURE ON BUSINESS ORGANIZATIONS IN SERBIA AND SLOVENIA

The research sample in Slovenia included executives, whereas the research sample in Serbia included 20% of executives and 80% of workers. There were 159 respondents who were executives in their organizations in the study sample in Serbia.

In the next part, we will show some of the test variables of organizational culture and respondents' opinion in Slovenia and Serbia.

**Table 1.** The research results of the respondents' opinions of the test variable *VISION* in Slovenia

VISION	Average response value	Standard deviation $\sigma$
I show high personal standard in relation to safety and health.	5.94	1.55
I help others to start their own thinking of personal standards in relation to safety and health.	5.18	1.58
I convey a vision by personal behaviour and words.	5.84	1.47
I am open to new ideas.	6.52	1.11
I encourage others to think about the influence of personal actions on themselves and others in the organization.	5.60	1.51
I encourage employees to accept challenges related to values connected with S&H.	5.55	1.61
I definitely know how to define a framework of action in future.	5.45	1.51

**Table 2.** The research results of the respondents' opinions of the test variable *VISION* in Serbia

VISION	Average response value	Standard deviation $\sigma$
I show high personal standard in relation to safety and health.	5.29	1.86
I help others to start their own thinking of personal standards in relation to safety and health.	4.95	1.93
I convey a vision by personal behaviour and words.	4.91	1.92
I am open to new ideas.	5.71	1.60
I encourage others to think about the influence of personal actions on themselves and others in the organization.	4.47	2.11
I encourage employees to accept challenges related to values connected with S&H.	4.35	2.19
I definitely know how to define a framework of action in future.	4.76	2.07

If we look at the average response values, we can determine that respondents in Slovenia generally have a better attitude towards the *VISION* as a variable that affects attitude toward occupational safety and health. If we ignore differences visible in total values and pay

attention to individual values, we can come to some interesting conclusions. Respondents in Slovenia and Serbia achieved the highest value of all offered questions on the one defining openness to new ideas. This is a good indication showing a good ground for innovation in the field of occupational safety. Potential problem is the attitude towards the issue of encouraging employees to accept challenges in the field of occupational safety that has very little value with respondents in Serbia in contrast to respondents in Slovenia.

This information shows direction executives should be operating on in Serbia and what to pay special attention to. Given that the maximum value is seven, obtained responses are quite good. Interesting variable is a variable of *CREDIBILITY* that shows how respondents evaluate themselves.

**Table 3.** The research results of the respondents' opinions of the test variable *CREDIBILITY* in Slovenia

CREDIBILITY	Average response value	Standard deviation $\sigma$
I admit personal mistakes in front of others.	5.45	1.61
I always give accurate information, although they may be negatively received.	6.56	1.07
I support the others in relation to the higher level.	5.50	1.51
I seek suggestions and ideas for personal improvement.	6.08	1.50
I correctly perform the prescribed standards.	6.47	1.16
I accept risky and unpopular decisions that may harm personal career, but that are useful to employees in terms of S&H.	4.82	1.73
I treat people with dignity and respect.	6.85	0.65
I always fulfill given promises.	6.51	1.12

**Table 4.** The research results of the respondents' opinions of the test variable *CREDIBILITY* in Serbia

CREDIBILITY	Average response value	Standard deviation $\sigma$
I admit personal mistakes in front of others.	5.52	1.74
I always give accurate information, although they may be negatively received.	5.21	2.13
I support the others in relation to the higher level.	4.61	2.10
I seek suggestions and ideas for personal improvement.	5.43	1.77
I correctly perform the prescribed standards.	5.88	1.55
I accept risky and unpopular decisions that may harm personal career, but that are useful to employees in terms of S&H.	4.11	2.12
I treat people with dignity and respect.	6.47	1.18
I always fulfill given promises.	6.21	1.37

Similar to the previously tested variable of vision, it is evident that both groups have the highest values in the area of behavior and respect for other people. At the same time both groups rarely opt for solutions that could bring them potential problems, even if these solutions are good from the standpoint of improving occupational safety and health.

COOPERATION of all factors in a business process is also essential for creating safe working conditions. In

the following tables we will see how this variable is experienced by respondents in Slovenia and Serbia.

**Table 5.** *The research results of the respondents' opinions of the test variable COOPERATION in Slovenia*

COOPERATION	Average response value	Standard deviation $\sigma$
I promote cooperation related to S&H.	5.55	1.51
I examine and encourage employees to improve issues related to S&H.	5.35	1.51
I help others in encouraging them to solve challenges related to S&H on their own.	5.16	1.57
I encourage adoption and implementation of new solutions.	5.98	1.43
I am ready to listen.	6.56	1.07
I trust in others.	5.74	1.49
I support independent decisions of others.	6.08	1.39
I ensure compliance of others prior to implementation of innovations.	5.40	1.51

**Table 6.** *The research results of the respondents' opinions of the test variable COOPERATION in Serbia*

COOPERATION	Average response value	Standard deviation $\sigma$
I promote cooperation related to S&H.	4.75	2.03
I examine and encourage employees to improve issues related to S&H.	4.26	2.10
I help others in encouraging them to solve challenges related to S&H on their own.	4.59	2.00
I encourage adoption and implementation of new solutions.	4.59	2.13
I am ready to listen.	6.09	1.51
I trust in others.	4.79	1.90
I support independent decisions of others.	5.16	1.69
I ensure compliance of others prior to implementation of innovations.	4.51	1.97

Looking at research results for this variable, we notice that the highest values relate to employees' willingness to listen. It is good on one hand, but on the other hand, active involvement of all employees in the work processes and making suggestions and proposals that will create conditions for a safer working environment is of great importance according to the authors.

It is interesting that respondents in both countries have very high values related to degree of support to others to make independent decisions. This could be interpreted in both countries as a reluctance to take responsibility for decisions that were made. The lowest values in respondents in Slovenia are for issues dealing with the need to help other employees to accept certain standards and promote cooperation as a way of creating better working conditions. The lowest values in respondents in Serbia suggest a lack of desire to be in mutual cooperation with other employees in order to improve production process and create safe working conditions.

FEEDBACK is the key for redefining adopted strategies and decisions. Each executive must be aware that good feedback enables correcting decisions and increases business competencies of the organization

itself. Next section will show how respondents in Slovenia and Serbia see feedback.

By looking at research results in both countries, we observe certain rules again. The rule is that respondents in both countries show the highest values in the part concerning public recognition of other participants' contributions to working process and whose work has made significant steps forward in terms of creating a safer and more secure work environment. At the same time we notice that both groups are not too interested in celebrating success related to occupational health and safety.

**Table 7.** *The research results of the respondents' opinions of the test variable FEEDBACK in Slovenia*

FEEDBACK AND APPRECIATION	Average response value	Standard deviation $\sigma$
I publicly acknowledge contribution of others.	6.37	1.23
I immediately give credit to people who have contributed to improving S&H in the company.	5.87	1.47
I encourage positively and not criticize attempts.	5.67	1.50
I give positive feedback and reward successfully implemented measures.	5.67	1.50
I motivate all in the company.	5.70	1.50
I celebrate success related to S&H.	4.15	2.02

**Table 8.** *The research results of the respondents' opinions of the test variable FEEDBACK in Serbia*

FEEDBACK AND APPRECIATION	Average response value	Standard deviation $\sigma$
I publicly acknowledge contribution of others.	5.84	1.66
I immediately give credit to people who have contributed to improving S&H in the company.	5.74	1.73
I encourage positively and not criticize attempts.	5.55	1.74
I give positive feedback and reward successfully implemented measures.	5.59	1.79
I motivate all in the company.	4.57	2.14
I celebrate success related to S&H.	4.08	2.31

Liability of employees and executives to create a safe work environment is great. Laws and secondary legislation clearly define the liability to create safe and secure work environment for both employees and executives. It is therefore very important to raise an awareness of increasing responsibility while performing certain activities, both toward one's own self and the other employees with whom they share the same workspace.

In the next part, we will show how the respondents assess RESPONSIBILITY and willingness to influence creation of a safe work environment. The final result of a secure environment is fewer accidents which is a goal of both employers and employees.

Taking into account the research, we notice similar attitudes and evaluations of individual claims. Thus we note that the highest values in both groups are given to demands for responsibility for delegated tasks. Generally, both groups of respondents have greater values in the domain of insisting on responsibility for taken actions and lower values for analyzing defined goals and readiness to implement certain changes. Identical trends are observed in other examined variables.

**Table 9.** *The research results of the respondents' opinions of the test variable RESPONSIBILITY in Slovenia*

RESPONSIBILITY	Average response value	Standard deviation $\sigma$
I define roles in the company clearly and transparently.	5.89	1.46
I promote a system that supports individual responsibility for their own work place.	6.56	1.07
I define responsibilities for tasks related to S&H.	5.79	1.58
I demand individual responsibility for accepted jobs.	6.27	1.30
I define criteria for set goals.	5.77	1.59
I analyze the achieved results on the basis of defined criteria.	5.74	1.49
I implement changes.	5.77	1.49

**Table 10.** *The research results of the respondents' opinions of the test variable RESPONSIBILITY in Serbia*

RESPONSIBILITY	Average response value	Standard deviation $\sigma$
I define roles in the company clearly and transparently.	5.15	1.97
I promote a system that supports individual responsibility for their own work place.	5.32	1.97
I define responsibilities for tasks related to S&H.	4.99	2.08
I demand individual responsibility for accepted jobs.	5.50	1.89
I define criteria for set goals.	4.94	2.11
I analyze the achieved results on the basis of defined criteria.	4.52	2.10
I implement changes.	4.65	1.99

It is interesting to compare the part related to understanding of occupational health and safety, investment in this area as well as educational needs. The table 11 shows that most respondents in Serbia understand what occupational safety is. However, final warning is the fact that very few respondents understand legal requirements for occupational safety and health and do not evaluate properly the need for education in this area.

**Table 11.** *Average responses to claims related to occupational safety in Serbia*

CLAIM	AS	SD
I understand legal requirements as	2.54	1.92
Investments are	4.12	2.27
Occupational safety is	5.03	1.77
Education for occupational safety is ...	3.87	2.70

Research in Slovenia has shown somewhat higher value in the area of investment for occupational safety and necessity of education. However, just like in Serbia, a significant number of respondents in Slovenia have doubts about understanding legal basis and obligations for both employers and employees. Achieved values with respondents in Slovenia are on all claims generally higher. The reason for this is the fact that Slovenian respondents were mainly executives and Serbian subjects were workers and executives (20% of research sample consists of executives and 80% of workers). Bearing in mind that presented

claims were intended to be indicators of certain aspects of organizational culture, that is, indicators of attitude toward occupational safety, we started checking whether they met requirements of the latent model, or whether they could really be considered as indicators of a certain latent trait. In case they were adequate indicators then a special one-factor solution should prove as the most adequate during factor analysis process of each group of claims. After factor analysis, we found that displayed factor saturation of each claim from the group met Gutman-Kaiser criterion as well as their intrinsic value.

The results have shown that it is justified to combine respondents' replies to appropriate claims in order to obtain values of expressiveness of relevant aspects of organizational culture among respondents in the sample. This is done by calculating average values of respondents' answers to claims indicating corresponding aspect of organizational culture. After calculating descriptive statistical measures, as well as the formation of composite scores of attitudes towards occupational safety and aspects of organizational culture, we examined relationships between attitude toward occupational safety and other examined characteristics, as well as between other aspects of organizational culture. The results shows that correlations between aspects of organizational culture are quite high, ranging from 0.63 to 0.81, which may indicate that there is one common factor in the essence of each of them. Therefore, we did exploratory factor analysis by analyzing principal components over these measures. If we compare our results with the results of a study conducted in Slovenia, we see that the factor that has been obtained generally corresponds in its structure to the factor, which in the research in Slovenia has been called the usefulness of management. This is a general factor that has high saturation on all aspects of organizational culture. Compared with that research, the factor extracted from this sample explains a higher percentage of variance of organizational culture aspects (almost 78% versus 58% obtained there) and, consequently, more saturation for all aspects of organizational culture. Taker congruence coefficient between this factor structure in this research and the structure of the same factor in the above mentioned reference study is 0.998, which definitely indicates that they are completely equivalent factors. Accordingly, we can state the presence of identical factor that confirms that the manner of managing an organization is very important and greatly contributes to creating a safe environment to work in both in Slovenia and Serbia. When we included other factors into the analysis, such as: qualifications, gender, type of job, we have found that the impact on occupational safety and health is realized through organization management. Thus, once again it has confirmed the importance and role of managers in relation to organizational culture and organizational culture variables related to occupational health and safety.



## CONCLUSION

Taking into consideration the obtained results, we can conclude that impact of executives on creating a safe work environment in Slovenia and Serbia is very significant, which confirms our initial hypothesis. Accordingly, we can conclude that top management of each organization has a great challenge to harmonize individual attitudes and values with declared values. What is of particular importance is the need for continuing education that will create clear preconditions for defining key values and strategies. The next step is to define methods and techniques which will help managers create conditions for implementing the defined strategy. Important role in this process is given to motivation of workers and willingness to change their attitudes and values, giving priority to collective versus the individual. In order to improve the organization by understanding the importance of occupational safety and health, there must be a clear strategy and target culture which entire organization aspires to. If management in an organization does not have a clear strategy in relation to occupational safety, it cannot be expected from the employees to have a clear system of values that guide their everyday work in the field of occupational safety.

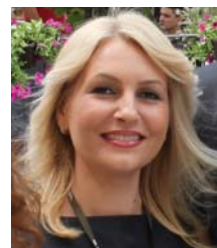
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## KOMPARATIVNA ANALIZA UTICAJA ORGANIZACIONE KULTURE NA SISTEM BEZBEDNOSTI I ZDRAVLJA NA RADU U POSLOVNIM ORGANIZACIJAMA U SLOVENIJI I PRIVREDNIM DRUŠTVIMA U SRBIJI

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**Abstrakt:** Bezbednost i zdravlje na radu predstavlja veoma važnu komponentu svakog razvijenog društva. Dva osnovna razloga ukazuju na to: briga za zdravlje radnika i smanjivanje troškova povreda na radu kao način za ostvarivanje dodatnih ušteda i ostvarivanje većeg profita. Najvažniju ulogu u procesu stvaranja bezbednih uslova za rad imaju kako radnici tako i rukovodioci. Način na koji oni shvataju određene norme, pravila ponašanja, u velikoj meri stvara preduslove za ostvarivanje ili neostvarivanje definisanih ciljeva. Organizacionu kulturu svake organizacije čini skup određenih vrednosti i normi koji su članovi neke organizacije razvili, prihvatili i koje opredeljuju njihovo ponašanje u toku obavljanja radnih aktivnosti. Bezbednost i zdravlje na radu u velikoj meri se regulišu kroz vrednosti, norme i stavove koje zaposleni imaju prema svom radu i radnom okruženju. Cilj ovog rada je da napravi komparativnu analizu rezultata istraživanja koja su sprovedena u Sloveniji i Srbiji, na osnovu identičnog upitnika, radi sagledavanja odnosa radnika u Sloveniji i Srbiji prema vrednostima organizacione kulture koje se odnose na bezbednost i zdravlje na radu. Polazna hipoteza rada jeste da je uticaj rukovodioca prema vrednostima organizacione kulture koje se odnose na bezbednost i zdravlje na radu od velikog značaja na način ponašanja ostalih radnika u obe zemlje. Za obradu dobijenih rezultata korištene su odgovarajuće deskriptivno statističke metode, faktorska analiza, linearna regresiona analiza i ostale statističke metode.

**Ključne reči:** organizaciona kultura, bezbednost i zdravlje na radu, kultura zaštite na radu.