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Research Paper

The Role of Risk Assessment in Safety management Systems: An in depth study of risk assessment outcomes including accident reduction, safety culture in building a decent work environment

Stephen Anang Ankamah-Lomotey
Ghana Institute of Management and Public Administration (GIMPA)

Abstract
Risk assessment is an essential component of safety management systems, providing the foundation for identifying, evaluating, and controlling workplace hazards to ensure a safe and decent work environment. This study investigates the role of risk assessment in safety management systems (SMS), emphasizing its outcomes in accident reduction and the promotion of safety culture across organizations. The research adopts a mixed-methods design that combines quantitative analysis of risk assessment practices and their influence on accident rates with qualitative exploration of employee perceptions and organizational safety culture. Data were collected from 250 employees and 30 safety professionals across the construction, manufacturing, and healthcare sectors using structured questionnaires and interviews. Regression analysis revealed that risk assessment significantly predicts accident reduction and fosters a strong safety culture, accounting for 49% of the variance in safety outcomes. The results further showed that organizations with regular hazard identification, systematic evaluation, and effective risk control strategies experienced fewer incidents and higher levels of safety awareness. The study concludes that risk assessment is not merely a compliance requirement but a strategic tool that underpins proactive safety management and continuous improvement. Recommendations include integrating dynamic risk assessment models, enhancing employee participation, and institutionalizing training programs to build resilient safety cultures aligned with decent work principles.

Keywords:
Risk Assessment; Safety Management Systems; Accident Reduction; Safety Culture; Decent Work Environment

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I. Introduction

Occupational safety and health (OSH) is a critical aspect of sustainable organizational performance and human development. In the modern workplace, risk assessment has emerged as a cornerstone of safety management systems (SMS), providing a structured process for identifying, evaluating, and controlling potential hazards before they result in accidents or injuries. The International Labour Organization (ILO, 2021) recognizes risk assessment as a fundamental principle for achieving "decent work," emphasizing that proactive hazard management contributes to worker protection, productivity, and social justice. A well-executed risk assessment process enhances an organization's ability to predict and mitigate risks, thereby fostering a culture of safety that extends beyond regulatory compliance to organizational values and behavior.

Safety management systems provide the framework within which risk assessments operate, integrating policies, procedures, and accountability mechanisms for continuous safety improvement. Risk assessment serves as the operational core of this system—identifying unsafe conditions, quantifying exposure probabilities, and prioritizing control measures. Studies by Adebiyi and Charles-Owaba (2019) and Fatokun (2022) indicate that organizations that institutionalize periodic and participatory risk assessments record significantly lower accident rates compared to those that adopt reactive or ad hoc safety practices. Moreover, risk assessment enhances employee confidence, improves communication on safety matters, and reinforces management's commitment to occupational health and safety.

Despite growing awareness of the importance of risk assessment, many workplaces, especially in developing economies, continue to experience recurring incidents due to inadequate hazard identification, poor documentation, and limited employee involvement in safety planning. The problem is further compounded by

inadequate training, absence of formalized safety structures, and weak enforcement of safety regulations. In Ghana, for instance, the Ghana Factories Inspectorate Department and Environmental Protection Agency have made efforts to promote workplace risk management, yet compliance remains inconsistent across sectors. This inconsistency underscores the need to examine how risk assessment practices influence safety outcomes, including accident reduction and safety culture formation.

This study therefore investigates the role of risk assessment within safety management systems, with specific attention to its contribution to accident prevention, employee participation, and the creation of decent work environments. By assessing both the quantitative outcomes (such as accident reduction) and qualitative aspects (such as safety attitudes and perceptions), the research aims to provide a holistic understanding of how risk assessment functions as a strategic instrument for sustainable safety management.

Statement of the Problem

Workplace accidents, injuries, and occupational diseases continue to impose significant social and economic costs on organizations despite the existence of safety management systems. Reports from the International Labour Organization (2022) estimate that more than 2.7 million workers die annually from occupational accidents and diseases, while hundreds of millions suffer non-fatal injuries. In Ghana and other developing economies, workplace accidents are often linked to inadequate or poorly implemented risk assessment processes. Many organizations conduct risk assessments merely as administrative exercises rather than as continuous, evidence-based tools for preventing accidents. This practice limits their effectiveness and weakens safety culture development.

In several industrial sectors, particularly construction, manufacturing, and health services, hazard identification and risk evaluation are either reactive or irregular, conducted only after incidents occur. Such reactive approaches undermine the preventive purpose of safety management systems. Furthermore, empirical studies (Boateng & Asamoah, 2021; Osei-Tutu & Badu, 2020) have revealed that most small and medium enterprises lack structured risk assessment documentation, resulting in weak monitoring and limited accountability for safety performance. The absence of employee participation in the risk assessment process also diminishes ownership of safety outcomes and contributes to unsafe work practices.

Moreover, while many organizations have adopted formal safety management frameworks, the link between risk assessment and tangible safety outcomes such as accident reduction and cultural transformation remains underexplored. There is limited empirical evidence on how systematic risk assessment practices translate into safer work behaviors and improved safety culture in the Ghanaian context. This research gap hampers the ability of policymakers and industry leaders to design effective interventions that strengthen preventive mechanisms and promote decent work. Addressing this gap requires a comprehensive study that evaluates both the measurable and behavioral outcomes of risk assessment in safety management systems.

Purpose of the Study

The purpose of this study is to examine the role of risk assessment in safety management systems, focusing on how effective risk assessment practices contribute to accident reduction, safety culture enhancement, and the promotion of a decent work environment. The study seeks to analyze the relationship between the frequency, quality, and comprehensiveness of risk assessments and organizational safety outcomes. Furthermore, it aims to explore how participatory risk assessment and management commitment influence employee behavior and safety culture maturity. The findings are expected to provide evidence-based insights that guide organizations, policymakers, and safety professionals in strengthening preventive safety strategies.

Research Objectives

General Objective:

To assess the role of risk assessment in safety management systems and its impact on accident reduction and safety culture in promoting a decent work environment.

Specific Objectives:

1. To identify the key components and practices of risk assessment within organizational safety management systems.
2. To examine the relationship between effective risk assessment and accident reduction in the workplace.
3. To evaluate the influence of risk assessment on the development of safety culture among employees.
4. To determine how participatory risk assessment enhances the creation of a decent and safe work environment.
5. To propose strategies for improving risk assessment implementation for sustainable occupational safety and health performance.

II. Literature Review

Theoretical Framework

This study is anchored on three interrelated theoretical perspectives that explain how risk assessment functions within safety management systems to promote accident reduction and foster a strong safety culture. These are the Swiss Cheese Model of Accident Causation (Reason, 1990), the Risk Management Framework (ISO 31000), and the Safety Culture Theory. Together, these theories provide a comprehensive lens for understanding how structured risk assessment processes prevent accidents, strengthen proactive safety behavior, and promote a decent work environment.

The Swiss Cheese Model, developed by James Reason (1990), conceptualizes organizational accidents as the result of multiple, interacting failures in a system. Each layer of defense in an organization—such as training, supervision, equipment maintenance, and safety procedures—acts as a slice of cheese with potential weaknesses or "holes." When these holes align, hazards bypass all defenses and lead to accidents. Within this model, risk assessment serves as a proactive layer of defense, identifying vulnerabilities before they align into failures. Effective risk assessment detects latent hazards and strengthens organizational defenses by prompting corrective actions. Thus, this model supports the idea that systematic risk assessment closes safety gaps, preventing minor risks from escalating into major incidents.

The Risk Management Framework (ISO 31000, 2018) provides a structured approach for identifying, assessing, and controlling risks in organizational settings. It outlines a continuous process involving hazard identification, risk analysis, risk evaluation, and control implementation. The framework emphasizes the integration of risk management into strategic decision-making and organizational culture. In safety management systems, this framework ensures that all activities—from planning and operations to review—incorporate preventive risk evaluation. The iterative nature of ISO 31000 reinforces continuous improvement, aligning directly with the study's focus on building sustainable and decent work environments. The framework also highlights the importance of stakeholder participation, recognizing that risk assessment is most effective when it engages workers, supervisors, and management collaboratively.

The Safety Culture Theory (Reason, 1997; Cooper, 2000) complements these frameworks by linking risk assessment to organizational attitudes and behaviors toward safety. Safety culture refers to the shared values, perceptions, and practices that determine how safety is prioritized and managed in an organization. According to Cooper (2000), a positive safety culture develops when employees actively participate in risk identification, management visibly supports safety initiatives, and lessons from near misses are systematically integrated into practice. In this context, risk assessment acts as both a technical and cultural process—it not only provides data for hazard control but also reinforces collective responsibility and awareness. Regular, participatory risk assessments encourage open communication about hazards, thereby embedding safety consciousness into everyday operations.

In synthesis, these three theoretical foundations explain how risk assessment operates at different organizational levels: the Swiss Cheese Model emphasizes accident prevention through layered defense, the Risk Management Framework formalizes risk processes and integration into management systems, and the Safety Culture Theory highlights behavioral reinforcement and shared accountability. Together, they form a holistic conceptual base for examining how effective risk assessment contributes to accident reduction, promotes safety culture, and supports the creation of a decent work environment.

Empirical Review

Empirical studies globally and locally underscore the crucial role of risk assessment in promoting occupational safety, reducing accidents, and strengthening organizational safety culture. Research evidence consistently shows that organizations that institutionalize systematic risk assessment practices experience fewer workplace accidents, higher safety compliance, and improved employee well-being.

Globally, Hale et al. (2020) found that organizations with structured risk assessment programs achieved up to a 40% reduction in accident frequency compared to those relying solely on reactive safety measures. The study emphasized that continuous hazard identification and evaluation foster anticipatory safety behavior, preventing incidents before they occur. Similarly, Hopkins (2021) observed that in high-risk industries such as oil, gas, and construction, the integration of risk assessment into daily operations enhances situational awareness and empowers workers to make safer decisions on-site.

In the manufacturing sector, Viner (2020) reported that the frequency and comprehensiveness of risk assessments were directly correlated with lower injury rates and improved compliance with safety standards. Organizations that embedded risk assessment into their safety management systems exhibited stronger feedback loops, where lessons learned from incidents were used to refine risk controls. Grabowski and Roberts (2019) further noted that participatory risk assessment approaches—where employees are actively engaged in hazard identification—build trust and strengthen safety culture by promoting ownership and accountability.

Within the African context, Adebiyi and Charles-Owaba (2019) highlighted that in Nigeria's industrial sector, proactive risk assessment significantly reduced accident severity and downtime. However, they also noted implementation challenges, including insufficient training and poor documentation of risk findings. Osei-Tutu and Badu (2020), examining Ghana's construction industry, found that many firms lacked formalized risk assessment systems, resulting in high accident rates and weak safety compliance. They argued that the absence of structured risk evaluation processes leads to a culture of negligence, where safety is reactive rather than preventive.

Similarly, Boateng and Asamoah (2021) conducted a comparative study of risk management practices in Ghanaian manufacturing firms and revealed that organizations with periodic risk assessments recorded substantially fewer lost-time injuries. Their findings further indicated that regular reviews of hazard control measures improved employee confidence and strengthened commitment to safety protocols. Amponsah-Tawiah et al. (2016) also noted that organizations that integrated risk assessment into broader safety management systems demonstrated higher levels of safety culture maturity and leadership involvement.

Research also emphasizes the link between risk assessment and the development of a decent work environment. According to ILO (2021), effective risk management practices align with the Decent Work Agenda by ensuring fair, safe, and dignified working conditions. Risk assessment not only protects workers from physical harm but also contributes to psychological well-being by reducing uncertainty and stress associated with unsafe conditions. Fernandez-Muniz et al. (2020) found that workplaces that institutionalize comprehensive risk assessment processes exhibit higher job satisfaction and employee retention, driven by a sense of security and organizational care.

Empirical evidence further underscores the role of training and competence in enhancing the quality of risk assessments. Kim and Park (2021) observed that organizations that invest in continuous risk assessment training for employees experience greater accuracy in hazard identification and prioritization. Likewise, Kheni et al. (2019) identified that management commitment and worker engagement are critical enablers of effective risk assessment, especially in developing economies where safety governance structures may be weak.

In summary, the empirical literature affirms that risk assessment serves as both a preventive and developmental tool within safety management systems. It reduces accidents, reinforces safety culture, and contributes to the creation of decent and resilient work environments. However, challenges such as inadequate institutional capacity, limited training, and poor data documentation persist in many developing contexts, including Ghana. This study therefore builds upon prior empirical findings by providing an integrated analysis of risk assessment outcomes—specifically accident reduction and safety culture enhancement—within the framework of building a decent work environment..

III. METHODOLOGY

Methodology

This study adopts a **mixed-methods research design** to examine the role of risk assessment in safety management systems (SMS) and its outcomes in accident reduction, safety culture development, and the creation of a decent work environment. The mixed-methods approach was selected to combine the strengths of both quantitative and qualitative methods, thereby providing a comprehensive understanding of how risk assessment practices influence safety outcomes across diverse organizational settings. According to Creswell and Plano Clark (2018), mixed-methods designs are particularly suitable when the research problem requires both statistical measurement and contextual exploration. In this study, the quantitative strand identifies the statistical relationship between risk assessment and safety outcomes, while the qualitative strand explores the experiential perspectives of employees and safety officers on how risk assessment contributes to workplace safety culture and prevention strategies.

Research Design

The study employs a convergent parallel design, where quantitative and qualitative data are collected concurrently, analyzed independently, and then merged during interpretation to provide a holistic view of the phenomenon. The quantitative approach measures the strength of the relationship between the frequency, quality, and comprehensiveness of risk assessments and safety outcomes such as accident reduction and safety culture indicators. The qualitative component, on the other hand, explores participants' perceptions of how risk assessment practices shape their attitudes, awareness, and participation in building safer work environments. The integration of both approaches allows for validation of results through methodological triangulation, enhancing the study's reliability and depth.

Population and Sampling

The target population for this study comprises employees, safety officers, and supervisors drawn from selected organizations within the construction, manufacturing, and healthcare sectors in Ghana. These industries were selected because they represent high-risk environments where risk assessment plays a critical role in preventing workplace accidents. The study also includes institutional representatives from regulatory bodies such as the Department of Factories Inspectorate, Environmental Protection Agency, and Ghana National Fire Service, who provide oversight on occupational safety and health compliance.

A stratified random sampling technique was employed to ensure proportional representation of the various industries and job categories. From the target population, 250 respondents were selected for the quantitative survey, while 30 key informants were purposively chosen for the qualitative interviews. The quantitative sample included workers and supervisors directly involved in operational safety processes, whereas the qualitative participants included safety managers, regulators, and OSH professionals with at least three years of experience in risk management. This combination ensured that both frontline experiences and managerial insights were captured for a balanced analysis.

Data Collection Instruments

Two main instruments were used for data collection: a structured questionnaire for the quantitative component and a semi-structured interview guide for the qualitative component.

Structured Questionnaire

The questionnaire was designed to measure the extent, quality, and outcomes of risk assessment within safety management systems. It consisted of four sections:

- Section A: Demographic information (industry type, job position, years of experience, and safety training history).
- Section B: Frequency and quality of risk assessment practices (e.g., hazard identification, risk evaluation, control implementation).
- Section C: Safety outcomes (accident frequency, near-miss reporting, injury rates).
- Section D: Safety culture indicators (leadership commitment, employee participation, and risk communication).

Responses were rated on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Semi-Structured Interviews

The interview guide explored qualitative themes such as employee participation in risk assessments, management commitment to hazard control, perceived benefits of risk assessment, and challenges in implementation. Interviews were conducted in participants' preferred languages, audio-recorded with permission, and later transcribed verbatim to ensure accuracy.

Data Analysis

Quantitative data were analyzed using the Statistical Package for the Social Sciences (SPSS) software. The analysis included descriptive statistics (means, frequencies, and standard deviations) to summarize respondents' perceptions of risk assessment practices. To examine the relationship between risk assessment and safety outcomes, multiple regression analysis was performed. Risk assessment variables—frequency, comprehensiveness, employee participation, and management commitment—were entered as predictors of safety outcomes (accident reduction and safety culture). The results were interpreted using coefficients (B), standardized beta values (β), and significance levels (p-values) to determine the predictive strength of each variable.

Qualitative data from interviews were analyzed thematically using Braun and Clarke's (2006) six-step approach: familiarization, coding, theme identification, reviewing, defining, and reporting. Emerging themes included "participatory safety culture," "continuous hazard identification," and "management-driven prevention." Coding reliability was enhanced through independent reviews by two researchers to minimize bias. Findings from

both quantitative and qualitative analyses were integrated during interpretation to provide a comprehensive explanation of how risk assessment supports accident reduction and safety culture in practice.

Validity and Reliability

To ensure validity, the research instruments were reviewed by safety management experts and occupational health professionals for content and construct appropriateness. A pilot study involving 20 respondents was conducted to test the reliability and clarity of the questionnaire. The Cronbach's alpha coefficients for all scales were above 0.70, confirming acceptable internal consistency (Nunnally, 1978). In addition, triangulation between quantitative and qualitative data enhanced methodological validity, ensuring that the findings were both empirically sound and contextually grounded.

For the qualitative component, credibility was ensured through member checking—participants reviewed summarized interview transcripts for accuracy. Dependability was maintained by keeping detailed field notes and using audit trails during data analysis. The combination of these measures enhanced the trustworthiness of the research findings.

Ethical Considerations

Ethical approval was obtained from the relevant institutional review board before data collection commenced. Participants were informed about the objectives, procedures, and voluntary nature of the study. Written informed consent was obtained from all participants. Anonymity and confidentiality were ensured through the use of coded identifiers instead of names, and digital recordings were securely stored with access restricted to the research team. Participants were informed that they could withdraw at any stage without any negative consequences. The study adhered to the ethical principles of respect, beneficence, and justice as outlined in the Belmont Report (1979), ensuring the protection of participants' rights and dignity.

Analysis and Discussion of Results

This section presents the results of the regression analysis designed to evaluate the overall impact of risk assessment practices within safety management systems (SMS) on two primary safety outcomes: accident reduction and safety culture development. The analysis integrates the main predictors—Hazard Identification (HI), Risk Evaluation (RE), Control Implementation (CI), Employee Participation (EP), and Management Commitment (MC)—to assess their combined and individual influence on overall safety outcomes. The dependent variable, Safety Outcomes (SO), is a composite index derived from accident reduction measures and safety culture indicators.

Data from 250 respondents were analyzed using the Statistical Package for the Social Sciences (SPSS). Multiple regression analysis was performed to determine the predictive strength of each risk assessment component on overall safety outcomes.

Regression Analysis Table

Model	Predictor Variable	B	SE B	Beta (β)	t	p-value
1	Hazard Identification (HI)	0.346	0.059	0.331	5.86	0.000
2	Risk Evaluation (RE)	0.278	0.064	0.256	4.34	0.000
3	Control Implementation (CI)	0.242	0.071	0.218	3.41	0.001
4	Employee Participation (EP)	0.198	0.067	0.181	2.95	0.004
5	Management Commitment (MC)	0.215	0.063	0.203	3.41	0.001

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The regression results in Table 1 indicate that the model is statistically significant ($F = 47.2$, $p < 0.001$), suggesting that risk assessment practices collectively explain 49% of the variance ($R^2 = 0.49$) in safety outcomes (accident reduction and safety culture). This strong explanatory power demonstrates that well-structured and consistently applied risk assessment processes are key determinants of improved workplace safety performance.

Among the predictors, Hazard Identification ($\beta = 0.331$, $p < 0.001$) emerged as the most influential factor, highlighting the foundational importance of early hazard detection in accident prevention. This finding aligns with Reason's (1990) Swiss Cheese Model, which emphasizes that identifying latent hazards serves as the first line of defense against system failures. Organizations that routinely identify and assess potential hazards before incidents occur tend to prevent unsafe conditions and enhance employee confidence in workplace safety systems.

Risk Evaluation ($\beta = 0.256$, $p < 0.001$) also showed a strong positive relationship with safety outcomes. This demonstrates that systematic analysis of hazard severity and probability enables organizations to prioritize control measures effectively. This result supports the ISO 31000 Risk Management Framework (2018), which

emphasizes risk evaluation as a critical stage for informed decision-making and resource allocation. When risks are quantified and ranked, preventive actions become more targeted, reducing accident rates and strengthening preventive safety culture.

Control Implementation ($\beta = 0.218$, $p = 0.001$) significantly predicted safety outcomes, indicating that the effectiveness of hazard control measures—such as engineering controls, protective equipment, and safe work procedures—directly affects accident reduction. This suggests that organizations with a structured follow-up system to ensure that risk controls are implemented and monitored tend to experience fewer incidents. The finding mirrors that of Hale et al. (2020), who found that consistent control implementation reduced accident frequency in manufacturing industries by 35%.

Employee Participation ($\beta = 0.181$, $p = 0.004$) had a significant and positive influence on safety outcomes, confirming that involving workers in the risk assessment process enhances safety culture and compliance. When employees contribute to hazard identification and risk evaluation, they develop a sense of ownership and accountability toward safety practices. This is consistent with studies by Kheni et al. (2019) and Fernandez-Muniz et al. (2020), which observed that participatory safety management fosters communication, mutual trust, and stronger safety values among employees.

Finally, Management Commitment ($\beta = 0.203$, $p = 0.001$) emerged as a significant predictor, underscoring leadership's critical role in promoting effective risk assessment. Management that allocates resources, sets clear policies, and models safety behavior reinforces the perception that safety is an organizational priority. According to Cooper (2000), leadership commitment is a cornerstone of a mature safety culture, as it aligns strategic goals with operational risk management practices.

IV. Discussion of Findings

The findings confirm that risk assessment serves as a cornerstone of effective safety management systems, substantially influencing both accident reduction and safety culture development. The results are consistent with previous empirical studies demonstrating that systematic risk assessment practices significantly reduce workplace incidents and foster proactive safety attitudes (Hopkins, 2021; Adebiyi & Charles-Owaba, 2019). The relatively high R^2 value (0.49) suggests that risk assessment alone explains nearly half of the variance in safety outcomes—making it a decisive factor in achieving decent work conditions.

The dominance of Hazard Identification and Risk Evaluation as predictors reinforces the preventive nature of safety management systems. These components enable organizations to shift from reactive to proactive safety management by anticipating and controlling hazards before harm occurs. The findings also affirm the Risk Management Framework (ISO 31000) principle that continuous risk assessment drives operational resilience and strategic decision-making.

The significance of Employee Participation and Management Commitment further illustrates the socio-behavioral dimension of risk assessment. Technical tools alone cannot ensure safety; employee engagement and visible management leadership are equally vital. This supports the Safety Culture Theory, which views safety as a shared responsibility embedded within organizational behavior and values. In organizations where management supports participatory risk assessment, employees perceive safety as integral to their work, leading to lower risk tolerance and improved compliance.

Moreover, the results align with the ILO's Decent Work Agenda (2021), which emphasizes that risk assessment is central to achieving safe, dignified, and equitable working conditions. By identifying and mitigating hazards, organizations not only prevent accidents but also enhance employee morale and job satisfaction—key components of a decent work environment.

V. Conclusion and Recommendation

Conclusion

This study examined the role of risk assessment in safety management systems (SMS), focusing on its contribution to accident reduction, safety culture development, and the creation of a decent work environment. The findings confirm that risk assessment serves as the operational backbone of SMS, enabling organizations to proactively identify, evaluate, and control workplace hazards before they escalate into incidents. The regression analysis revealed that risk assessment practices collectively accounted for **49% of the variance in safety outcomes**, demonstrating their substantial influence on both accident prevention and safety culture maturity.

Among the risk assessment components, **hazard identification** and **risk evaluation** emerged as the most influential predictors, indicating that early recognition and systematic assessment of hazards are critical to preventing workplace accidents. **Control implementation** was also found to significantly improve safety outcomes, affirming that translating risk findings into practical control measures ensures long-term hazard mitigation. Similarly, **management commitment** and **employee participation** were identified as essential behavioral and organizational enablers that embed safety consciousness within the work environment.

These findings are consistent with the **Swiss Cheese Model** (Reason, 1990), which views risk assessment as a proactive layer of defense that closes potential safety gaps before accidents occur. They also align with the **Risk Management Framework (ISO 31000, 2018)**, emphasizing the need for continuous and integrated risk assessment processes within organizational decision-making structures. Furthermore, the study reinforces the **Safety Culture Theory** (Cooper, 2000), confirming that participatory risk assessment and management leadership cultivate a collective safety mindset essential for achieving decent and dignified working conditions.

In conclusion, the study establishes that risk assessment is not merely a compliance obligation but a **strategic management process** that underpins organizational resilience, employee well-being, and sustainable productivity. When systematically implemented within a robust safety management system, risk assessment transforms workplaces from reactive environments into proactive, learning-oriented systems where safety becomes a shared organizational value.

VI. Recommendations

Based on the empirical and theoretical findings, the following recommendations are proposed to enhance the effectiveness of risk assessment within safety management systems and promote safer, decent work environments:

Institutionalize Comprehensive Risk Assessment Frameworks

Organizations should adopt structured, documented risk assessment frameworks consistent with ISO 31000 and ILO guidelines. Risk assessment should be integrated into all stages of operations—from planning to evaluation—to ensure continuous hazard identification and control.

Strengthen Hazard Identification and Risk Evaluation Processes

Employers should implement standardized hazard identification checklists, job safety analyses, and task-based risk evaluations. These should be updated regularly to reflect emerging risks associated with technological change, new materials, and evolving work processes.

Ensure Effective Implementation and Monitoring of Control Measures

Risk assessment findings must translate into actionable control measures such as engineering modifications, administrative controls, and provision of personal protective equipment. Regular audits should verify that these controls are functioning as intended and continuously improved.

Enhance Employee Participation and Engagement

Organizations should involve employees at all levels in the risk assessment process through safety committees, toolbox meetings, and participatory hazard reviews. Such inclusion promotes ownership, accountability, and the development of a strong, trust-based safety culture.

Demonstrate Strong Management Commitment

Senior management must visibly support risk assessment initiatives by allocating adequate resources, providing training, and enforcing safety accountability. Leadership behavior should model safety priorities and communicate a zero-tolerance stance toward unsafe practices.

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