

# Can we break organizational beliefs in the construction sector? Investigating possible paths to Safety Performance Measurements research

Guilherme Alcântara Pinto<sup>1</sup>, Joseph Mansour Salamé<sup>1</sup>, Isabelle Nicolaï<sup>1</sup>

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## What is the problem between safety and performance?

(OSHA, 2020); (Ali et al., 2013); (Deng et al., 2012); (Pollack et al., 2018); (Franco-Santos et al., 2007) (Kjellén et al., 1997) (Sousa et al., 2021); (D. K. Kim & Park, 2021); (Forteza et al., 2017)

Previous researches have already proved that investing in safety increases companies' financial performance. If so, why construction industry still the most lethal economical sector?

**Industrial belief:** investment in "non-productive" expenditures reduces the company's performance.

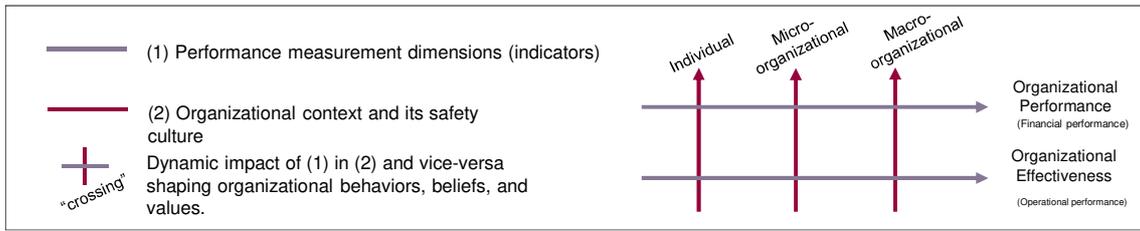


**Management and research gap:** How to value safety in the management system? How to conceive safety as a source of performance rather than a constraint of performance?

**Research Objective:** To locate "safety performance measurement" studies inside the organizational levels to propose further investigations on this subject that allows us to unleash safety performance.

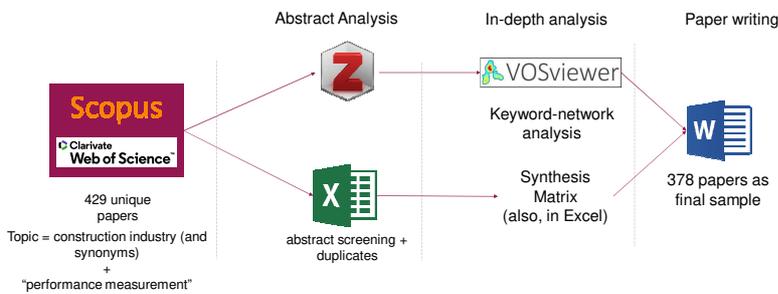
## How to analyze the interaction between companies' performance measurements and its safety context?

(Richard et al., 2009; Hofmann et al., 1995; Neely et al., 1997); (Franco-Santos et al., 2007; Pavlov & Bourne, 2011)

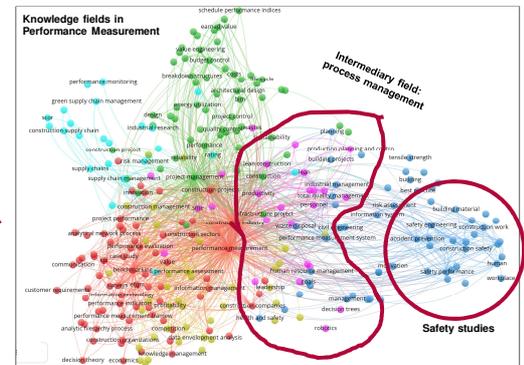


## Research Methods – Systematic Review of Literature

(Denyer & Tranfield, 2009; van Eck & Waltman, 2010)

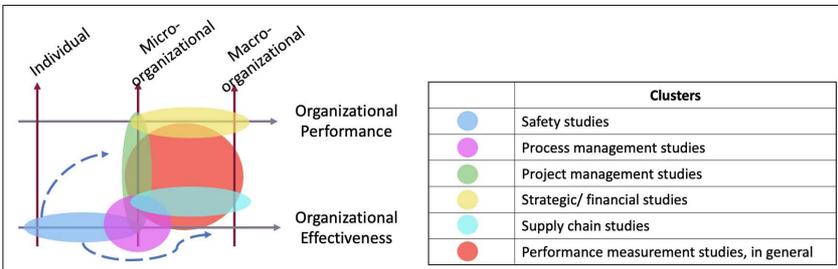


## What is the relation between safety studies and performance measurement ones?



Safety studies lie at the individual level, relating to organizational effectiveness.

Safety performance measurement research has distant theoretical foundations from organizational performance and effectiveness studies. Therefore, our research definitively addresses both a management and a research gap.



## What are the next steps?

Further research questions should mix clusters towards organizational performance and macro-organizational level

How could safety value flow from individual level and micro-organizational level to macro-organizational level enhancing company's performance?

- Have workers rushed on their task because they fell behind schedule and then exposed themselves to unsafe conditions? (blue and green clusters)
- Have safety in the construction sector not been developed due to knowledge management issues (blue and red)?
- How could safety integrate into the construction site process management tools? (blue and pink)
- Have safety extra-financial values? How could it flow toward strategic levels and organizational performance? (blue and yellow)
- Could safety become a source of performance? --- (Yes! [Analytical studies] But how?)

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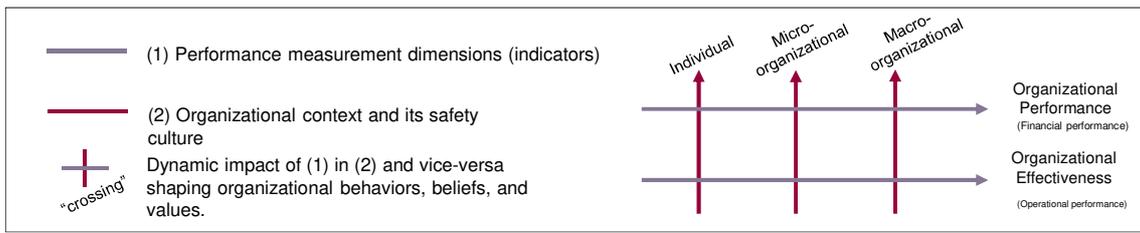


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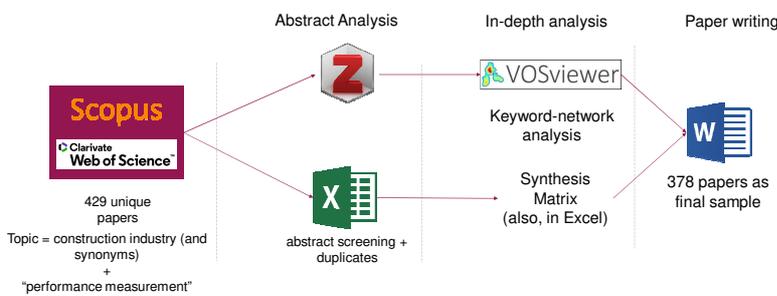
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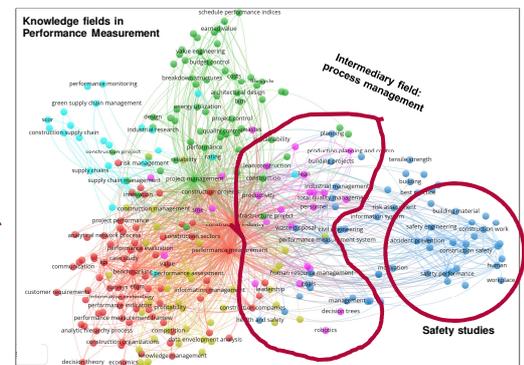


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Chaire Prévention et Performance

Want to know more?

