

**Chapter Two**  
**SAFETY MOTIVATION AND CULTURE IN ORGANIZATIONS**

**TRUE OR FALSE: Place T or F in the space provided.**

1. Design or analysis of tools or systems can eliminate the potential for accidents.
2. The purpose of safety promotion is to keep employees focused on doing their work the safe way, every day.
3. Transactional leadership is a leadership style that focuses on the role of supervision, organization, compliance with rules, and group performance.
4. A comprehensive safety policy that details all of the organizations safety expectations is required to be effective.
5. Fretting believes that asking employees to sign a declaration of safety helps improve a company's safety performance.
6. Herzberg's needs theory tells us that high-need achievers do not necessarily make good managers.
7. Managers place more value on fair pay than workers
8. Another way to promote safety through employee involvement is the safety committee.
9. Suggestion programs promote safety by involving employees in a way that allows them to feel ownership in the safety program.
10. Making a health and safety message visual can be an effective way to get the message across.
11. Even when handled properly, incentive programs are not effective in promoting safety in the workplace.
12. A rule of thumb for visual aids is to avoid the use of distracting colour, and stick to black and white.
13. A safety-first corporate culture is one in which beliefs, values, and behaviors are widely shared and accepted in an organization.
14. Evidence of a safety-first culture exists when unwritten rules are only accepted by management.
15. A safety-first culture is promoted by rewarding safe work behaviour by making it an important factor when promoting workers to higher positions.

**MULTIPLE CHOICE: Circle the letter before the correct answer.**

1. One of the most effective ways to promote safety in the workplace is:
  - A. Producing after-the-fact reports
  - B. Ongoing safety training programs
  - C. Increase production rates
  - D. Reduce production rates
  - E. Remind workers of the importance of safety
2. A company's safety policy should make what clear?
  - A. Production goals
  - B. Budget allowances
  - C. That safe work practices are expected of all employees at all levels at all times

- D. Grievance procedures
  - E. Operating procedures for hazardous tasks
3. A characteristic of a transformational leader includes:
- A. A focus on compliance with rules
  - B. Motivating workers
  - C. Punishing dangerous behaviour
  - D. Attention to group performance
  - E. Micro-managing workers
4. Which psychologist's needs argues that lower-order needs must be satisfied before one progresses to higher-order needs?
- A. Byrd
  - B. Maslow
  - C. Alderfer
  - D. Herzberg
  - E. McClelland
5. In SeaBright Insurance Company's study, which motivator was deemed to be most valued by workers?
- A. Job security
  - B. Good working conditions
  - C. Fair pay with increases
  - D. Interest in their work
  - E. Credit for their work
6. Which of the following are characteristics of a good suggestion program?
- A. They solicit input from the people most likely to know where hazards exist
  - B. They involve and empower employees
  - C. Recognition and awards must be handled promptly
  - D. All suggestions must receive a formal response
  - E. All of the above
7. Which of the following are characteristics of a good incentive program?
- A. Objectives are left vague to allow for managers to select who is rewarded
  - B. Rewards should be limited to low cost items
  - C. Management works alone to determine rewards
  - D. They do not limit rewards to individuals, but also reward teams
  - E. Have no effect on quality, but only on the quantity of work performed
8. Which of the following defines a safety-first corporate culture?
- A. Beliefs, values, and attitudes are shared and accepted
  - B. Violent acts, behavior, or threats that occur in the workplace are not considered to be "safety" concerns
  - C. Peer pressure does not affect worker behaviour
  - D. Unwritten rules are not accepted

- E. None of the above
9. What is the importance of establishing a safety-first culture?
- A. Competitiveness will be improved
  - B. Moral obligation
  - C. Legal obligation
  - D. Worker performance is enhanced
  - E. All of the above
10. Ten broad steps are needed to establish a safety-first corporate culture. Which of the following are included?
- A. Assess
  - B. Plan
  - C. Survey
  - D. Both A & B
  - E. None of the above

## ANSWERS

### True/False

- 1. F
- 2. T
- 3. F
- 4. F
- 5. T
- 6. F
- 7. T
- 8. T
- 9. T
- 10. T
- 11. F
- 12. F
- 13. T
- 14. F
- 15. T

### Multiple Choice

- 1. B
- 2. C
- 3. B
- 4. B
- 5. E
- 6. E
- 7. D
- 8. A

- 9. E
- 10. D