ST. MARY'S UNIVERSITY COLLEGE

BUSINESS FACULTY

DEPARTMENT OF MANAGEMENT

ASSESSING THE SAFETY CULTURE MANAGEMENT PRACTICES OF SHERATON ADDIS LUXURY COLLECTION HOTEL

BY

THEODROS GETACHEW

JUNE 2011

SMUC

ADDIS ABABA

AN ASSESSMENT OF SAFETY CULTURE MANAGEMENT PRACTICE AT SHERATON ADDIS HOTEL

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A SENIOR ESSAY SUBMITTED

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APPROVED BY THE COMMITTEE OF EXAMINERS

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Abbreviations/ Acronyms

1. BHSC: British Health and Safety Control
2. EAME: East Africa and Middle East
3. EHS: Environmental Health and Safety
4. MSDF: Material safety Data Sheet
5. OECD: Organization for Economic Cooperation and Development
6. OSHA: Occupation Safety and Health Administration
7: PPE: Personal Preventive Equipments
8. SHSWM: Sheraton Health Safety and Welfare Manual

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

It is important to identify the perception of the organization's safety culture as it represents a critical factor influencing multiple aspects of human performance and organizational safety. One of the most succinct definitions of safety culture can be found in Von Thaden and Gibbons (2008:98): Safety culture is defined as the enduring value and prioritization of worker and public safety by each member of each group and in every level of an organization. It refers to the extent to which individuals and groups will commit to personal responsibility for safety; act to preserve, enhance and communicate safety concerns; strive to actively learn, adapt and modify (both individual and organizational) behavior based on lessons learned from mistakes; and strive to be honored in association with these values.

There is a trend for safety culture to be expressed in terms of attitudes or behavior. Glendon et al., (2006:367) highlights that when defining safety culture the premise of some researchers is to focus on attitudes, where others emphasize safety culture being expressed through their behavior and work activities. In other words, the safety culture of an organization acts as a guide as to how employees will behave in the workplace. Of course their behavior will be influenced or determined by what behaviors are rewarded and acceptable within the workplace. For example, Clarke (2006:278) states that the safety culture is not only observed within the "general state of the premises and conditions of the machinery but in the attitudes and behaviors of the employees towards safety".

There is no more important aspect of the hotel and hospitality industry than the protection of the health, safety and welfare of hotel guests and associates.

The Sheraton Health Safety and Welfare Manual SHSWM (2007:6) states that effective risk management is essential to the operation and financial success of any hotel. The prevention of incidents and claims will ensure that any hotel creates a safe and secure environment for hotel guests, associates and visitors. Breaches of any law covering hotel operations may result in a court case; an offence under the health & safety legislation is a criminal offence in most countries and could result in fines, imprisonment or closure- not to mention poor publicity for the hotel. It is essential, therefore, that a hotel does its utmost to ensure that the hotel is not compromised and that a hotel offers a healthy and safe environment for all its customers, associates, contractors and visitors.

Sheraton Addis, the first luxury collection hotel in Africa and a member of Starwood Hotels & Resorts Worldwide Inc., started operation on February 28, 1998.

The hotel comprises of the following facilities:

- 293 elegant guest rooms.
- 4 private villas with its own swimming pool.
- 4 disable guest rooms.
- Exceptional recreational facilities such as swimming pool, Jacuzzi ant massage.
- Dining restaurants including Indian, French, Italian, Asian and all day dining restaurants for different national and cultural dinning.
- The greatest meeting and banqueting facilities in Ethiopia which can accommodate up to 1500 guests.

Sheraton Addis is example of hotel with a good safety culture. The management has health safety welfare hotel manual and has Environmental Health and Safety (EHS) coordinator dedicated for the safety of its guests and employees. The responsibility of this person is to follow up the implementation of policy and procedures for training for new associates, agency and other temporary workers, accident/incident reporting and first aid, catering and food service safety, risk assessment, chemical safety, fire safety, child safety, leisure safety, electrical safety, gas safety, guest bedroom safety, noise in the work place, waste management and work equipment safety.

To this end, the student researcher tried to describe the safety culture management practice of Sheraton Addis.

1.2 STATEMENT OF THE PROBLEM

It is important to remember that an organizations culture develops over a period of time and cannot be created instantly. The safety culture of an organization is developed as a result of history, work environment, the workforce, health and safety practices, and management leadership (Reason,1998:98).

The key aspect to safety system management is to ensure that associates are aware of the hazards within their working environment, and the systems of work specified to reduce the risk of injury.

Sheraton Addis is one of the hotels which implement international safety standards for its guests and employees safety. It has its own safety manuals which include policy and procedures of safety standards. When the student researcher observes (Has a work experience of more than 10 years) the safety culture of this hotel and read the health safety welfare hotel manual, there is a gap between the manual and the actual practices of the hotel. The student researcher has a doubt on some of the Safety management practices of the hotel. To mention some:

- The availability of adequate Personal Protective Equipment (PPE).
- Involvement of employees on safety issues.
- Awareness of all the staffs towards safety issues.
- Safety audit on machines and equipments.
- Safety discussion between management and employees.

To this end, the study discusses the safety culture management practices of Sheraton Addis Luxury Collection Hotel and answers the following research questions.

1.3 RESEARCH QUESTIONS

1. What type of safety practice does the hotel have?
2. What kind of safety tools and equipments is the hotel using?
3. How is the awareness of the hotel employees towards safety culture?
4. What challenges does the hotel faced to implement its safety culture policy?

1.4 OBJECTIVE OF THE STUDY

1.4.1 General Objective

The general objective of this study is to assess the safety culture management practices of Sheraton Addis hotel.

1.4.2 Specific objective

The study will have the following specific objectives:

1. To point out the actual safety culture practice of the hotel.
2. To describe the safety tools that the hotel is using.
3. To describe the level of awareness of the hotel employees towards safety culture.
4. To assess the challenges that the hotel faced while implementing safety management policies.

1.5 SIGNIFICANCE OF THE STUDY

The study will have the following importance.

- The study could help the hotel to improve its safety culture practice since it tries to find out the problem associated with the safety culture practice in the hotel and proposes the possible solution.
- The student researcher believes that such a research will serve as a spring board for other researchers who would like to study the same issue in a wider scale.

- ❖ The student researcher uses this opportunity and experience to build his knowledge and capacity to conduct further research.

1.6 DELIMITATION OF THE STUDY

The research is conducted in Sheraton Addis hotel and it considered 4 departments, out of 9 namely; engineering, housekeeping, food preparation and stewarding. It is because the student researcher believes that these departments are closely related to the subject matter of the study.

From 18 risk assessment topics the study focused on chemical safety, gas safety, electric safety, work equipment safety, and welfare. Because these are the major issues in the hotel safety and welfare manual.

The study period considered issues from December 2007 onwards. Because this was the time the hotel safety and welfare manual was finally revised.

1.7 DEFINITIONS OF TERMS

Health and safety management: the process of conducting a detailed job analysis provides an excellent opportunity to uncover and identify hazardous conditions and unhealthy environment factor.(Reason,1990:62)

Hospitality industry: Hotel, motels, inns, or such businesses that provides transitional or short-term lodging, with or without food.(SHSWM,2007:36)

Safety culture: The product of individual and group values, attitudes, perceptions, competencies, and patterns of behavior that determine the commitment to, and the style and proficiency of, an organization's health and safety management" (BHSC, 1993: 23).

Safety hazard: aspect of the work environment that have the potential of causing immediate and sometimes violent, harm, or even death.(OSHA,1997:56)

1.8 RESEARCH DESIGN AND METHODOLOGY

1.8.1 Research Design

Descriptive research method was used to address the research question and objective. The method was selected due to the fact that it has an advantage to explain, describe and validate events and findings about the safety culture management practices of Sheraton Addis. Furthermore, the method helps to engage quantitative and qualitative statistics to organize information in meaningful ways.

1.8.2 Population and Sampling Technique

The organization has total population of 758 employees in 11 departments. From 9 departments, the student researcher took four departments using stratified random sampling technique.

Department	**Total employee**	**Management**	**Total Non-management**	**30% of Non-management**
Engineering	93	14	79	24
House keeping	85	3	82	25
Food preparation	80	7	73	22
Stewarding	48	5	43	13
Total	**306**	**29**	**277**	**84**

1.8.3 Type of Data Collected

Primary data were collected from primary sources through holding interview with the EHS coordinator and questionnaires will be distributed for all management and 30% of non- management sample employees. Secondary data were collected from different documents.

1.8.4 Method of Data Collection

The student researcher used questionnaire and interview to collect the necessary data. Interview was held with the EHS coordinator; and a structured questionnaire were distributed to all management and non-management employees of the sample population.

1.8.5 Method of Data Analysis

In order to arrive of a certain conclusions, data collected through interview and questionnaire were edited, classified, tabulated and analyzed using qualitative and quantitative methods. And different percentage, ratio, average methods and Standard deviation were used with the help of tables.

1.9 LIMITATION OF THE STUDY

The first problems countered while doing the study is lack of ample reference books in the library. The second is the policy of the hotel which restricts gathering information from its guests for personal use. This problem has limited the research to concentrate only on the staffs of the hotel.

1.10 ORGANIZATION OF THE STUDY

The study is organized into four chapters. Chapter one deals with introduction. Chapter two focuses on literature review on safety culture management. Chapter three covers data presentation, analysis and interpretation. Chapter four tries to give summary, conclusions and recommendations. Finally list of bibliography and appendix were attached.

CHAPTER TWO

LITERATURE REVIEW

2.1. HISTORY OF SAFETY CULTURE

At first blush, the question “why do accidents happen” may seem simple. However, in reality the answer to this question is rather complex. Views about why accidents occur range from philosophical explanations such as the “just-world hypothesis” (i.e., that bad things happen to bad people) to more scientific explanations that seek empirical casual mechanisms (Reason, 2000:65).

Even within the scientific community, views concerning the causes of accidents vary considerably, which can greatly impact the nature of interventions employed to improve safety. Several historians and authors note that theories of accident causation have evolved systematically over the years.

As cited by Gordon, (1996:96) first stage of scientific theorizing about the causes of accidents is commonly referred to as the technical period, during which developments in new mechanical systems were rapid and most accidents were viewed as being caused by mechanical malfunctions, particularly in the structural integrity and reliability of equipment. The second stage is known as the period of human error, where limitations of the human operator rather than catastrophic mechanical malfunctions were identified as the source of system breakdowns, shifting the attention of safety analyses from mechanical aspects to the person directly involved in committing the error. The third stage is referred to as the sociotechnical period, during which the negative impact that poor ergonomics and systems design have on the interaction between humans and technical factors was often cited as a cause of errors and accidents. Finally, recent years have witnessed the development of a fourth stage, which is often called the “safety culture” period. This approach recognizes that operators are not performing their duties

or interacting with technology in isolation, but rather they are performing as coordinated teams embedded within a particular organizational culture.
According to Pidgeon, (1998:32) the beginning of the safety culture period of accident investigation and analysis can be traced back to the nuclear accident at Chernobyl in 1986 in which a “poor safety culture” was identified as a factor contributing to the accident by both the International Atomic Energy Agency and the OECD Nuclear Agency.

2.2. DEFINING SAFETY CULTURE

Safety culture is the enduring value and priority placed on worker and public safety by everyone in every group at every level of an organization. It refers to the extent to which individuals and groups will commit to personal responsibility for safety, act to preserve, enhance and communicate safety concerns, strive to actively learn, adapt and modify (both individual and organizational) behavior based on lessons learned from mistakes, and be rewarded in a manner consistent with these values (Wiegmann,2002:120).

According to Cox and Cox, (1991:89) Safety culture is a term often used to describe the way in which safety is managed in the workplace, and often reflects "the attitudes, beliefs, perceptions and values that employees share in relation to safety" “Organizations with a positive safety culture are characterized by communications founded on mutual trust, by shared perceptions of the importance of safety and by confidence in the efficacy of preventive measures.”

Since the 1980s there has been a large amount of research conducted on safety culture, however the concept still remains largely “ill defined”. Some characteristics associated with safety culture include the incorporation of beliefs, values and attitudes that are shared by a group. Glendon, (2006:102) highlights that a number of definitions of safety culture depend on the individuals’ perceptions being shared within a group, organization, or societal context.

Reason, (1998:295) highlights that safety culture “is a concept whose time has come”, stating that there is both a challenge and an opportunity to “develop a clearer theoretical

understanding of these organizational issues to create a principled basis for more effective culture-enhancing practices."

2.3. SAFETY CULTURE VS SAFETY CLIMATE

Although the debate over the definition of safety culture has not reached unanimous agreement, the similar term "safety climate" has been used almost interchangeably in the literature and has added to the confusion (Wiegmann, 2001:65).

Many safety climate definitions have commonalities and differ from safety culture definitions in important ways. Therefore, based on common themes, a general safety climate definition can also be derived:

As indicated by Wiegmann, (2002:96) safety climate is the temporal state measure of safety culture, subject to commonalities among individual perceptions of the organization. It is therefore situationally based, refers to the perceived state of safety at a particular place at a particular time, is relatively unstable, and subject to change depending on the features of the current environment or prevailing conditions.

In brief, safety culture, is commonly viewed as an enduring characteristic of an organization that is reflected in its consistent posture with critical safety issues. On the other hand, safety climate is viewed as a temporary state of an organization that is subject to change depending on the features of the specific operational or economic circumstances.

2.4. INDICATORS OF AN ORGANIZATION'S SAFETY CULTURE

While many different models of safety culture have been proposed, Wiegmann, (2002:185) has identified at least four essential elements or organizational indicators of safety culture. These include the organization's commitment to safety, the involvement of operational supervisors in safety-related activities, the formal safety system of the organization, and the organization's informal safety system.

1. Organizational Commitment: Organizational commitment to safety refers to the degree to which an organization's senior management prioritizes safety in decision-making and allocates adequate resources to safety. In particular, an organization's commitment to safety is reflected by three major components, including

(A) Safety Values: Attitudes and values expressed (in words and actions) by upper management regarding safety,

(B) Safety Fundamentals: Compliance with regulated aspects of safety, such as training requirements, manuals and procedures, and equipment maintenance, and

(C) Going Beyond Compliance: Priority given to safety in the allocation of company resources (e.g., equipment, personnel time) even though they may not be required by regulations.

2. Operational Personnel: This factor refers to the degree to which those directly involved in the supervision of employees' safety behavior are actually committed to safety and reinforce the safety values espoused by upper management (when these values are positive). These include

(A) Supervisors/Foremen: their involvement in and concern for safety on the part of supervisory and "middle" management at an organization,

(B) Maintenance Supervision: those who are responsible for ensuring that priority is given to safety, effectively managing, maintaining, and inspecting the safety integrity of the equipment/tools, and

(C) Trainers: the extent to which those who provide safety training are in touch with the actual risks and issues associated with performing a particular job.

3. Formal Safety System: The formal safety system refers to processes for reporting and addressing both occupational and process safety hazards. Such formal systems include

(A) Reporting System: Accessibility, familiarity, and actual use of the organization's formal safety reporting program,

(B) Feedback and Response: Timeliness and appropriateness of management responses to reported safety information, and dissemination of safety information to workers and

(C) Safety Personnel: Perceived effectiveness of and respect for persons in formal safety roles (e.g., Safety Officer, Vice President of Safety).

4. Informal Safety System: In contrast to the formal safety system, the informal safety system refers to the unwritten rules pertaining to safety behavior, including rewards and punishments for safe and unsafe actions and the manner in which such rewards and punishments are instituted in a just and fair manner. Specifically, the informal safety systems include such factors as

(A) Accountability: The consistency and appropriateness with which employees are held accountable for unsafe behavior,

(B) Authority: Authorization and employee involvement in safety decision making, and

(C) Employee Professionalism: Peer-culture employee-group norms pertaining to safe and unsafe behavior.

2.5. CHARACTERISTICS OF A POSITIVE SAFETY CULTURE

Several papers have aimed at identify specific safety management practices that act as a predictor of safety performance (Mearns, 2003:251). Through examining organizations with good safety performance, it was intended to identify common features that are associated with good safety performance.

As cited by Reason, (1998:294) an ideal safety culture to be "the 'engine' that drives the system towards the goal of sustaining the maximum resistance towards its operational hazards". Reason emphasizes this goal should be achieved irrespective of the organizations leader or current commercial concerns. What drives the system is a constant level of respect for anything that may bypass organizational safety systems. In other words, it is important to remember what can go wrong. It is very dangerous to think that an organization is safe because no information is saying otherwise. Reason believes in periods of good safety performance, the best ways to stay cautious is "to gather the right kind of information", which means creating an informed culture. An informed culture requires safety management to be aware of the numerous factors that have an impact on the safety systems (i.e. human, technical, organizational, and environmental). In this sense, reason believes "an informed culture to be a safety culture".

As described by Kennedy and Kirwin, (1998:350) an organization's safety culture is ultimately reflected in the way in which safety is managed in the workplace. Though it is

important to note that an organizations safety management system does not just consist of a set of policies and procedures on a bookshelf. The safety management system is the manner in which safety is handled in the workplace and how those policies and procedures are implemented into the workplace. Kennedy and Kirwan, also assert that the nature by which safety is managed in the workplace (i.e. resources, policies, practices and procedures, monitoring, etc.) will be influenced by the safety culture/climate of the organization.

It is argued by Pidgeon and O'Leary, (2000:238) "a 'good' safety culture might both reflect and be promoted by at least four factors". These four factors include "senior management commitment to safety, shared care and concern for hazards and a solicitude for their impacts on people, realistic and flexible norms and rules about hazards, and continual reflection upon practice through monitoring, analysis and feedback systems".

There is some level of agreement on what is considered to be ideal safety management practices. For example:

- Management commitment to safety, which may be classified as including:
    - Prioritization of safety over production;
    - Maintaining a high profile for safety in meetings:
    - Personal attendance of managers at safety meetings and in walk-about;
    - Face-to-face meetings with employees that feature safety as a topic;
    - Job descriptions that include safety contracts.
- Communication about safety issues, including
    - Pervasive channels of formal and informal communication and
    - Regular communication between management, supervisors and the workforce.
- Involvement of employees, including:
    - Empowerment,
    - Delegation of responsibility for safety, and
    - Encouraging commitment to the organization.

SHSWM, (2007:14) recommends the responsibility of managers as follows:

General manager: Ultimate responsible for day to day safety management and implementation of Hotel Policies; Must regularly monitor and review safety procedures and all documentary records to ensure full compliance; Must ensure adequate resources are budgeted for and made available to support safety implementation; To liaise closely with local government enforcement officers, developing a positive relationship; To review accidents and near miss records and ensure reports regarding serious accidents are reported to Starwood - this to include the hotel Insurance provider and EAME Environmental Health & Safety Consultants .

Hotel safety "champion"(Environment, health and safety coordinator): To provide advice on Health, Safety & Welfare Policy implementation and support and co-ordinate all hotel Health and Safety activities; Must ensure that all accidents are reported, recorded and investigated thoroughly by the Departmental Head, Human Resources Manager, other persons affected by the incident; To chair/co-chair the monthly Safety & Security Committee meetings and ensure appropriate communication and action, as required.

Chief engineer: Is responsible for ensuring the maintenance and record keeping of all engineering installations and devises, including water supplies, gas, electricity, heating, ventilation, air conditioning and work equipment; To undertake annual Engineering Review self-audit as supervised by Starwood; Must ensure hotel is maintained in a safe condition for employees, guests, contractors and visitors, and that all defected reported are corrected within reasonable timescales; Is responsible for the co-ordination and supervision of all contractor activity, including the selection and evaluation, and to ensure that hotel procedures are followed.

Departmental managers: To provide adequate on-job training, supervision and management for safety matters specific to the departmental activities; To carry out regular hazard spotting tours of their departmental areas and ensure that safe systems of work are being followed and any hazard which cannot be immediately corrected is reported for action; To ensure the records required by hotel Policy are properly maintained to demonstrate safety compliance; Must ensure that all accidents are investigated, recorded on SGR+ and the appropriate incident report form, and then

reported to General Manager, the Hotel Safety “Champion” and Human Resources Manager.

2.6. SAFETY SYSTEM MANAGEMENT

As explained by Roughton, (2002:126) the core elements in any successful safety system are Management Leadership and Employee Participation.

I. Management Leadership: Management leadership from the top down is the most important part of any process. "Lip service", is not going to work. If management demonstrates commitment, provides the motivating force, and the appropriate resources to manage safety, an effective system can be developed and will be sustained.

If employees can see the emphasis that top management puts on safety, they are more likely to emphasize it in their own work and personal activities. It is important for management and supervision to follow set safety rules and work practices, which will provide a good example for all employees.

Roughton believes managers must show their commitment and involvement in other ways. For example, doing plant-wide safety inspections; personally stopping potential hazardous activities or conditions until the hazards can be corrected or controlled; personally tracking safety performance; and holding managers and employees accountable for their actions.

The elements of management leadership also should include ensuring equal safety of any contract employees. Management must demonstrate their commitment. In reality, demonstration means "do as I do." Actions speak louder than words.

According to Roughton the following are some basic elements where management must show their leadership to provide a safe workplace.

1) **Safety Policy:** By developing a clear policy statement of management support, management help everyone involved with the worksite understand the importance of safety in relation to other organizational values. By clearly communicating the policy to all employees, management ensure that no confusion will exist when a conflict arises between two of these values, such as productivity, quality, and safety.

2) **Goals and Objectives:** Management should make its general safety policy as specific as possible by establishing clear goals and objectives for the organization. These goals and objectives set the framework for assigning specific responsibilities. Each employee should be able to see his/her work activities in terms of moving toward the stated goals and achieving objectives.
3) **Assignment of Responsibilities:** Everyone in the workplace should have some type responsibility for safety. Clear assignments help avoid overlaps or gaps in accomplishing required activities. In particular, management must ensure that the safety professional is not assigned line responsibility that properly belongs to line management and supervision. This line responsibility would include functions such as supervising and evaluating the employee's performance in areas of safety, providing on-the-job training in safe work practices and any required personal protective equipment (PPE), and encouraging employee participation in safety activities. These responsibilities should flow logically from the goals and objectives that were established to meet the overall management system goals.
4) **Provision of Authority:** Any assignment of responsibility must be accompanied by authority and adequate resources. The latter includes appropriately trained and equipped employees as well as sufficient operational and capital funding.
5) **Accountability:** Once management have assigned responsibility and provided the appropriate authority and resources to all employees, management must follow up by holding those employees accountable for achieving what they have been asked to do. Accountability is crucial to helping employees understand how critical their individual performances are allowing them to take personal responsibility for their actions and performance. Employee Participation In any successful safety system, employees should be provided an opportunity to participate in establishing, implementing, and evaluating the safety process.

II. Employee participation: Roughton noted employee participation provides the means that allows them to develop and/or express their safety commitment to themselves and/or their fellow workers. To fulfill and enhance employee participation, management should implement some form of the following elements:

- Regularly communicating with all employees concerning safety matters

- Providing employees with access to information relevant to the safety system
- Providing ways for employees to become involved in hazard identification and assessment, prioritizing hazards, safety training, and management system evaluation
- Establishing procedures where employees can report work-related incidents promptly and ways they can make recommendations about appropriate solutions to control the hazards identified
- Providing prompt responses to reports and recommendations

Roughton also highlighted that it is important to remember that under an effective management system employers do not discourage employees from reporting safety hazards and making recommendations about incidents, or hazards, or from participating in the safety process.

As mentioned in Sheraton health safety welfare manual, (2007:17) the key aspect to safety system management is to ensure that associates are aware of the hazards within their working environment, and the systems of work specified to reduce the risk of injury. For example, every dangerous machine or piece of equipment must have a full risk assessment undertaken at least annually, or when there is new equipment or major operational change. Associates using such machinery must be made aware of the risk assessment and safe operating procedures e.g. meat slicer, chain saw circular, welding, cutting and cooking equipment.

The Head of Department must maintain all departmental risk assessments and safe systems of work in one Departmental risk assessment file, which need to be easily accessible to all Associates within the department.

This will be achieved through: Department induction; Specific on job training on safe systems of work; Continued supervision, monitoring and review; A summary of the key risks and safe working practices are prominently displayed on departmental notice boards/or around the relevant working area; Appropriate hazard signage used; Regular inspection of work areas/equipment/working practices; Regular re-training; Reviews at Safety and Security Committee meetings.

According to the manual, in order to ensure risk assessments continue to be relevant, they must be reviewed on an annual basis, unless in the following circumstances: Upon

introduction of new tasks; Upon introduction of new equipment; Substantial workers; Special events or one-off activities.

2.7 PRINCIPLES OF SAFE WORKPLACE

A properly managed safety culture based on these Principles of Workplace Safety will produce employees who participate actively in training, identify and alert each other and management to potential hazards, and feel a responsibility for their safety and the safety of others. Accepting safety as an ethical responsibility demonstrates a sincere concern for each employee which establishes the foundation for an effective safety culture.

1. Safety is an Ethical Responsibility

At its core, ethics holds up a positive vision of what is right and what is good. It defines what is "worth" pursuing as guidance for our decisions and actions. Workplace injuries and deaths are too often seen in the abstract as statistics. But when it happens to someone we love, we suddenly see the reality of the horrible pain and suffering and its widespread effect. It is our ethical responsibility to do what is necessary to protect employees from death, injury, and illness in the workplace. This is the only foundation upon which a true safety culture can be established in any workplace.

2. Safety is a Culture, Not a Program

The combined commitment and participation of the entire organization is necessary to create and maintain an effective safety culture. Every person in the organization, from the top management of the corporation to the newest employee, is responsible and accountable for preventing injuries.

3. Management is Responsible

Management's responsibility is to lead the safety effort in a sustained and consistent way, establishing safety goals, demanding accountability for safety performance, and providing the resources necessary for a safe workplace. Managing safety is the responsibility of every supervisor, from the first line supervisor to the Chairman of the Board.

4. Employees Must Be Trained to Work Safely

Awareness of safety does not come naturally; we all need to be trained to work safely. Effective training programs both teach and motivate employees to be a productive part of the safety culture.

5. Safety is a Condition of Employment

The employer must exhaust every reasonable means to lead, motivate, train, and provision employees to maintain a safe workplace. But, in the event the employee refuses to take the actions required to work safely, the employer must utilize a system of progressive discipline to enforce safety requirements and ensure the cooperation of the employee or the removal of the employee from the workplace in order to protect the employee and their coworkers.

6. All Injuries Are Preventable

Sometimes accidents occur without the apparent indication of fault or blame. But there is always some chain of events that occurred leading up to the accident that, had we realized the eventual outcome, someone could have interceded. The fundamental belief that injuries are, by their nature, preventable is a catalyst that encourages us to prevent injuries.

7. Safety Programs Must Be Site Specific, with Recurring Audits of the Workplace and Prompt Corrective Action

The purpose of the workplace audit is to discover and remedy the actual hazards of the site before they can injure workers. Recurring hazard analyses, comprehensive inspections, and aggressive investigation of accidents or near misses, discover potential workplace hazards and identify weaknesses in safety plans, programs, policies, and procedures. Safety regulations and generic safety programs are not sufficient means to discover hazards because they are not specific to the individual workplace. A safety audit program is site specific. Whenever a safety deficiency is found, prompt action is required both to overcome the hazard and to reinforce the message that safety is a priority.

8. Safety is Good Business

Reducing workplace injuries and illnesses reduces the costs of workers' compensation, medical expenses, potential government fines, and the expenses of litigation. Effective workplace safety is not an expense; it is an asset.

2.8. HOW IS SAFETY CULTURE MEASURED?

According to Cox and Flin (1998:132) currently, there are no standardized or "off the shelf" tools that can be used across domains or even within a single domain to measure safety culture. However, a variety of methods or tools have been proposed. These tools can be classified as either quantitative or qualitative methods.

Cox and Flin also explained quantitative approaches attempt to numerically measure or score safety culture using procedures that are often highly standardized and calibrated, such as highly structured interviews, surveys and questionnaires. In quantitative measurement strategies, organization members usually serve as respondents who react to a standard set of stimuli or questions provided by researchers .Quantitative methods are relatively easy to use in cross-sectional comparisons, generally simple to implement in different organizations and by other researchers, and straightforward to interpret according to a common, articulated frame of reference.

Some researchers have argued that safety culture cannot be completely understood through traditional quantitative methods, which attempt to break down a phenomenon in order to study its individual components. Rather, it is best understood using methods that effectively capture the nature or essence of the activity that is being studied (Creswell, 1998:362). Furthermore, while an organization's culture is revealed in its general patterns of attitudes and actions, the deeper structure of its culture is often not immediately interpretable by outsiders (for example, the "informal" safety system). Studying organizational culture, therefore, requires the use of qualitative methods, such as ethnographic approaches, including intensive and extensive observations and employee interviews, focus group discussions, historical information reviews, and case studies. With qualitative measurement strategies, organization members usually serve as informants, who interact directly or indirectly with researchers, using their own terms and concepts to express their point of view. Therefore, through qualitative measurement,

intensive and in-depth information can be obtained using the focal group's own language (Wreathall, 1995:281).

Wreathal also noted that there is general consensus among researchers that both qualitative and quantitative methods have unique potential for assessment and theory testing. There is a benefit to combining methods to gain a comprehensive understanding of safety culture. Nonetheless, quantitative approaches, especially surveys of individuals' responses, are often more practical, in terms of time and cost effectiveness. Consequently, surveys and questionnaires have been widely used to assess safety culture within a variety of industries, such as nuclear power, aviation, chemical processing, construction, and manufacturing. The key in any safety-culture improvement program is to develop effective measures to evaluate the current state of a particular safety culture, as well as to determine whether interventions have been effective in achieving the desired cultural change. Both quantitative and qualitative techniques can contribute to this goal.

CHAPTER THREE
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

3.1. GENERAL CHARACTERSTICS OF THE RESPONDENTS

To get necessary data about safety culture management practices of Sheraton Addis Hotel, questionnaires were designed and distributed to 84 non- management and 29 management employees of the hotel. Out of total questionnaires distributed 64 non-management and 25 management questionnaires were filled and returned. Interview was also designed and conducted with the environmental, health and safety coordinator of the hotel.

The first part of the questionnaire consists of the demographic information of the participants. This part of the questionnaire requested a limited amount of information related to personal and professional demographic characteristics of respondents. Accordingly, the following variables about the respondents were summarized and described in the subsequent tables. These variables includes: age, sex, work experience and educational level.

Table 3.1.1: Summary of the Number and Percentage of Respondent by Age and Sex

Age	**Sex**									
	Male				**Female**				**Total**	
	Count		**%**		**Count**		**%**			
	Non-management	***Management***	**Non-management**	***Management***	**Non-management**	***Management***	**Non-management**	***Management***	**Non-management**	***Management***
19-28	11	*3*	17.2	*12*	3	*0*	4.7	*0*	(14) 21.9%	*(3) 12%*
29-38	28	*14*	43.8	*56*	9	*2*	14.1	*8*	(37) 57.8%	*(16) 64%*
39-50	11	*5*	17.2	*20*	2	*1*	3.1	*4*	(13) 20.3%	*(6) 24%*
Over 50	0	*0*	0	*0*	0	*0*	0	*0*	0	*0*
Total	50	*22*	78	*88*	14	*3*	22	*12*	(64) 100%	*(25) 100%*

As indicated in the above table, about 50 (78%) respondents from non-management and 22 (88%) respondents from management were male and the remaining (14) 22 % of the respondents were from non-management and 3 (12%) management respondents were female. Regarding the age of the participants, the largest group 37 (57.8%) from non-management and 16 (64%) from management respondents were in the 29-38 years age group. Also 6 (24%) and 3 (12%) of management respondents were in age group 39-50 and 19-28 respectively. When one observes the non- management, 14 (21.9%) and 13 (20.3%) respondents are in age group 19-28 and 39-50 respectively. There is no single person above 50 years from both categories. The age of all respondents is less than 50 years which is active, creative and productive age.

Table 3.1.2: Summary of the Number and Percentage of Respondent by Educational Background and Service Year

work Experience	**Educational Background**								**Total**	
	12 Complete		**Diploma**		**Degree**		**Above Degree**			
	Non-management	***Management***	**Non-management**	***Management***	**Non-management**	***Management***	**Non-management**	***Management***	**Non-management**	***Management***
1-4 Years	6 (9.4%)	0.00 %	4 (6.3%)	0	2 (3.1%)	1 (4%)	0	0	12 (18.8%)	1 (4%)
5-8 Years	7 (10.9%)	0	14 (21.9%)	1 (4%)	2 (3.1%)	1 (4%)	0	0	23 (35.9)	2 (8%)
Over 8 Years	7 (10.9%)	1 (4%)	16 (25%)	13 (52%)	6 (9.4%)	8 (32%)	0	0	29 (45.3%)	22 (88%)
Total	20 (31.3%)	1 (4%)	34 (53.1%)	14 (56%	10 (15.6%)	10 (40%)	0	0	64 (100%)	25 (100%)

As one can observe from table 3.1.2 the largest group of respondents 22 (88 %) management and 29 (45.3) % non- management has a working experience of over 8 years in the hotel. Whereas 23 (35.9 %) non- management and 2 (8%) management have 5-8 years of experience. The table also shows that 24 (96%) management and 52 (81%) non-management respondents work in the hotel more than 5 years. The rest 12 (18.8%) non-management and 1 (4%) from management have 1-4 years of experience. This helps the

respondents to have good experience and know-how of the safety practice management in the hotel.

More than half, 34 (53.1%) non-management and 14 (56%) management respondents have a college diploma. From the non management respondents, 20 (31.3%) and 10 (15.6%) respondents were 12 complete and degree holders respectively. Whereas from management 10 (40%) had college degree and only 1 (4%) is identified as a 12 complete. 96% management and 68.7% non-management had college diploma and first degree. This helps the respondents understand and answer the questions so the study will be truthful and accurate with reliable and trustworthy data.

3.2 ANALYSIS OF THE MAJOR FINDINGS

3.2.1 VIEWS OF RESPONDANTS TOWARDS SAFETY AWARENESS

Table 3.2.1: Summery of Awareness of Employee's Towards Safety Information

No	Item	Measurement	Non-management		Management	
			Frequency	%	Frequency	%
1	I am informed and properly trained in the correct usage of workplace tools and equipment.	Strongly Agree	22	34	15	60
		Agree	28	44	8	32
		Neutral	7	11	1	4
		Disagree	5	8	1	4
		Strongly Disagree	2	3	0	0
	Total		*64*	*100*	*25*	*100*
		Mean	***3.98***		***4.48***	
		S.D	***1.03***		***0.77***	
2	I am informed as to where MSDS (Material safety data sheet) are located.	Strongly Agree	9	14	7	28
		Agree	35	55	8	32
		Neutral	9	14	6	24
		Disagree	8	12	3	12
		Strongly Disagree	3	5	1	4
	Total		*64*	*100*	*25*	*100*
		Mean	***3.61***		***3.68***	
		S.D	***1.03***		***1.14***	
3	I am trained on how to use protective tools and equipments.	Strongly Agree	21	33	14	56
		Agree	29	45	8	32
		Neutral	7	11	1	4
		Disagree	7	11	2	8
		Strongly Disagree	0	0	0	0
	Total		*64*	*100*	*25*	*100*

		Mean	***4***		***4.36***	
		S.D	***0.94***		***0.91***	
No	**Item**	**Measurement**	**Non-management**		**Management**	
4	I am aware of safety hazards in my work place.		Frequency	%	Frequency	%
		Strongly Agree	26	41	14	56
		Agree	34	53	9	36
		Neutral	4	6	1	4
		Disagree	0	0	1	4
		Strongly Disagree	0	0	0	0
	Total		*64*	*100*	*25*	*100*
		Mean	***4.34***		***4.44***	
		S.D	***0.6***		***0.77***	

The above table summarizes the knowledge of employees towards safety information in the work place. The extent to which employees agree or not to the statement "they are informed and trained in the correct usage of work place tools and equipment", majority (60%) and significant (32%) management respondents claim it to be "strongly agree" and "agree" respectively. From non-management respondents 34% and 44% "strongly agree" and "agree" respectively. Totally almost all (92%) management and majority (78%) non-management respondents agree with the statement. The mean shows that management respondents "strongly agree" (4.48) and the non-management also almost "strongly agree" (3.98). From the standard deviation(.77 for management) it is clear that the management respondents have similar perception about the statement. But the non-management standard deviation (1.03) with relatively lower mean indicates that they are indifference between neutral and agreement. The EHS coordinator's said that there is a training throughout the year as per the departmental training program.

When asked they agree or not with the statement "I am informed as to where MSDS (Material safety data sheet) are located", 14% and 55% non-management respond "strongly agree" and "agree" respectively. While both management and non-management equally "disagree" (12% each) and almost equally "strongly disagree" (5% non-management & 4% management) with the statement. The mean of management and non-management is 3.68 and 3.6 respectively. The standard deviation is 1.03 and 1.14 for non-management and management respectively. From the result it is clear that both categories have dispersed idea about where MSDS is located.

Regarding to what extent respondents agree or disagree of having training on how to use protective tools and equipment, 56% and 32% management respondents say “strongly agree” and “agree” respectively which is a total of 88%.The response on the same issue from non-management respondents revealed that 33% and 45% claimed “strongly agree” and “agree” respectively. 8% management and 11% non-management disagree with the statement while 4% management and 11% non-management are neutral. The mean result shows that both “strongly agree” (non-management 4, and management 4.36). The standard deviation is .94 for non-management and .91 for management respondents. One of the responsibilities of operational personnel\ Trainer is to train the staff to this level of knowledge and confidence.

For the statement “I am aware of safety hazards in my work place.” Almost all non-management 94% (41% “Strongly agree” and 53% “agree”) and 92% management (56% “Strongly agree” and 36% “agree”) agrees with the statement. Only 6%non-management are neutral with no single person disagree. On the management side there are one person (4%) neutral and two persons (8%) disagree with the statement. The mean is 4.34 and 4.4 with standard deviation 0.6 and 0.77 for non- management and management respectively. It is clear that that both categories have strong believe that they are aware of safety hazard at their work place. The interview with the EHS coordinator also approves that the employee awareness to work place hazard is very high.

Table 3.2.2: Summery of Awareness of Employee's Towards Safety Training

	Item	**Measurement**	**Non-management**		**Management**	
			Frequency	%	Frequency	%
1	I consistently get proper training when new equipment is bought.	Strongly Agree	19	30	6	24
		Agree	25	39	8	32
		Neutral	8	12	7	28
		Disagree	9	14	3	12
		Strongly Disagree	3	5	1	4
	Total		*64*	*100*	*25*	*100*
		Mean	***3.75***		***3.6***	
		S.D	***1.17***		***1.12***	
2	Annual refresher training on safety is done regularly.	Strongly Agree	15	23	9	36
		Agree	17	27	11	44
		Neutral	17	27	1	4
		Disagree	13	20	3	12
		Strongly Disagree	2	3	1	4
	Total		*64*	*100*	*25*	*100*
		Mean	***3.47***		***3.96***	
		S.D	***1.15***		***1.14***	
3	I am trained on proper techniques for lifting and avoiding slips, trips, and falls.	Strongly Agree	11	17	7	28
		Agree	28	44	11	44
		Neutral	12	19	5	20
		Disagree	11	17	1	4
		Strongly Disagree	2	3	1	4
	Total		*64*	*100*	*25*	*100*
		Mean	***3.55***		***3.88***	
		S.D	***1.07***		***1.01***	
4	Access to my work place limited.	Strongly Agree	9	14	5	20
		Agree	22	34	4	16
		Neutral	17	27	8	32
		Disagree	11	17	7	28
		Strongly Disagree	5	8	1	4
	Total		*64*	*100*	*25*	*100*
		Mean	***3.3***		***3.2***	
		S.D	***1.15***		***1.19***	

As indicated on item one of table 3.2.2, 24% and 32% management “strongly agree” and “agree” respectively to the statement they get proper training when new equipment is bought. Whereas 30% and 39% non-management “strongly agree” and “agree” respectively. On the other hand more than quarter management respondents (28%) and

12% non-management respondents are neutral to the statement .Also 12% and4% management and 14% and 5% non-management respondents “Disagree” and “Strongly disagree” with the statement The mean is 3.75 for non-management and 3.6 for management. The standard deviation is 1.17 and 1.12 for non-management and management respectively. From the total result it is clear that both categories have different opinion about training on new equipment. As mentioned on SHSWM, training must be given when new machine and equipment is bought.

With respect of to the statement” annual refreshment training on safety is done regularly”, significant percentage (80%) of management and half percent (50%)non management agree with the statement. While more than quarter (27%) non- management and only one person (4%) from management claims “Neutral”,16% management and 23% non-management “Disagree” with the statement. The mean is 3.96 for management and 3.47 for the non-management. The standard deviation is almost equal (1.15 for non-management and 1.14 for management). Even if the mean seems good for management respondents the standard deviation reveals that they are indifference between neutrality and agreement. As, stated on SHSWM annual refreshment training must be given to update employees and insure the hotel safety practice.

Regarding To what extent they agree or not with the statement “I am trained on proper techniques for lifting and avoiding slips, trips, and falls”, 28% and 44% management respondents claim “Strongly agree” and “Agree” respectively. Similarly 17% and 44% non-management claim “Strongly agree” and “Agree” respectively. And almost equal percent of respondents (20% management and 19% non-management) are “Neutral” to the statement. On the other hand two persons (8%) management “Disagree” while the non-management percentage is 20. With the mean 3.55 and 3.88 for non-management and management respectively and similar standard deviation(1.14 and 1.15) one can judge that both category of respondents have a difference of picture about getting training on safe way of lifting heavy objects.

In relation to the statement they agree or not to the statement “access to my work place is limited”, a sum of 36%, 32% and 32% management respondents response “Agree”, “Neutral” and “Disagree” respectively. While 48%, 27% and 25% non-management

respond agree", "Neutral" and "Disagree" respectively. It can be stated that the management respondents are almost equally scattered between agreement, neutrality and disagreement. But the non-management respondents almost 50% agree but the rest divided equally between neutrality and disagreement. The mean is 3.3 and 3.2 with standard deviation1.15 and 1.19 for non-management and management respectively. From the total result it is clear that there is no limitation of access to the work stations.

3.2.2 VIEWS OF NON-MANAGEMENT AND MANAGEMENT RESPONDENTS ABOUT ACTUAL SAFETY PRACTICE OF THE HOTEL

Table 3.2.3: Summery of Respondents View about Actual Safety Practice of the Hotel

	Item	**Measurement**	**Non-management**		**Management**	
			Frequency	%	Frequency	%
1	I can get access to safety information easily.	Strongly Agree	15	23.5	10	40
		Agree	31	48.5	12	48
		Neutral	11	17	3	12
		DisAgree	5	8	0	0
		Strongly DisAgree	2	3	0	0
	Total		*64*	*100*	*25*	*100*
		Mean	***3.81***		***4.28***	
		S.D	***0.99***		***0.68***	
2	Safety issue is discussed between management and employee regularly.	Strongly Agree	11	17	4	16
		Agree	17	27	11	44
		Neutral	12	19	6	24
		DisAgree	16	25	4	16
		Strongly DisAgree	8	12	0	0
	Total		*64*	*100*	*25*	*100*
		Mean	***3.11***		***3.6***	
		S.D	***1.31***		***0.96***	
3	The management deal quickly and efficiently when safety issue rose.	Strongly Agree	4	6	7	28
		Agree	21	33	8	32
		Neutral	21	33	7	28
		DisAgree	13	20	3	12
		Strongly DisAgree	5	8	0	0
	Total		*64*	*100*	*25*	*100*
		Mean	***3.09***		***3.76***	
		S.D	***1.05***		***1.01***	

	Item	Measurement	Non-management		Management	
4	All stairs are free of items that could impede an emergency evacuation.		Frequency	%	Frequency	%
		Strongly Agree	38	59	15	60
		Agree	23	36	7	28
		Neutral	2	3	1	4
		DisAgree	1	1.5	2	8
		Strongly DisAgree	0	0	0	0
	Total		*64*	*100*	*25*	*100*
		Mean	***4.53***		***4.4***	
		S.D	***0.64***		***0.91***	
5	It is my personal responsibility /duty for my work place safety.	Strongly Agree	36	56	13	52
		Agree	23	36	9	36
		Neutral	4	6	0	0
		DisAgree	1	1.5	2	8
		Strongly DisAgree	0	0	1	4
	Total		*64*	*100*	*25*	*100*
		Mean	***4.47***		***4.24***	
		S.D	***0.7***		***1.09***	
6	I am involved on safety process when there is a problem.	Strongly Agree	9	14	7	28
		Agree	29	45	9	36
		Neutral	16	25	6	24
		DisAgree	8	12	3	12
		Strongly DisAgree	2	3	0	0
	Total		*64*	*100*	*25*	*100*
		Mean	***3.55***		***3.8***	
		S.D	***0.99***		***1.00***	
7	There is encouraging environment to use safety culture.	Strongly Agree	14	22	5	20
		Agree	30	47	18	72
		Neutral	12	19	2	8
		DisAgree	6	9	0	0
		Strongly DisAgree	2	3	0	0
	Total		*64*	*100*	*25*	*100*
		Mean	***3.75***		***4.12***	
		S.D	***1.00***		***0.53***	
8	I am encouraged to communicate accidents, incidents and injuries to the appropriate personnel.	Strongly Agree	19	30	15	60
		Agree	31	48	8	32
		Neutral	10	16	1	4
		DisAgree	3	5	1	4
		Strongly DisAgree	1	1.5	0	0
	Total		*64*	*100*	*25*	*100*
		Mean	***4.00***		***4.48***	
		S.D	***0.89***		***0.77***	

With regard to item one of table 3.2.3, getting access to safety information easily, and significant percentage 48% from both management and non-management respond “Agree”. While 40% management, and 23.5% claims ”Strongly agree”. Also 12% management and 17% non-management are “Neutral” with the statement. No management respondent “Disagree with the statement but 8% and 3% non-management “Disagree” and “strongly disagree” with the statement. The mean shows that the management respondents “strongly agree” (4.28) and the non-management are near to “strongly agree” (3.81). More over the standard deviation is 0.99 and 0.66 for non-management and management respectively. The result reveals that most management respondents believe that they can get safety information easily while the non-management respondents don’t believe to the extent that management respondents.

Access to safety system information is the key factor to make employee participation high which will result to a superior safety culture management.

When asked to what extent safety issue is discussed between management and employee, 16% and 44% management respondents “Strongly agree” and “Agree” with the statement respectively. 17% and 27% non- management respondents also “Strongly agree” and “Agree” respectively. Also 24% management and 19% non-management are “Neutral” to the statement. Moreover 16% management “Disagree” with the statement but no “Strongly disagree”. From the non-management respondents, 25% and 12% “Disagree” and “Strongly disagree” respectively. It shows that 1/3 (37%) non-management disagree while only 16% management disagree. One of the important factors of safety culture is regular communication between management and employee. The mean result of non-management is a little bit greater than neutral (3.11) and the management is 3.6. Additionally the standard deviation is 1.31 and 0.96 for non-management and management respectively. It is clear that there is a insight difference between them. The management respondents’ result is not satisfactory. The result of the non-management respondents is bad.

In relation to the statement “The management deal quickly and efficiently when safety issue rose”, majority of management respondents (28% strongly agree and32% agree). And 6% and 32% non-management claim “strongly agree” and “agree” respectively. Moreover more than quarter (28%) management and 1/3 (33%) of non- management are

“Neutral to the statement. Also 12% management “disagree but there is no one “Strongly disagree” with the statement. From non management respondents, 20% and 8% “Disagree” and “Strongly disagree” respectively. One of the main characteristics of safety culture is priority of safety over other activities. The non-management mean result is almost neutral 3.09 and the management mean is 3.76. In addition the standard deviation is1.05 and 1.01. The result reveals that even the management respondents have a different judgment within them and the non-management result is an indication of great difference and suspicion about the hotel reaction about safety issue.

When asked they agree or not to the statement “All stairs are free of items that could impede an emergency evacuation”, similar percent 60% management and 59% non-management respond “Strongly agree”. And also 28% management and 36% non-management claim “agree”. As it described in principles of safe work place, sometimes accidents might occur without the apparent indication of faults. In this situation, exit routs should be free not to enhance the effect of the accident. The exercise of the hotel is excellent which is supported by the “strongly agree” mean response of both (4.4 management and 4.53 non-management) furthermore the standard deviation is 0.64 and 0.91 for non- management and management respectively which shows the likeness of opinion.

In relation to the statement “It is my personal responsibility /duty for my work place safety” management and non-management “Strongly agree” 52% and 56% respectively and equally agree 36% which will be a sum of 92% non-management and 88% management. Also 6% non-management are “Neutral” while there is no one from management. Moreover 8% and 4% management state “Disagree” and “Strongly disagree” respectively while only one non-management (1.5%) “Disagree”. The mean is 4.47 and 4.42 for non-management and management respectively with the standard deviation of 0.7 non-management and 1.09 management. It is clear that the non-management believe that it is their responsibility of their work place safety more than the management which should have been the opposite. But the total result highly match with the principles of safe work place which tells high responsibility on safety is the only foundation upon which a true safety culture can be established in any work place.

To the statement “I am involved on safety process when there is a problem” those management who claim “Strongly agree” and “agree” are 28% and 36% respectively. Those non-management respondents who claim “Strongly agree” and “agree” are 14% and 45% respectively. Also 24% and 12% management respondents are “Neutral” and “Disagree” respectively. From the non management, 25% are “Neutral” and 12% are “Disagree”. To become safety management system effective employees must involve in hazard identification and assessment, prioritizing hazards, safety training, and management system evaluation. The mean shows employees are between “neutral” and ‘agree” (3.55) and management “agree” (3.8). The standard deviation is very similar (0.99 and 1). The total result disclose that most of the respondents from both category donot feel that they are involved in the safety process when problem arise.

With respect to item 7 table 3.2.3, “There is encouraging environment to use safety culture”, 92% management respondents (20% strongly agree and 72% agree) share the same opinion; only 8% are “neutral” with no one disagree with the statement. From the non-management respondents, sum of 69% (22% strongly agree and 47% agree) concur similar idea; while 19% are “Neutral” and 12% “Disagree” with the statement. The encouraging environment makes the employees to be committed to the organization, have trust in management and have shared care for safety. The mean and standard deviation for non-management is 3.75 and 1 where as the management respondents mean and standard deviation is 4.12 and 0.53. It is very perceptible that there is an understanding difference between the categories. The management respondents strongly agree that there is an encouraging environment while the non-management do not have the same opinion as the management.

When asked they agree or not with the statement “I am encouraged to communicate accidents, incidents and injuries to the appropriate personnel”, a sum of 92% management respondents (60% strongly agree and 32% agree) coincide with the statement. Only one person (4%) and another one person (4%) claim “Neutral” and “Disagree” respectively from management. Similarly a sum of 78% non management respondents (30% strongly agree and 48% agree) believe the statement is true. Also 16% and 5% non-management respondents respond “Neutral” and “Disagree” with the statement. With the mean 4 and 4.4 and standard deviation 0.89 and 0.77 for non-

management and management respectively it is visible that both categories believe they are encouraged to communicate accidents incidents and injuries. It is clear that management leadership in safety system management requires that management must establish procedure where employees can report work related incidents promptly.

3.2.3 VIEWS OF RESPONDENTS TOWARDS SAFETY TOOLS USED AT THE HOTEL

Table 3.2.4: Summery of Respondents View about Safety Tools I

	Item	**Measurement**	**Non-management**		**Management**	
1	Personal protective equipment (PPE)– eye and/or face protection, gloves, apron..Etc are available when needed.		Frequency	%	Frequency	%
		Strongly Agree	27	42	16	64
		Agree	24	38	8	32
		Neutral	7	11	0	0
		Disagree	2	3	0	0
		Strongly Disagree	4	6	1	4
	Total		*64*	*100*	*25*	*100*
		Mean	***4.06***		***4.52***	
		S.D	***1.11***		***0.87***	
2	Personal Preventive equipments are regularly replaced when worn out.	Strongly Agree	9	14	5	20
		Agree	27	42	13	52
		Neutral	18	28	5	20
		Disagree	8	12	2	8
		Strongly Disagree	2	3	0	0
	Total		*64*	*100*	*25*	*100*
		Mean	***3.52***		***3.84***	
		S.D	***0.99***		***0.85***	
3	Life safety devices are in place highly visible, easily accessible, and in good repair.	Strongly Agree	8	12	8	32
		Agree	39	61	12	48
		Neutral	9	14	5	20
		Disagree	6	9	0	0
		Strongly Disagree	2	3	0	0
	Total		*64*	*100*	*25*	*100*
		Mean	***3.7***		***4.12***	
		S.D	***0.92***		***0.73***	

	Item	Measurement	Non-management		Management	
4	I am accountable for not using safety tools and equipments.		Frequency	%	Frequency	%
		Strongly Agree	14	21	11	44
		Agree	30	47	11	44
		Neutral	10	16	2	8
		Disagree	5	8	1	4
		Strongly Disagree	5	8	0	0
	Total		*64*	*100*	*25*	*100*
		Mean	***3.67***		***4.28***	
		S.D	***1.14***		***0.79***	

In relation to item one of table 3.2.4, to what extent respondents say “Personal protective equipment is available when needed”, almost all management (96%) and majority (80%) non-management accept the statement. Only one person from management (4%) and 9% non management respondents “Disagree”. 11% of non-management respondents are “Neutral”. The principle of safe work place states that management's responsibility is to lead the safety effort in a sustained and consistent way, establishing safety goals, demanding accountability for safety performance, and providing the resources necessary for a safe workplace. Both management and non-management (4.52 and 4.06 respectively) “strongly agree” that the hotel has fulfilled its responsibility. The standard deviation is 1.11 and 0.87 for non-management and management respectively. The total result reveals that there is a difference of opinion between the categories. The non-management have a diverse idea while the management respondents extremely believe that PPE is available.

Regarding to what extent the respondents agree or not Personal Preventive equipments are regularly replaced when worn out, more than quarter (28%) non-management and 1/5 (20%) management are “neutral”. Whereas 20% and 52% management respond “strongly agree” and “agree” respectively with only two persons (8%) “Disagree”. From non-management respondents we can see that 14% and 42% respond “strongly agree” and “agree” respectively and 15% differ from the statement. The respondents mean is 3.52 and 3.84 for non-management and management respectively. Additionally the standard deviation is 0.99 and 0.85 correspondingly. It is clear that both category have a

reservation about the replacement of PPE. The result does not exactly meet with the response of the EHS coordinator who says that the hotel has allocated enormous amount of resources for safety and safety is the primary concern of the hotel.

When asked “Life safety devices are in place highly visible, easily accessible and in good repair”, 32%, 48% and 20% management respondents claim “strongly agree”, “agree” and “Neutral” respectively. Similarly 12%, 61% and 14% non-management respondents claim “strongly agree”, “agree” and “Neutral” respectively. While there is no management respondent who differs, 12% non-management differs from the statement. With The mean and standard deviation 3.7and 0.92 for non-management and 4.12 and 0.73 for management one can say that there is different believe between the categories. Most the management respondents support the statement while the non management don’t agree with them.

With regard to what extent they believe that they are accountable for not using safety tools and equipments majority 88% of management respondents (equal 44% strongly agree and 44% agree) share the same idea. The non-management respondent’s response 21% “Strongly agree” and 47% “Agree”. 16% non-management and 2% (only two persons) are neutral to the idea. And also only one management “Disagree” with the idea while from non-management side there are equal 8% “Disagree” and “Strongly disagree”. Here also as the above question, there is a big gap of opinion between the categories. The non- management respondents mean and standard deviation is 3.67 and 1.14 which shows that they are invariable between disagreement, neutrality and agreement. But most of the management respondents strongly agree with the statement. The mean and standard deviation for management is 4.28 and 0.79 respectively. Accountability is one of the indicators of organizational safety culture. It is the consistence and appropriateness with which employees are held accountable for unsafe behavior.

Table 3.2.5.: Summery of Respondents View about Safety Tools II

	Item	Measurement	Non-management		Management	
			Frequency	%	Frequency	%
1	There is regular audit and inspection on my working equipment.	Strongly Agree	6	9	8	32
		Agree	37	58	7	28
		Neutral	9	14	8	32
		Disagree	7	11	2	8
		Strongly Disagree	5	8	0	0
	Total		*64*	*100*	*25*	*100*
		Mean	***3.5***		***3.84***	
		S.D	***1.07***		***0.99***	
2	All equipments, electrical outlets, cords, and appliances are in good repair.	Strongly Agree	10	16	5	20
		Agree	32	50	13	52
		Neutral	12	19	4	16
		Disagree	7	11	3	12
		Strongly Disagree	3	5	0	0
	Total		*64*	*100*	*25*	*100*
		Mean	***3.61***		***3.8***	
		S.D	***1.03***		***0.91***	
3	All flammable materials are stored in approved storage containers.	Strongly Agree	15	23.5	10	40
		Agree	38	59.5	10	40
		Neutral	8	12	4	16
		Disagree	1	1.5	0	0
		Strongly Disagree	2	3	1	4
	Total		*64*	*100*	*25*	*100*
		Mean	***3.98***		***4.12***	
		S.D	***0.85***		***0.97***	
4	All machine guards and automatic shut-offs work properly.	Strongly Agree	10	16	6	24
		Agree	38	59	13	52
		Neutral	8	12	5	20
		Disagree	5	8	1	4
		Strongly Disagree	3	5	0	0
	Total		*64*	*100*	*25*	*100*
		Mean	***3.73***		***3.96***	
		S.D	***0.98***		***0.79***	

As we can observe from item one table 3.2.5, “There is regular audit and inspection on my working equipment, (67%) non-management (9% strongly agree and 58% agree) and

(60%) management (32% strongly agree and 28% agree) say yes to the statement. There are 19% non-management and 8% management who don't agree to the statement. The purpose of the workplace audit is to discover and remedy the actual hazards of the site before they can injure workers. Even thought the EHS coordinator says that preventive maintenance and audit are done according to the set standards, the result shows that both category of respondents do not believe the idea of regular audit and inspection on working equipment. The mean is 3.5 and 3.84for non-management and management respectively. More over the standard deviation is 1.07 and 0.99 accordingly.

With regard to what extent they believe that all equipments, electrical outlets, cords, and appliances are in good repair, majority 72 % of management respondents (20% strongly agree and 52% agree) share the same idea. The non-management respondents response 16% "Strongly agree" and 50% "Agree". 19 % non-management and 16% management are neutral to the idea. The mean is 3.61 for non-management and 3.8 for management. The standard deviation is 1.03 and 0.91 accordingly. From the total result one can see that both category have a doubt about all machines and equipments are in good condition.

With regard to what extent they believe that all flammable materials are stored in approved storage containers, majority (83%) of non- management respondents (23.5%% strongly agree and 59.5%% agree) share the same idea. The management respondents response equally 40% "Strongly agree" and 40% "Agree". And also only 4.5% non-management and only one person (4%) from management disagree with the idea. Both respondents accept that flammable materials are safely placed. The non-management mean is 3.98 with 0.85 standard deviation. The management respondents mean and standard deviation Is 4.12 and 0.97 respectively. The result shows that the response of the EHS coordinator "to see unsafe handling of materials in Sheraton Addis Hotel is very odd thing" is reasonable.

When asked "All machine guards and automatic shut-offs work properly." 16%, 59% and 12% non-management respondents claim "strongly agree", "agree" and "Neutral" respectively. Similarly 24%, 52% and 20% management respondents claim "strongly agree", "agree" and "Neutral" respectively. While there is only one management respondent (4%) who differs, 13% non-management differs from the statement. The response of non-management indifference with the mean 3.37 and standard deviation

0.98 while the management mean and standard deviation is 3.96 and 0.79 respectively. The management respondents have similar opinion about safety machine safety devices working properly. According to the principles of safe work place, all injuries are preventable. One of the preventive mechanisms is safety features installed on the machine.

3.2.4 VIEWS OF NON-MANAGEMENT AND MANAGEMENT RESPONDENTS TOWARDS SAFETY CHALLENGES THAT ARE FACED BY THE HOTEL

Table 3.2.6: Summery of Respondents View about Faced Safety Challenges

	Item	**Measurement**	**Non-management**		**Management**	
			Frequency	%	Frequency	%
1	Exit signs are in good working order.	Strongly Agree	33	51	18	72
		Agree	27	42	6	24
		Neutral	1	1.5	1	4
		Disagree	2	3	0	0
		Strongly Disagree	1	1.5	0	0
	Total		*64*	*100*	*25*	*100*
		Mean	***4.39***		***4.68***	
		S.D	***0.81***		***0.56***	
2	My uniforms are proper, comfortable and hygienic to do my job.	Strongly Agree	11	17	13	52
		Agree	33	51	7	28
		Neutral	8	12	4	16
		Disagree	5	8	1	4
		Strongly Disagree	7	11	0	0
	Total		*64*	*100*	*25*	*100*
		Mean	***3.56***		***4.28***	
		S.D	***1.19***		***0.89***	
3	There is safety briefings at the start of each shift from supervisor	Strongly Agree	10	16	5	20
		Agree	26	41	5	20
		Neutral	11	17	9	36
		Disagree	10	16	3	12
		Strongly Disagree	7	11	3	12
	Total		*64*	*100*	*25*	*100*
		Mean	***3.34***		***3.24***	
		S.D	***1.24***		***1.27***	

	Item	Measurement	Non-management		Management	
4	I have no challenge in implementing safety policy and procedure.		Frequency	%	Frequency	%
		Strongly Agree	6	9	8	32
		Agree	34	53	14	56
		Neutral	15	23	2	8
		Disagree	7	11	1	4
		Strongly Disagree	2	3	0	0
	Total		*64*	*100*	*25*	*100*
		Mean	***3.55***		***4.16***	
		S.D	***0.92***		***0.75***	

As we can observe from item one table 3.2.6, “Exit signs are in good working order”, almost all (96%) management (72% strongly agree and 24% agree) and (93%) non-management (51% strongly agree and 42% agree) say yes to the statement. There is no management who differ but only one person (4%) who responds “Neutral”. The mean and standard deviation is 4.39 and 0.81 for non-management and 4.68and0.56 for management. The result clearly indicates that both accept that the exit signs are in good condition. Especially the opinion of the management respondents is very similar. One of the indicators of good safety culture is going beyond compliance, which is going extra mile from what is requires by the law. From the result of the mean it is clear that the hotel has done this.

With regard to what extent they believe that their uniforms are proper, comfortable and hygienic to do their job, majority 80% of management respondents (52% strongly agree and 28% agree) share the same idea. The non-management respondents response 17% “Strongly agree” and 51% “Agree”. 12 % non-management and 16% are neutral to the idea. And also only one management (4%) “Disagree” with the idea while from non-management side there are 8% “Disagree” and 11% “Strongly disagree”. It is possible to say that all management respondents accept the idea or they are neutral while 20% non-management respondents disagree with the idea. Organization commitment to safety is expressed on its safety values. One of the safety values is expressed in word and action. There is a difference of perception between the categories about their uniform. The management respondents with the 4.28 mean and 0.89 standard deviation agree with the

statement. Whereas the non management respondents do not feel that they have proper and comfortable uniform. The mean and standard deviation is 3.56 and 1.19 respectively.

When asked to what extent safety there is safety briefings at the start of each shift from supervisor , equal 20% management respondents “Strongly agree” and “Agree” with the statement respectively. 16% and 41% non- management respondents also “Strongly agree” and “Agree” respectively. Also 36% management and 17% non-management are “Neutral” to the statement. Moreover equally 12% management respondents “Disagree” and “Strongly disagree” with the statement. From the non-management respondents, 16% and 11% “Disagree” and “Strongly disagree” respectively. According to characteristics of safety culture, pervasive channel of communication is important to good safety culture. Both categories of respondents have divers idea about daily safety briefing. The mean is 3.34 and 3.24 for non-management and management respectively. More over the standard deviation is similarly 1.24 and 1.27 accordingly.

In relation to the statement “I have no challenge in implementing safety policy and procedure”, majority (88%) of management respondents (32% strongly agree and 56% agree) accept it. And 9% and 53% non-management claim “strongly agree” and “agree” respectively. Moreover 8 % management and 23% of non- management are “Neutral” to the statement. Also 4% management “disagree” but there is no one “Strongly disagree” with the statement. From non management respondents, 11% and 3% “Disagree” and “Strongly disagree” respectively. The mean and standard deviation of 3.55 and 0.92 for non-management and 4.16 and 0.75 for management clearly reveals that there is opinion difference between them. The management respondents believe that there is no challenge to implement safety policy. But the non-management respondents don’t agree with the management. The interview with the EHS coordinator reveals that there are two challenges that are faced by the hotel. The first is old age of tools and equipments and the second is lack of support from local regulatory agencies.

3.2.5 VIEWS OF MANAGEMENT RESPONDENTS TOWARDS EMPLOYEE'S SAFETY CULTURE

Table 3.2.7: Summery of Management View about Employee's Safety Culture

No	Item	Measurement	management	
			Frequency	%
1	The associates are dedicated to implement the safety policy and procedure	Strongly Agree	5	20
		Agree	12	48
		Neutral	7	28
		Disagree	0	0
		Strongly Disagree	1	4
	Total		*25*	*100*
		Mean	***3.8***	
		S.D	***0.91***	
2	The associates always use personal protective equipments at work place	Strongly Agree	4	16
		Agree	15	60
		Neutral	4	16
		Disagree	2	8
		Strongly Disagree	0	0
	Total		*25*	*100*
		Mean	***3.84***	
		S.D	***0.8***	
3	There is hotel wide safety inspection annually	Strongly Agree	13	52
		Agree	9	36
		Neutral	3	12
		Disagree	0	0
		Strongly Disagree	0	0
	Total		*25*	*100*
		Mean	***4.4***	
		S.D	***0.71***	
4	Associates safety performance is evaluated regularly.	Strongly Agree	3	12
		Agree	9	36
		Neutral	8	32
		Disagree	4	16
		Strongly Disagree	1	4
	Total		*25*	*100*
		Mean	***3.36***	
		S.D	***1.04***	

In table 3.2.7 item one, 68% accept the statement “The associates are dedicated to implement the safety policy and procedure” while 28% are neutral and only one person (4%) disagree with the statement. The mean is 3.8 and standard deviation 0.91.The result shows that the management have confidence on the dedication of their subordinate towards safety maters. It is clear that organizations with a positive safety culture are characterized by communications founded on mutual trust, by shared perceptions of the importance of safety and by confidence in the efficacy of preventive measures.

With regard to the statement “The associates always use personal protective equipments at work place”, more than ¾ (76%) say yes to the statement with 16% neutral and 8% (two persons) do not believe it is true. The mean of this question is 3.84 and standard deviation 0.8.It is visible that management respondents have positive and similar perception about their subordinate’s usage of PPE. Safety is a condition of employment expresses the employer must exhaust every reasonable means to lead, motivate, train, and provision employees to maintain a safe workplace.

In respect to item 3 of table 3.2.7, 88% accept the statement “There is hotel wide safety inspection annually”, to be correct while 12% are neutral. There is no single person who does not accept the statement. The mean and standard deviation is 4.4 and 0.71. This shows that the hotel is an excellent effort on annual inspection.

When asked,” Associates safety performance is evaluated regularly” less than half (48%) accept while 32% are neutral and 20% do not believe the statement. The mean is 3.36 with standard deviation 1.04. The result shows that there is an opinion difference between management respondents. Safety system management requires that management personally tracking safety performance of employees and holding management and employee accountable for their action.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter is the last part of the study which deals with summary of major findings, conclusions and recommendations

4.1 SUMMARY OF MAJOR FINDINGS

As it is mentioned in the research questions, the study was conducted to answer the following questions:

- ✓ What type of safety practice does the hotel have?
- ✓ What kind of safety tools and equipments is the hotel using?
- ✓ How is the awareness of the hotel employees towards safety culture?
- ✓ What challenges does the hotel faced to implement its safety culture policy?

And based on the analysis and interpretation made in the previous chapter the major findings are summarized as follows.

- The demographic characteristics of the respondents revealed out that gender wise about 78% non-management and 88% management are male and the remaining 22% non-management and 12% management are female.
- The majority of the respondents were in the age category of twenty nine up to thirty eight years from both categories (57.8% non-management and 64% management) being followed by nineteen to twenty eight years age group in non-management(21.9%) and thirty nine to fifty years age group in management(24%). The rest, 20.3% non-management and 12% management are in age group thirty nine to fifty and nineteen to twenty eight respectively. In general, the age of all respondents is less than 50 years which is productive age.
- Moreover the largest group of respondents (88 % management and 45.3 % non-management) has experience of over 8 years in the hotel. Whereas 35.9 % non-management and 8% management have 5-8 years of experience. The rest 18.8% non-management and 4% from management have 1-4 years of experience. In total 96% management and 81% non-management respondents work in the hotel more

than 5 years. They are well experienced so the data they give to the study is supported by empirical experience.

- More than half, 53.1% non-management and 56% management respondents have a college diploma. From the non management respondents, 31.3% and 15.6% respondents are 12 complete and degree holders respectively. Whereas from management 40% have college degree and only one person (4%) is identified as a 12 complete. 96% management and 68.7% non-management have college diploma or first degree. This helps the respondents understand and answer the questions so the study will be correct and accurate with reliable data.
- The first and main ingredient of safety culture is awareness. Awareness makes every person in the organization alert of the outcome of lack of safety practice. In this regard both categories of respondents are aware of safety hazards in their work places.
- The safety tools and equipments are very important to eliminate and reduce accidents in the work place. The view of management about safety tools is PPE is available, replaced when worn out and put in visible place. On the other hand employees have different opinion about the same idea.
- The management strongly believes that there is no challenge to implement safety policy and procedure. But a lot of employees are neutral and disagree with the opinion.
- The ultimate objective of safety practice is to make every person in the organization to participate and see his work activities in terms of moving towards the stated goals. In this regard, both management and employees have moderate response about safety discussion between them. More over a lot of management and employees don't believe that they are involved in safety process.

4.2 CONCLUSIONS

- Generally the awareness of both management and employees toward safety hazard is high. Additionally the management are more informed and trained in the correct usage of work place tools and equipments more than employees. More over both have a good knowledge and skill how to use PPE.

- The hotel has succeeded on its objective of training on the existing machines and equipments. On the other hand the hotel is not giving a consistent training when new machines are bought.
- The opinion of majority of employees and significant management is the hotel does not deal quickly and efficiently when safety issue arises.
- Almost all management agrees that there is an encouraging environment to safety practice. On the other hand the employees have moderate perception about the same idea. With the similar question of encouragement to report accidents and incidents both agree with the statement.
- Accountability is crucial to helping employees understand what is expected in their actions and performance .In this regard a lot of employees don't know their accountability for not using PPE. On the other hand the management clearly knows their accountability of not using PPE.
- SHSWM states that there should be audit and annual inspection on machines and equipments and the employee working on that equipment must be informed about the result. On the other hand most of the employees do not accept that there is a regular audit and inspection on their working equipment.
- One of the features of safety practice is the handling of dangerous materials. Most management and employees agree that approved containers are used for flammable materials. The hotel has a good practice on storage of dangerous materials.
- Access to work place should not be left open for everybody. There should be some kind of restriction to allow only authorized personnel to enter to that particular work place. Conversely the work places are left open to everybody.
- In the definition of safety culture, emphasis is give to communication of safety concern between management and employees. To the opposite there is no satisfactory communication and discussion between management and employees. Additionally there is no safety issue in briefing at the beginning of each shift from supervisors to employees.
- The best practice of the hotel is the vigilance of its buildings and stairs in case of emergency. It is visible that all the stairs are free of items in case of emergency evacuation. More over there are exit lights that are working properly.

- One of the safety management tools is participating the employees in the safety process. Without the involvement of everybody in the organization there will be no shared care and concern for safety. In this regard the employees do not believe that they are participating in safety process.
- The key aspect of gathering information is about accidents and incidents are to identify early and reduce the risk of injury. In this regard the hotel has encouraged its employees to the appropriate level.
- The major tool of safety culture is availability and replacement of PPE. Concerning PPE the management believe that it is available an replaced when worn out. On the other hand the employees opinion has a wide range of difference.
- The management strongly believe that they do not have any challenge to implement safety policy and procedure. But the employees have moderate attitude about the challenges.

4.3 RECOMMENDATIONS

On the basis of the findings derived and conclusions drawn with regard to the safety culture management practices of Sheraton Addis hotel, the following recommendations are made with the hope that implementation would alleviate or reduce the problem identified.

- ✓ The hotel should provide (or use it efficiently if there is one) pervasive channel of regular communication and discussion between management and employees. More over it is the management responsibility to disseminate safety information to all employees. Without effective communication and discussion it is difficult to create and uphold a safety culture.
- ✓ Training on new machines and equipments is a mandatory factor for a safe safety culture. The hotel must give an attention on this training. The student researcher recommends including this training in the purchasing package will result a good output. Additionally giving training how to lift heavy objects will help to protect the employee's health as well as can reduce the medical insurance cost of the hotel.

- ✓ The hotel should implement restriction on entrance of work place. Even if it is difficult to make a physical barrier, it should use a policy and signage mechanism on the entrance of every work place.
- ✓ To have an effectively managed safety system, management should demonstrate commitment; provide motivating force and appropriate resources. The hotel should provide appropriate, effective and quick system and channel to deal promptly with safety issues.
- ✓ The student researcher recommends that it is a good practice to include employees in the safety process. The practice can be expressed in the form of empowerment of employees, delegation of responsibility and encouraging safety practices.
- ✓ The hotel should make a great effort to make its employees feel accountable not using PPE as management feel accountable. Otherwise there will not be shared perception of safety culture.
- ✓ Safety information from management to employees makes the employee aware of the environment and situation and it is a key factor and tool of safety culture. The hotel should include safety issues in briefings and meetings.

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APPENDICES

APPENDIX ONE

QUESTIONNAIRE

ST. MARY'S UNIVERSITY COLLEGE

BUSINESS FACULTY

DEPARTMENT OF MANAGEMENT

The objective of this questionnaire is to assess the safety culture management practices at Sheraton Addis luxury collection hotel. It is going to be filled by sample Engineering, Housekeeping, Food preparation and stewarding department associates. It is prepared for the partial fulfillment of the requirements for the bachelor of art degree in management. The questionnaire tries to asses employee's awareness towards safety, safety tools the hotel is using, the actual safety practice, and challenges that are faced by the hotel. Therefore I appreciate your right response to the questions to add value to the study.

Thank you for your cooperation

Notice:

- No need of writing names
- Fill your answer by putting **X** in the box provided.
- Please fill your honest answer.

Part one: General characteristics of respondents.

1. Sex: A) Male ☐ B) Female ☐

2. Age: A) 19-28 years ☐ B) 29-38 years ☐ C) 39-50 ☐ D) Over 50 years ☐

3. Educational background: A) 12 complete ☐ B) Diploma ☐

C) Degree ☐ D) Above degree ☐

4. Year of service: A) 1-4 years ☐ B) 5-8 years ☐ C) Over 8 years ☐

5. Department : A) Engineering ☐ B) Housekeeping ☐

C) Food preparation ☐ D) Stewarding ☐

Part two: Questions directly related to the study

Awareness of employee's towards safety

		Strongly Agree	Agree	Neutral	Dis-Agree	Strongly Dis-Agree
1)	I am informed and properly trained in the correct usage of workplace tools and equipment?	☐	☐	☐	☐	☐
2)	I am informed as to where MSDS (Material safety data sheet) are located?	☐	☐	☐	☐	☐
3)	I am trained on how to use protective tools and equipments.	☐	☐	☐	☐	☐
4)	I am aware of safety hazards in my work place.	☐	☐	☐	☐	☐
5)	I consistently get proper training when new equipment is bought.	☐	☐	☐	☐	☐
6)	Annual refresher training on safety is done regularly.	☐	☐	☐	☐	☐
7)	I am trained on proper techniques for lifting and avoiding slips, trips, and falls.	☐	☐	☐	☐	☐
8)	Access to my work place limited..	☐	☐	☐	☐	☐

Actual practice of safety at Sheraton Addis

9)	I can get access to safety information easily.	☐	☐	☐	☐	☐
10)	Safety issue is discussed between management and employee regularly.	☐	☐	☐	☐	☐
11)	The management deal quickly and efficiently when safety issue raised.	☐	☐	☐	☐	☐
12)	I am involved on safety process when there is a problem.	☐	☐	☐	☐	☐
13)	There is encouraging environment to use safety culture.	☐	☐	☐	☐	☐
14)	All stairs are free of items that could impede an emergency evacuation.	☐	☐	☐	☐	☐
15)	It is my personal responsibility /duty for my work place safety.	☐	☐	☐	☐	☐
16)	I am encouraged to communicate accidents, incidents and injuries to the appropriate personnel.	☐	☐	☐	☐	☐

Safety tools used at Sheraton Addis

17)	Personal protective equipment (PPE)– eye and/or face protection, gloves, apron..etc are available when needed.	☐	☐	☐	☐	☐
18)	There is regular audit and inspection on my working equipment.	☐	☐	☐	☐	☐
19)	I am accountable for not using safety tools and equipments.	☐	☐	☐	☐	☐
20)	Personal Preventive equipments are regularly replaced when worn out.	☐	☐	☐	☐	☐
21)	All equipments, electrical outlets, cords, and appliances are in good repair.	☐	☐	☐	☐	☐

22)	All flammable materials are stored in approved storage containers.	☐	☐	☐	☐	☐
23)	All machine guards and automatic shut-offs work properly.	☐	☐	☐	☐	☐
24)	Life safety devices are in place, highly visible, easily accessible, and in good repair.	☐	☐	☐	☐	☐

Safety challenges that are faced by Sheraton Addis

25)	Exit signs are in good working order.	☐	☐	☐	☐	☐
26)	My uniforms are proper, comfortable and hygienic to do my job.	☐	☐	☐	☐	☐
27)	There is safety briefings at the start of each shift from supervisor	☐	☐	☐	☐	☐
28)	I have no challenge in implementing safety policy and procedure.	☐	☐	☐	☐	☐

Additional questions to management respondents only

29)	The associates are dedicated to implement the safety policy and procedure	☐	☐	☐	☐	☐
30)	The associates always use personal protective equipments at work place	☐	☐	☐	☐	☐
31)	There is hotel wide safety inspection annually	☐	☐	☐	☐	☐
32)	Associates safety performance is evaluated regularly.	☐	☐	☐	☐	☐

APPENDIX TWO

INTERVIEW GUIDELINES

1. How do you express the management dedication towards safety?
2. How is the employee awareness about safety?
3. Do you do chemical, gas, electric and work equipment risk assessment according to the hotel manual?
4. What are your controlling mechanism of the safety policy and procedure?
5. How do you describe the safety culture of the hotel?
6. When do you do the safety training for employees?
7. What safety tools and equipments does the hotel use?
8. What challenges does the hotel have to implement the safety practices written on the manual?