WORK DISCIPLINE AS THE KEY TO OCCUPATIONAL SAFETY

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Abstract: Work discipline is commonly associated with compliance with organizational rules, established procedures, and assigned responsibilities. In occupational safety, however, its significance extends beyond general workplace order. It determines whether safety requirements are consistently translated into everyday work practices, whether hazards are reported in a timely manner, and whether preventive measures remain effective during routine and non-routine operations. This article examines the relationship between work discipline and occupational safety from an organizational, behavioural, and preventive perspective. Particular attention is paid to the gap between formally established safety requirements and their actual implementation in production activities. The study develops an original conceptual approach in which work discipline is considered a mechanism connecting safety regulations, employee behaviour, managerial supervision, and preventive action. A five-dimensional model is proposed, covering procedural compliance, time and task discipline, communication discipline, preventive behaviour, and managerial responsibility. To support practical assessment, the article introduces a conceptual Work Discipline and Safety Integration Index (WDSI), which evaluates how consistently disciplinary practices contribute to risk prevention. The proposed approach emphasizes that sustainable workplace safety cannot be achieved through punishment or formal control alone. It requires clear responsibilities, competent supervision, worker participation, appropriate working conditions, and a management system that encourages the reporting and correction of unsafe conditions.

Keywords: work discipline, occupational safety, safety culture, employee behaviour, workplace hazards, preventive management, risk control, organizational responsibility, production safety

Introduction. Occupational safety is often discussed in terms of technical protection, personal protective equipment, industrial regulations, and risk assessment procedures. These elements are essential, but their effectiveness depends on how consistently they are applied in everyday production activities. A safety instruction has limited practical value if it is ignored during a demanding shift, and even modern protective equipment cannot provide the expected level of protection when it is used incorrectly or maintained inadequately.

This reveals an important relationship between work discipline and occupational safety. In a production environment, safety requirements become effective only when they are incorporated into the actual behaviour of employees and the management practices of the organization. The systematic observance of established procedures, responsible use of equipment, timely reporting of hazards, and completion of assigned preventive tasks form an important part of this process.

Work discipline should not be interpreted merely as obedience to instructions. Such a narrow understanding places excessive emphasis on the behaviour of individual workers while overlooking the responsibilities of employers, supervisors, and technical management. In reality, an employee cannot consistently follow a safe procedure if the necessary equipment is unavailable, the work schedule encourages excessive haste, instructions are unclear, or identified hazards remain unresolved.

The International Labour Organization emphasizes that occupational safety and health management requires cooperation between employers and workers. Employers are responsible for providing safe working conditions, while workers are expected to cooperate with preventive measures, follow relevant instructions, use protective equipment correctly, and report hazardous conditions [1]. This demonstrates that discipline in occupational safety is a shared organizational responsibility.

The importance of this issue becomes particularly visible in industrial enterprises, where production activities involve interconnected technological operations. A deviation from an established procedure in one section may create risks for employees working in another section. For example, failure to follow equipment-isolation procedures during maintenance can expose repair personnel to unexpected energy release. Inadequate housekeeping may obstruct evacuation routes, while delayed communication about a defective machine can allow a minor technical problem to develop into a serious incident.

Another important consideration is the difference between formal compliance and actual safety behaviour. An employee may sign a safety instruction record without fully understanding the hazards associated with a task. Similarly, an organization may have formally approved procedures but fail to ensure their consistent implementation. Consequently, the existence of rules should not be treated as evidence that a safe working environment has been achieved.

The central research problem addressed in this article is the insufficient integration of work discipline into the practical mechanisms of occupational risk prevention. The issue is not simply whether employees comply with workplace requirements, but whether the organization creates conditions in which responsible and safe behaviour can be maintained.

The purpose of this study is to examine work discipline as an organizational mechanism for improving occupational safety and to develop a conceptual model for evaluating the relationship between disciplinary practices and preventive safety performance.

The research objectives are:

1. To identify the organizational and behavioural dimensions of work discipline that influence occupational safety.
2. To examine the relationship between employee responsibility, managerial supervision, and compliance with safety procedures.
3. To distinguish constructive safety discipline from purely punitive approaches.
4. To develop an integrated model connecting work discipline with workplace risk prevention.
5. To propose a methodological indicator for assessing the contribution of work discipline to occupational safety management.

The scientific contribution of the article is the development of a five-dimensional work discipline model and a corresponding assessment framework that considers both employee behaviour and organizational responsibility.

Materials and Methods

The study applies a theoretical and analytical methodology based on the examination of occupational safety management principles, organizational behaviour, preventive practices, and employee participation.

The methodological process consists of several interconnected approaches.

Systems analysis is used to examine work discipline as part of the overall occupational safety management system. This approach makes it possible to consider the interaction between employees, supervisors, technological processes, workplace conditions, and organizational procedures.

Functional analysis is applied to identify the specific workplace activities through which discipline influences safety. These activities include compliance with instructions, equipment inspection, use of protective equipment, communication, hazard reporting, and completion of corrective actions.

Comparative analysis is used to distinguish between formal disciplinary control and preventive discipline based on responsibility, participation, and continuous improvement.

Conceptual modelling provides the basis for developing an integrated model and a mathematical assessment indicator.

The study is theoretical and methodological in nature. It does not report the results of a field experiment, employee survey, or industrial accident database analysis. Therefore, the proposed model and index are presented as original methodological developments that require subsequent empirical validation.

For the purposes of this research, work discipline is defined as:

The consistent and responsible fulfilment of professional, technological, organizational, and occupational safety obligations by all participants in the production process, supported by appropriate management, supervision, and preventive conditions.

This definition differs from the traditional interpretation of discipline as compliance with working hours and internal regulations. It includes the practical fulfilment of safety-related responsibilities before, during, and after the completion of work.

For example, an employee who identifies a damaged electrical cable and reports it before an incident occurs demonstrates preventive discipline. A supervisor who suspends an unsafe operation and arranges corrective measures demonstrates managerial discipline. Both actions contribute to occupational safety.

Accordingly, the study distinguishes five dimensions of work discipline.

1. Procedural discipline

Procedural discipline refers to the consistent implementation of established technological and safety procedures. It includes following operating instructions, observing equipment-use requirements, complying with maintenance procedures, and respecting the conditions under which work is authorized.

Its importance is particularly high during operations involving machinery, electrical installations, hazardous substances, elevated work, and other activities with significant risk potential.

2. Time and task discipline

Time and task discipline concerns the responsible organization and execution of work within established schedules and operational requirements.

In occupational safety, this dimension should not be interpreted as the requirement to complete tasks as quickly as possible. Excessive time pressure can encourage employees to omit inspections, bypass protective devices, or perform activities without adequate preparation.

Therefore, safety-oriented time discipline means completing work according to an appropriate schedule without sacrificing mandatory preventive procedures.

3. Communication discipline

Communication discipline involves the timely and accurate exchange of safety-related information between employees, supervisors, technical specialists, and management.

It includes reporting defective equipment, communicating changes in working conditions, providing information about hazardous materials, notifying colleagues about maintenance activities, and following established warning procedures.

In complex production environments, communication failures may create risks even when individual employees possess sufficient technical knowledge.

4. Preventive discipline

Preventive discipline is expressed through actions intended to identify and control hazards before they cause injury, illness, equipment damage, or production disruption.

Examples include workplace inspections, correct use of personal protective equipment, housekeeping, participation in safety training, and reporting near misses.

This dimension represents the transition from passive compliance to active participation in safety improvement.

5. Managerial discipline

Managerial discipline refers to the consistent fulfilment of occupational safety responsibilities by supervisors and organizational management.

It includes providing suitable equipment, maintaining safe working conditions, organizing training, responding to hazard reports, monitoring compliance, and ensuring that corrective measures are implemented.

This dimension is essential because employees cannot be expected to maintain safe behaviour when the organization itself fails to provide the necessary conditions.

Results. The analysis indicates that work discipline influences occupational safety through a sequence of interconnected organizational and behavioural processes.

First, the organization establishes requirements and distributes responsibilities. Second, employees and supervisors translate these requirements into practical actions. Third, monitoring and communication reveal deviations or newly emerging hazards. Finally, corrective measures are implemented to prevent recurrence.

This relationship can be expressed through the following conceptual sequence:

Safety requirements → Responsibility allocation → Disciplined implementation → Hazard identification → Corrective action → Improved preventive performance.

The sequence demonstrates that discipline is not an isolated characteristic of an employee. It is a mechanism through which organizational safety requirements are converted into observable workplace practices.

For example, a machine operator may be instructed to inspect protective guards before starting equipment. The effectiveness of this requirement depends on several conditions: the instruction must be understandable, the employee must be trained, the protective devices must be available and functional, and the supervisor must ensure that identified defects are corrected.

If one of these conditions is absent, the expected preventive effect may not be achieved.

Based on the identified dimensions, an integrated model is proposed to explain how work discipline contributes to occupational safety.

The model consists of three interconnected levels.

Level I – Organizational foundation

This level includes internal regulations, safety instructions, allocation of responsibilities, resource provision, training arrangements, and management commitment.

Level II – Disciplined workplace behaviour

This level includes procedural compliance, responsible time management, communication, preventive actions, and supervision.

Level III – Preventive safety outcomes

This level concerns improved hazard identification, timely corrective action, reduced exposure to uncontrolled risks, and more reliable implementation of occupational safety requirements.

Work discipline and the prevention of unsafe behaviour

Unsafe behaviour does not always result from a deliberate decision to violate safety requirements. In some cases, it develops because of routine habits, inadequate training, unclear procedures, production pressure, fatigue, or insufficient supervision.

For this reason, preventive measures should distinguish between different causes of non-compliance.

A disciplinary response may be appropriate when an individual knowingly and unjustifiably violates a clearly communicated safety requirement. However, when non-compliance results from inadequate training, defective equipment, excessive workload, or organizational shortcomings, the primary response should address those underlying conditions.

This distinction is important for developing a reporting environment in which workers are willing to communicate hazards and near misses.

For example, procedural discipline may be evaluated through the results of workplace inspections, compliance with operating procedures, and the correct use of protective equipment. Communication discipline may be evaluated through the timeliness of hazard reports and the accuracy of safety-related information exchange.

The proposed index can be used to compare different production departments, identify weaknesses, and monitor changes over time.

However, the index should not be interpreted as a direct measurement of accident probability. A high WDSI score does not prove that an enterprise is free from hazards. It indicates the extent to which the selected disciplinary practices are integrated into the organization's preventive safety processes.

To prevent the overall score from concealing a serious deficiency, the assessment should include a minimum requirement for critical safety controls. For example, failure to maintain essential machine guarding or compliance with hazardous-energy isolation procedures must be addressed directly, regardless of the overall index value.

Proposed interpretation of the WDSI results

For preliminary organizational assessment, the following interpretation scale is proposed.

Practical mechanism for strengthening work discipline

The proposed model can be translated into a practical organizational mechanism consisting of six consecutive actions.

Action 1. Establish clear safety responsibilities.

Each employee, supervisor, and technical specialist should understand the safety responsibilities associated with their position. General statements about responsibility should be converted into specific duties that can be observed and evaluated.

Action 2. Connect instructions with actual workplace conditions.

Safety instructions should reflect the equipment, technological processes, hazards, and working conditions encountered by employees. Instructions that are outdated or inconsistent with actual operations cannot provide reliable guidance.

Action 3. Develop practical competence.

Employees should receive training that demonstrates how safety requirements are implemented in real work situations. Understanding a rule is not sufficient unless the employee can apply it correctly.

Action 4. Strengthen communication and hazard reporting.

Workers should have accessible methods for reporting defects, unsafe conditions, and near misses. Reports should receive timely feedback, and employees should not be discouraged from communicating genuine safety concerns.

Action 5. Introduce consistent monitoring and corrective action.

Supervisors should monitor compliance while also examining the conditions that influence employee behaviour. Identified deviations should be investigated, assigned to responsible persons, and followed until corrective action is completed.

Action 6. Evaluate and improve the system.

The organization should periodically assess the effectiveness of its disciplinary practices using inspections, training results, employee feedback, hazard reports, and corrective action records.

This mechanism creates a continuous relationship between workplace discipline and preventive safety management.

Discussion. The results of the conceptual analysis demonstrate that work discipline has a broader role in occupational safety than is generally implied by the term itself. It is not simply an instrument for maintaining order or controlling employee attendance. When appropriately organized, it becomes a mechanism for ensuring that safety requirements are consistently implemented throughout the production process.

One important issue is the distinction between disciplinary control and safety culture. Disciplinary control generally focuses on whether established requirements have been followed. Safety culture is broader because it includes shared values, attitudes, management practices, communication, and employee participation. Work discipline can support safety culture, but the two concepts are not identical.

A workplace may demonstrate formal compliance while still having a weak safety culture. For example, employees may wear protective equipment during inspections but remove it when supervision is absent. Such behaviour indicates that compliance is dependent on external control rather than being incorporated into routine work practices.

The International Labour Organization identifies worker participation, management commitment, training, and effective communication as important elements of occupational safety and health management [1, 2]. Similarly, ISO 45001:2018 establishes a management framework that includes leadership, worker participation, hazard identification, operational control, and continual improvement [3].

These approaches support the central argument of this article: sustainable work discipline must be developed through the interaction of organizational requirements and employee participation.

Why punishment alone cannot establish safety discipline

A purely punitive approach may produce visible compliance in the short term, but it does not necessarily improve the underlying conditions that generate unsafe practices.

For example, if an employee fails to complete a machine inspection because the production schedule provides insufficient time, punishment does not resolve the organizational cause. Similarly, if workers avoid reporting near misses because they expect disciplinary consequences, management may lose important information about emerging hazards.

The Occupational Safety and Health Administration emphasizes that workers should be encouraged to report safety concerns and participate in hazard identification without fear of retaliation [4]. Its recommended practices also distinguish constructive accountability from measures that discourage reporting.

This does not mean that disciplinary responsibility should be eliminated. Deliberate violations of clearly established safety requirements may require appropriate action. However, decisions should

be based on a careful examination of the circumstances, including training, supervision, equipment availability, workload, and the clarity of the relevant procedure.

Thus, effective safety discipline combines accountability with organizational learning.

Management responsibility as the foundation of employee discipline

One of the most important implications of the proposed model is that employee discipline depends on the quality of management practices.

Management establishes work schedules, provides equipment, organizes training, defines production targets, and determines how safety concerns are addressed. These decisions influence the extent to which workers can comply with safety requirements.

If management prioritizes production speed over safe operating conditions, employees may experience pressure to bypass preventive procedures. If hazard reports are ignored, workers may gradually lose confidence in reporting systems.

Therefore, management must demonstrate the same level of discipline expected from employees. Supervisors should follow safety procedures, use appropriate protective equipment, respond to identified hazards, and avoid encouraging unsafe shortcuts.

The ILO guidance on occupational safety and health management identifies employer leadership, responsibility allocation, worker cooperation, and continuous improvement as central organizational requirements [2].

The relationship between discipline and preventive behaviour

A major advantage of safety-oriented discipline is its ability to shift attention from the investigation of accidents towards the prevention of hazardous events.

Traditional approaches often place considerable emphasis on accident statistics. Although injury records remain important, they provide information mainly about events that have already occurred.

Preventive discipline encourages the systematic observation of workplace conditions before an incident takes place.

Examples include identifying damaged tools, reporting near misses, correcting unsafe storage, checking protective devices, and communicating changes in operating conditions.

These activities help organizations identify weaknesses that may not yet have resulted in injury.

Consequently, the effectiveness of work discipline should be evaluated not only through the number of recorded violations but also through the quality and consistency of preventive activities.

Digital technologies and the monitoring of work discipline

Digital technologies create opportunities to improve the transparency of occupational safety processes.

Electronic instruction systems can record the completion of safety training. Digital inspection forms can help supervisors document equipment defects and monitor corrective actions. Maintenance management systems can provide information about overdue technical inspections, while access-control systems may support the verification of authorization for specific work activities.

However, digital monitoring should not be reduced to the continuous surveillance of individual employees. Excessive monitoring without clear preventive objectives may undermine trust and discourage open communication.

The most appropriate use of digital systems is to improve the availability, accuracy, and traceability of safety-related information.

For example, a digital reporting system should allow employees to submit hazard information, receive confirmation that the report has been registered, and follow the status of corrective measures.

In this way, technology supports organizational discipline rather than replacing professional responsibility.

Practical implications for industrial enterprises

The proposed approach can be applied in manufacturing, construction, mining, agriculture, transport, energy production, and other sectors where employees are exposed to occupational hazards.

Its implementation should begin with the identification of safety-related responsibilities for each occupational group. These responsibilities should then be connected with practical indicators and integrated into routine supervision and training.

For enterprises with complex production processes, the five-dimensional model may also be applied separately to individual departments. This would make it possible to identify whether weaknesses are associated primarily with procedural compliance, communication, preventive activity, or management practices.

Nevertheless, the WDSI should be treated as a supplementary management instrument rather than a replacement for formal risk assessment, workplace inspections, incident investigation, or legally required occupational safety procedures.

Research limitations and future directions

The present study develops a conceptual model and a proposed assessment index. Its main limitation is the absence of empirical validation using industrial enterprise data.

Further research should involve:

- Testing the five-dimensional model in selected production enterprises;
- Developing detailed indicators for each dimension;
- Obtaining expert assessments of the proposed weighting coefficients;
- Comparing departmental results over a defined period;
- Examining the relationship between disciplinary indicators and preventive safety performance;
- Evaluating whether improvements in hazard reporting and corrective action are associated with stronger safety management outcomes.

Such research would make it possible to determine the practical reliability of the WDSI and establish whether the proposed model requires modification for different industrial sectors.

Conclusion. Work discipline is an important organizational condition for achieving occupational safety because it connects established safety requirements with the actual conduct of employees and management.

The study demonstrates that discipline should not be understood exclusively as obedience to workplace rules or compliance with working hours. In the context of occupational safety, it includes responsible execution of procedures, appropriate organization of work, effective communication, preventive behaviour, and consistent managerial responsibility.

An original five-dimensional model of safety-oriented work discipline has been developed. The model integrates procedural, time and task, communication, preventive, and managerial dimensions into a single conceptual framework.

A corresponding Work Discipline and Safety Integration Index has also been proposed. Its purpose is to provide an additional methodological instrument for evaluating how consistently disciplinary practices are incorporated into occupational risk prevention. The index must be used alongside mandatory safety requirements and cannot replace formal risk assessment or statutory compliance procedures.

The analysis further establishes that punishment alone is insufficient for developing sustainable safety discipline. Effective prevention requires appropriate working conditions, understandable instructions, practical training, reliable equipment, open communication, and fair accountability.

The principal scientific conclusion is that occupational safety becomes more sustainable when discipline is treated as a shared and continuously maintained organizational responsibility rather than as an obligation imposed exclusively on individual workers.

Therefore, the practical value of work discipline lies not merely in preventing violations but in establishing a workplace environment where safe actions become a consistent part of everyday professional activity.

Work discipline is not simply the observance of rules; it is the systematic fulfilment of responsibilities that protects human life and maintains the reliability of production processes.

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