

The improvement of the occupational health and safety system in the production company in Latvia

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Abstract. Various studies indicate that occupational health and safety (OHS) systems are essential for preventing workplace accidents, maintaining employee's well-being, and ensuring long-term work ability, particularly in production environments undergoing technological and organizational change. As production companies introduce new technologies, upgrade equipment and adjust workflows, emerging risks require continuous adaptation of OHS practices in order to promote productivity. The aim of this study was to investigate the effectiveness of the existing OHS system in one of Latvia's largest manufacturing companies and develop improvement opportunities, focusing on employee awareness, behavioural patterns and systemic areas. A cross-sectional survey design was used to evaluate employee awareness, compliance, involvement and perceptions of work-rest organization and health promotion activities. Data was collected using a questionnaire developed by the authors and adjusted to the existing company's OHS system. A total of 234 from 1,200 employees participated. The results show a generally positive awareness of the OHS system. Production company's OHS system is largely effective in informing and educating employees about workplace safety and risks. However, improvements are needed in reinforcing safe behaviour, strengthening employee participation, ensuring transparent reporting channels and optimizing balance of work-rest time. Addressing these areas through behavioural safety interventions, ergonomic fatigue management strategies and clearer communication mechanisms may substantially enhance safety culture and reduce workplace accidents in the production environment.

Key words: employee, health promotion, production, safety, system, risk management.

INTRODUCTION

The modern work environment is increasingly shaped by factors such as globalization, the introduction of new technologies, urbanization, the pursuit of sustainable development, and the effects of climate change. As a result, the nature of work is undergoing significant transformation, with new forms of employment and emerging occupational risk factors. In Europe, including Latvia, demographic shifts such as an aging workforce are becoming more pronounced. Additionally, an increasing

number of employees are engaged in remote or hybrid work models. These developments contribute to greater diversity in working time arrangements and conditions, posing new challenges to the traditional workplace structure and necessitating a re-evaluation of occupational health and safety (OHS) systems and practices (Schulte et al., 2019). Experts acknowledge that, as a result of technological advancements, certain aspects of human labour are already being, or may in the future be, replaced by machines, robots, and artificial intelligence. Nevertheless, the role of humans in the workplace will remain essential. Employees are expected to become increasingly engaged in tasks that require decision-making, critical thinking, and the management of complex technologies. These changes contribute to an increase in psychosocial risk factors in the work environment, including increased stress levels (Leso et al., 2018). In the context of today's evolving work environment, the field of occupational health and safety (OHS), along with its specialists, must expand beyond traditional perspectives. Emerging trends emphasize the importance of a holistic approach that considers the employee as a whole person. A person's health is influenced not only by workplace risk factors, but also by factors outside of work - such as personal habits and lifestyle choices - which together shape physical, mental, and social well-being. This overall well-being is directly linked to an employee's productivity and performance in the workplace (Schulte et al., 2019).

Over the past three years, in Latvia, there has been a noticeable increase in the number of occupational accidents linked to deficiencies in work organization and related practices. These include the incorrect selection of work technologies, inadequate maintenance of the work environment, and insufficient instruction and training of employees. Additionally, consistently high numbers are associated with unsafe human behaviour, such as non-compliance with occupational safety regulations or instructions, the use of impermissible or inappropriate work methods, and failure to use safety equipment or personal protective gear (State Labour Inspection, 2024). Despite the high incidence of workplace accidents and occupational diseases, many organizations still lack adequate knowledge regarding the development of a healthy and safe work environment, as well as potential strategies for improving occupational health and safety (OHS) systems.

To examine and assess the effectiveness of the occupational health and safety (OHS) system, one of the largest production and export companies in Latvia was selected as a case study. The company faces several challenges in the field of occupational health and safety, including employee shortages and difficulties in recruitment. In response to operational demands, the company is implementing new technologies, enhancing existing processes, testing new products, and acquiring modern equipment. These developments introduce new workplace risk factors and necessitate continuous adaptation of the OHS system to meet the demands of a rapidly changing work environment. Minor occupational accidents occur annually, most commonly due to haste and failure to adhere to safe working procedures. These incidents primarily result in hand injuries, including cuts, bruises, sprains, and crush injuries.

The aim of this study was to investigate the effectiveness of the existing OHS system in one of Latvia's largest manufacturing companies and develop improvement opportunities, focusing on employee perceptions, behavioural patterns and systemic areas.

The study was approved by the Ethics Committee of the University of Latvia (protocol number 1/2025, 03.03.2025).

MATERIALS AND METHODS

The study used a survey to determine the opinions of employees on the existing occupational health and safety (OHS) system, its implementation in the company and potential improvement opportunities. Participation in the survey was anonymous and voluntary, and respondents could withdraw from participation at any time. During the survey, no personally identifiable data, such as names, surnames or contact details, were collected. The data was analysed only in aggregate form. A questionnaire developed by the authors, specifically adapted for the OHS system of a manufacturing company, was used to collect written responses. The survey questionnaire, designed as a cross-sectional survey, consisted of three parts: a demographic section, a main section with 15 closed questions supplemented by the opportunity to provide opinions for a more successful interpretation of the results, and a concluding section - one open-ended question in which respondents were asked to provide suggestions for improving the occupational safety system in the company. The main part of the survey included questions related to the implementation of occupational safety policy in the company, awareness of occupational safety requirements and risks in the work environment, compliance with occupational safety requirements - both the respondents' self-assessment and their assessment of their immediate manager's culture of compliance with occupational safety requirements, employee involvement - actions taken when unsafe situations or non-compliance with occupational safety requirements are noticed, submission of reports and suggestions for improving the occupational safety system, organization of work and rest time, as well as awareness of health promotion measures offered by the company and their use.

Two measurement scales were employed in the study: nominal and ordinal. Nominal scale data consist of variables categorised by distinct qualities, allowing for the determination of their frequency within the study population. In this survey, nominal variables included gender (male, female, or other). Ordinal variables included age group (18–25, 26–35, 36–50, 51–65, and 66+), and length of service at the company (0–1, 2–5, 6–10, 11–20, and over 21 years). Ordinal scale measurements involve the subjective ranking of data according to the degree of a particular attribute; such data can be named, grouped, and ordered. In the survey, ordinal variables were measured using a Likert scale, where respondents indicated their level of agreement with statements by selecting 'agree', 'partially agree', or 'disagree'.

Data processing was conducted using Microsoft Excel, where variables were organised in columns and respondents' answers recorded in rows. The collected data were quantitatively coded by assigning numerical values to each measured characteristic. For the assessment of statements using the Likert scale, the responses were coded as follows: 'agree' was assigned 3 points, 'partially agree' 2 points, and 'disagree' 1 point.

Descriptive statistical methods were employed to analyse the data, including data grouping in tables, the creation of empirical distributions and graphical representations, and the calculation of statistical indicators. The arithmetic mean (M) was used as the

measure of central tendency, while the standard deviation (SD) was also calculated. To assess differences between independent groups (Gender, Age and Length of service), statistical analysis was conducted using the non-parametric Kruskal-Wallis test. This test was selected due to the non-normal distribution of the data and the ordinal nature of the variables, with results interpreted based on significance levels (*p*-values). The level of statistical significance was chosen at *p* < 0.05. Data analysis was performed using Microsoft Excel. and SPSS version 29.

RESULTS AND DISCUSSION

The study included a total of 234 respondents. Among them, 139 (59%) identified as males, 85 (36%) as females, and 10 respondents (5%) reported their gender as ‘Other’ (Table 1). Within the company, the gender distribution of employees is approximately 64% males and 36% females. Therefore, it can be concluded that the gender distribution of the study participants closely reflects the overall gender composition of the company’s workforce.

The study included participants from all age groups except those over 66 years old, as well as representation from all seniority groups. It should be noted that seven respondents did not specify their seniority.

The results obtained during the study (Table 2) show that respondents in the company most highly value awareness of occupational safety requirements (2.96 ± 0.23) and occupational risks (2.95 ± 0.23), as well as health promotion measures offered by the company (2.89 ± 0.37). Aspects such as compliance with occupational safety requirements (2.67 ± 0.48) and involvement in improving the occupational safety system (2.49 ± 0.74) were rated at a moderate level. The lowest rated issues were related to the organisation of work and rest in the company - respondents admit that they do not always take regular breaks at work (2.23 ± 0.80), the length of breaks during the working day is not always sufficient to overcome fatigue (2.27 ± 0.82), and respondents do not usually perform exercises to relieve muscle tension during breaks (1.51 ± 0.75). Overall, it was concluded that the company has established strong practices in terms of informing employees about occupational safety requirements, but there is room for improvement in terms of employee involvement, compliance with occupational safety requirements, use of rest breaks, and performing relaxation exercises during rest breaks.

Table 1. Characteristics of study participants (*n* = 234)

| Variable | Features | Participants |
|-------------------------------------|----------|--------------|
| Gender of employee | Male | 139 |
| | Female | 85 |
| | Other | 10 |
| Age group, years | 18–25 | 22 |
| | 26–35 | 76 |
| | 36–50 | 106 |
| | 51–65 | 30 |
| | ≥ 66 | 0 |
| Length of service in company, years | 0–1 | 34 |
| | 2–5 | 65 |
| | 6–10 | 63 |
| | 11–20 | 44 |
| | ≥ 21 | 21 |
| | missing | 7 |

Table 2. Survey summary

| Question block | Survey question | Arithmetic mean (M) ± Standard deviation (SD) |
|--|---|---|
| Occupational safety policy | Q1 I see that the company cares about my safety at work | 2.85 ± 0.36 |
| Awareness | Q2 I am aware of the occupational safety requirements at the company | 2.96 ± 0.23 |
| | Q3 I understand the occupational safety requirements that apply to my work. | 2.95 ± 0.23 |
| | Q4 I am aware of and understand the occupational safety risks in the company that may affect my health and safety at work | 2.95 ± 0.23 |
| Compliance with occupational safety requirements | Q5 I comply with all occupational safety requirements | 2.67 ± 0.48 |
| | Q6 My immediate supervisor complies with all occupational safety requirements | 2.86 ± 0.42 |
| Employee involvement | Q7 If I notice situations where my colleagues are not complying with occupational safety requirements, I draw attention to this and, if necessary, I can reprimand them | 2.52 ± 0.70 |
| | Q8 If I notice a risky or unsafe situation at work, I immediately report it to my immediate supervisor or occupational safety specialists | 2.67 ± 0.59 |
| | Q9 I am willing to get involved in addressing occupational safety issues at work if someone approaches me | 2.49 ± 0.74 |
| | Q10 I have taken the initiative to make suggestions related to occupational safety at work | 2.03 ± 0.93 |
| Work and Rest organization | Q11 I take regular breaks at work | 2.23 ± 0.80 |
| | Q12 During the working day, my breaks are long enough to overcome fatigue | 2.27 ± 0.82 |
| | Q13 During breaks, I do exercises to relax my muscles | 1.51 ± 0.75 |
| Health promotion activities | Q14 I am aware of the health promotion measures offered by the company | 2.89 ± 0.37 |
| | Q15 I have used the health promotion measures offered by the company | 2.14 ± 0.93 |

Occupational safety policy and employee awareness

The survey data indicates that the company has a stable occupational safety policy in place – 85% or 200 respondents agree that the company cares about their safety at work, which is a positive assessment. Those who responded that they partially agree or disagree with this statement cite as reasons that ‘there is always room for improvement’, as well as that it would be necessary to improve the climate and that work equipment is not always ‘in working order’ and sometimes has to be serviced in unsafe conditions. Analysing the data by category, it was observed that the respondents' answers are similar regardless of gender ($p = 0.587$), age ($p = 0.304$) or length of service ($p = 0.229$), and in general high ratings were obtained.

Respondents aged 51–65 (2.96 ± 0.18) and young employees with 0–1 years of work experience (2.97 ± 0.17) rated the company's concern for safety more positively than the average respondent (2.85 ± 0.36). However, differences are not statistically significant.

Employees also viewed the provision of information and training on occupational safety issues positively. More than 95% of respondents said that they were aware of occupational safety requirements and risks in the company and understood them. Of those who responded that they partially agree or disagree, 4 admitted that they had not received the information they needed, 1 said that they had forgotten this information, while 5 mentioned that they would like more understandable information on both occupational safety requirements and occupational safety risks. Summarising the data by category, it was observed that respondents' provided equally high ratings (Fig. 1). However, although the level of awareness was considered high, respondents admitted that they do not always comply with occupational safety requirements - of all those surveyed, 160 or 68% admitted that they comply with all occupational safety requirements. Analysing the data by category (Fig. 1), it was concluded that females (2.75 ± 0.46) expressed a more positive assessment of compliance with all occupational safety requirements than males (2.61 ± 0.50), as did employees in the 51–65 age group (2.86 ± 0.34), which is a higher rating than for the company as a whole (2.67 ± 0.48).

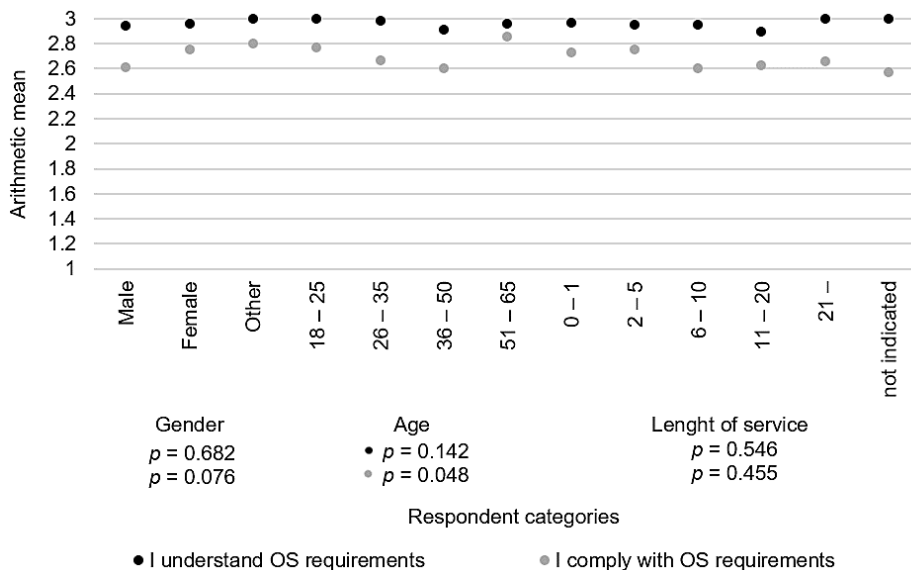


Figure 1. Respondents' subjective assessment of their understanding and compliance with occupational safety requirements.

However, these differences were not statistically significant. Findings from other studies also confirm that females tend to comply with occupational safety requirements more than males (Logan & Walker, 2021), as do employees over the age of 51 (Gyekye & Salminen, 2009; Kapp, 2012). When analysing the data by length of service, it can be seen that above the average for the company, the highest ratings were given by young

employees with 0 to 1 year of work experience (2.73 ± 0.51) and employees with 2 to 5 years of work experience (2.75 ± 0.43). As a reason for partial compliance with occupational safety requirements, 47 respondents mentioned that 'sometimes complying with requirements makes it difficult to do the job faster', from which it was concluded that the reason is haste and the need to do the job faster. Findings from other studies show that sometimes compliance with occupational safety requirements can prevent work from being done faster, but most often this is not directly related to occupational safety requirements, but rather to the way in which compliance with occupational safety requirements is integrated into company processes - management policy, training on work efficiency and the introduction of efficiency tools, and the culture of occupational safety - or whether occupational safety requirements are generally perceived as an obstacle to work speed in the company. With the help of effective occupational safety integration, it is possible to find a compromise between safety and productivity (Mutegi et al., 2023; Al-Hamad & Gilányi, 2025; Kabiesz et al., 2025).

During the survey, respondents were asked to assess their immediate manager's culture of compliance with occupational safety requirements. The results indicated that employees have a more positive view of their immediate supervisor's compliance with occupational safety requirements and are more critical of their own self-assessment - 209 or 89% of respondents agreed with the statement that their immediate supervisor complies with all occupational safety requirements. It was observed that respondents found it more difficult to assess their immediate supervisor's culture of compliance with occupational safety requirements, as those who responded that they partially agree with this statement explained that they cannot give an opinion on behalf of another person and do not know what their immediate supervisor does when they are not watching. However, three respondents mentioned that they had witnessed situations where their immediate supervisor partially complied with or did not comply with occupational safety requirements. An analysis of respondents' assessments of their immediate supervisor's culture of compliance with occupational safety requirements showed consistently high ratings across all respondents' categories. The most positive assessment was given by young employees with 0 to 1 year of length of service (3.00 ± 0.00). Similar studies elsewhere in the world confirm that new employees tend to rate their immediate manager's culture of compliance with occupational safety requirements higher than other employee groups. The studies express the findings and explanation that, in the initial stage of employment, the direct supervisor of new employees not only performs the function of task distribution and work organization, but also plays a significant role in creating and maintaining a culture of occupational safety (Petitta et al., 2017; Rohlman et al., 2021).

Employee involvement

Analysing the data obtained on employee involvement in monitoring compliance with occupational safety requirements, it was concluded that the majority of respondents would pay attention to violations by colleagues and would be prepared to reprimand them if necessary (151 or 64%). Similarly, the majority expressed the opinion that they would report risky and unsafe situations at work (174 or 74%), which is a positive finding. Comparing the data, it was concluded that employees would be more willing to report unsafe or risky situations and less willing to reprimand a colleague for

non-compliance with occupational safety requirements (Fig. 2). This could be related to the reason given by respondents who expressed the opinion that they partially agree or disagree with the statement - twenty-one employees indicated that they pay attention but are afraid to speak up. This may be due to fear of condemnation, misunderstanding by colleagues, or negative reactions. Similar studies consistently indicate that fear of condemnation is directly related to the company's management style, organisational culture, and individual employee characteristics. In such cases, companies should promote a psychologically safe and open environment in which to express one's opinion, as well as provide training and explain ways of resolving conflicts (Hall et al., 2010; Hubbart, 2024; Racz et al., 2024).

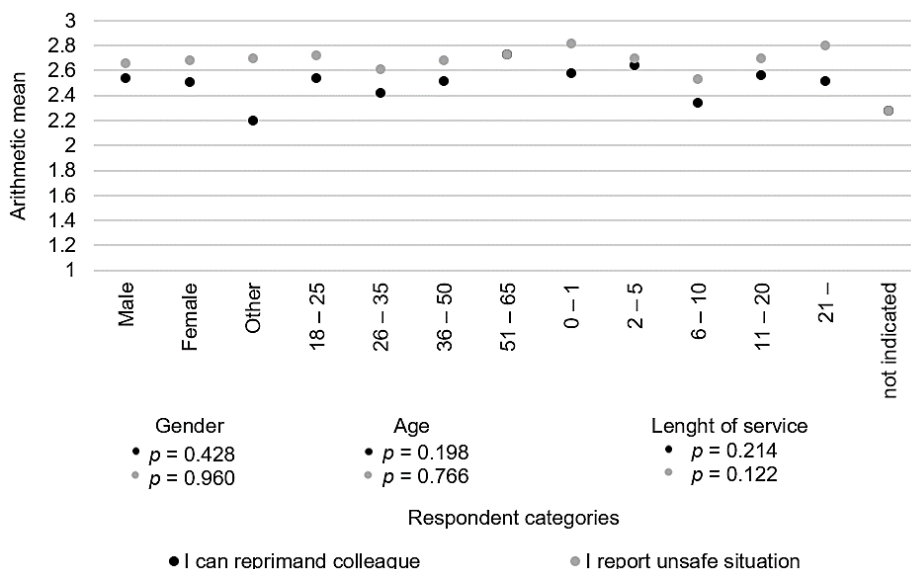


Figure 2. Respondents' subjective assessment of reporting unsafe situations.

Analysing the data by gender, it was observed that the responses of males (2.54 ± 0.69) and females (2.51 ± 0.70) indicating a generally moderate level to this issue, but respondents who indicated their gender as ‘Other’ (2.20 ± 0.91) paid less attention and would be less likely to report violations of occupational safety requirements if necessary. However, differences between genders ($p = 0.428$) were not statistically different. It was also concluded that respondents aged 51 to 65 (2.73 ± 0.58) would pay the most attention to violations of occupational safety requirements and would be ready to point them out. It corresponds also to other research findings that young workers have a lower awareness of occupational and health issues compared with older workers (Dragano et al., 2018). However, in this research differences among both age groups and length of service were not statistically significant, either.

Similar to non-compliance with occupational safety requirements, some respondents partially agreed that if they noticed an unsafe or risky situation at work, they would immediately report it to their immediate supervisor or occupational safety specialists. Summarising the explanations provided by respondents regarding their

reasons, it was concluded that some respondents would like to report anonymously, but do not know how, while others have encountered situations where they have previously reported and drawn attention to issues, but the desired results have not been achieved, and they have concluded that there is no point in reporting. The company should remind employees once again about the options available to those who wish to report unsafe and risky situations anonymously and why this is important, as well as provide examples of situations that definitely need to be reported. It should be ensured that the reporting system is transparent and that the employee who has reported has the opportunity to see the status of their report and receive some feedback to ensure that their report has been received and is being investigated.

Analysing the data of reporting unsafe situations by category, it was observed that respondents who did not indicate their length of service (2.28 ± 0.95) gave a less positive opinion than the overall opinion in the company (2.67 ± 0.59). Younger employees with 0–1 year of work experience (2.82 ± 0.45) and long-term employees with 21 years of work experience (2.80 ± 0.40) were more willing to report. However, differences of reporting unsafe situations were not statistically significant among length of service groups ($p = 0.122$).

Employee suggestions for improving occupational safety in the company make a significant contribution to the overall occupational safety system. Summarizing the respondents' answers, it was concluded that the majority, or 65%, of those surveyed are willing to get involved in solving work safety issues if someone approaches them, while 44% of respondents have made suggestions themselves. Based on the data obtained, it was concluded that the company currently achieves better results in employee engagement when one of the occupational safety specialists addresses the employees in a direct conversation, which could be taken into account when creating and developing an improvement system (Fig. 3).

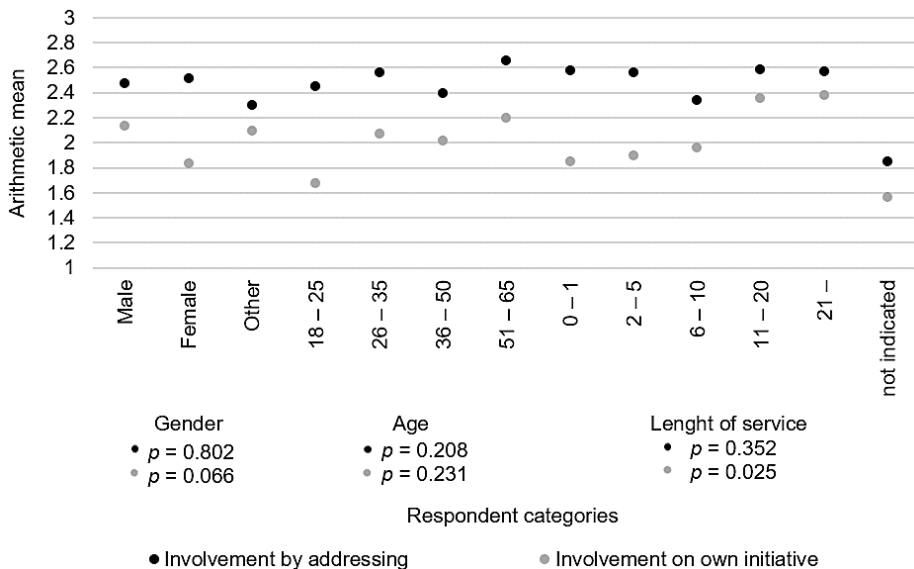


Figure 3. Respondents' subjective assessment of the submission of propositions.

Similar studies on employee involvement in improving occupational safety systems coincide with the findings obtained - employees are more willing to get involved in making suggestions when this is initiated by management than when they proactively submit suggestions themselves. Researchers explain this with psychological and organisational factors that influence employee choice - direct communication creates a sense of obligation to provide information, signals to the employee that their opinion is important, and creates a desire among employees to cooperate (Rapp & Eklund, 2007; Laurent et al., 2021).

Analysing the data by category, it was concluded that respondents are willing to participate in improving the occupational safety system. Respondents aged 51–65 (2.66 ± 0.60) would be more willing to get involved, but employees with 6 to 10 years of service (2.34 ± 0.86) and respondents who did not indicate their length of service (1.85 ± 1.06) were slightly less willing to get involved. However, differences were not statistically significant among different age ($p = 0.208$) or length of service groups ($p = 0.352$).

Summarising the data on the reasons why respondents expressed their opinion that they partially agree or disagree with the fact that they themselves, on their own initiative, have submitted work safety-related proposals to their company, it was concluded that some of the respondents were not clear on how to submit suggestions, and some did not have specific suggestions or believed that suggestions were unnecessary because everything was in order. Preparing suggestions takes time and effort, but it is a great opportunity for employees to express their opinions on what needs to be improved and to be heard. Women (1.84 ± 0.91) admitted that they have submitted fewer suggestions than men (2.14 ± 0.92). However, differences between genders ($p = 0.066$) were not statistically significant. Respondents aged 51 to 65 (2.20 ± 0.92) gave a more positive assessment, while respondents aged 18 to 25 (1.68 ± 0.89) were the least likely to agree with this statement. It was observed that, according to the respondents' self-assessment, a higher number of suggestions were made by long-term employees with 11 to 20 years of service (2.36 ± 0.83) and over 21 years of service (2.38 ± 0.86). And differences between respondents from different length of service groups were statistically significant ($p = 0.025$). Findings from other authors' studies confirm that long-term employees make a more contribution to the improvement and development of occupational safety systems in companies, basing their proposals on practical experience and knowledge (Ghahramani, 2016; Hasle et al., 2019; Mane et al., 2023).

Work and rest schedule

One of the areas that, according to the data obtained in the study, the company needs to improve is the organisation of work and rest time. Analysis of the data showed that less than half of respondents (47%) admit to taking regular breaks, and slightly more than half (51%) admit that the length of their breaks is sufficient to overcome fatigue. Summarising the data on the opinions of respondents who indicated that they partially agree or disagree with the statement about taking regular breaks, the most frequently mentioned reason is that due to the workload, there is no time to take breaks and there are no breaks, while the remaining respondents mentioned that they take breaks irregularly and depending on working conditions. The difficulty in taking breaks may be related to the fact that the company ensures continuous production, and it is not possible

for employees to take breaks according to a predetermined schedule because the equipment cannot be stopped. As a result, it is up to the employees themselves to organise their work and agree with their colleagues on when it would be possible to take a break. Although most of the company's employees have physically demanding jobs, 64% of respondents admitted that they do not perform exercises to relieve muscle tension during breaks. Summarising the data, it was concluded that most respondents believe that relaxation exercises are not necessary for them, mentioning lack of time and suitable conditions as reasons. Analysing the data by category (Fig. 4), it was observed that the respondents' provided relatively low rating. Employees aged 51 to 65 (1.66 ± 0.80) and those with 0 to 1 year of work experience (1.70 ± 0.83) rated their engagement in relaxation exercises higher than the company average (1.51 ± 0.75). However, differences were not statistically significant.

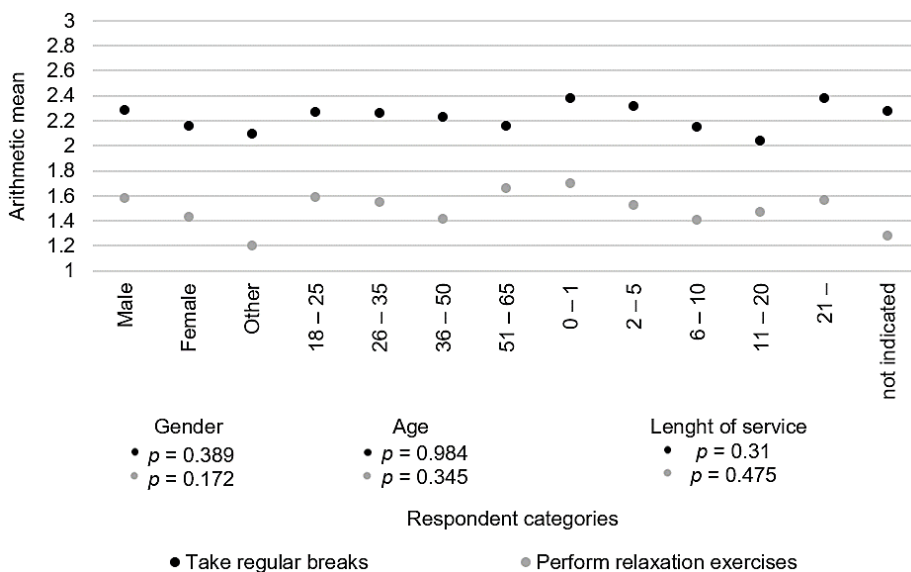


Figure 4. Respondents' subjective assessment of the organization of work and leisure time.

Since musculoskeletal disorders are the second most common occupational disease in Latvia, immediately after nervous system diseases (State Labour Inspectorate, 2024), and since the company has registered cases of occupational diseases related to musculoskeletal disorders, improvements in this area are needed.

After summarising and analysing the survey data, it was concluded that, overall, awareness of health promotion measures in the company is very good - 92% of respondents indicated that they are aware of these measures, but only 51% of respondents indicated that they use the opportunities offered. Analysing the main reasons, it could be concluded that, in the respondents' opinion, they do not have free time to take advantage of health promotion measures, and that it is not convenient for them because they live outside the city. Analysing the health promotion data by category (Fig. 5), it was concluded that women (2.36 ± 0.85) use health promotion measures more than men (1.99 ± 0.95) and difference were statistically significant ($p = 0.011$). Also long-term employees with 21 years of service (2.38 ± 0.92) acknowledged that they use

health promotion measures more often than the average employee in the company as a whole (2.14 ± 0.93). It also corresponds with other findings where proved, that women consistently report greater use of health promotion measures and healthcare services compared to men. This includes preventive care, medical visits, and participation in workplace health programs (Hermann et al., 2021). However, in this research differences between length of service groups were not statistically significant ($p = 0.573$).

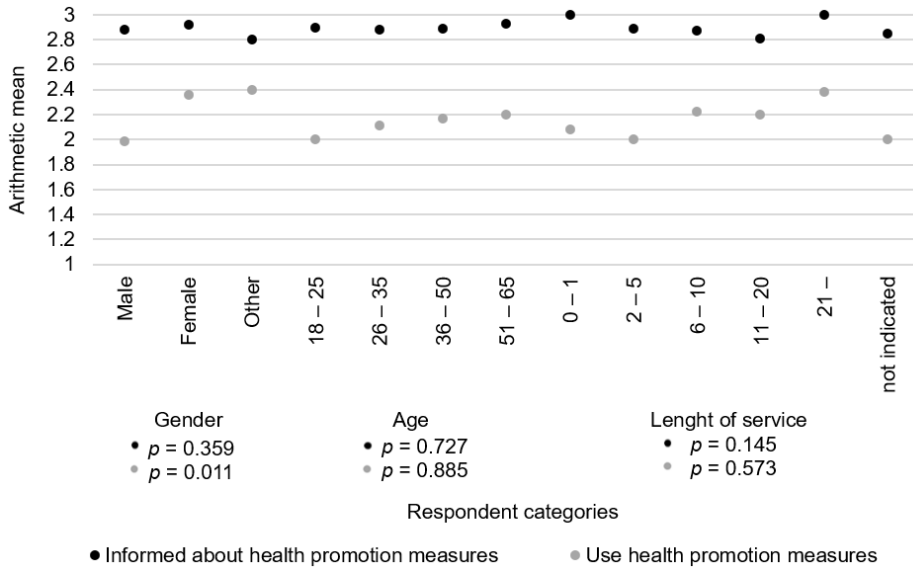


Figure 5. Respondents' subjective assessment of health promotion measures.

In order to obtain additional information on areas for improvement in the occupational safety system, an open-ended question was included in the questionnaire with the aim of finding out what respondents thought could be improved in the field of occupational safety at the company. According to the respondents, communication and feedback ranked first, followed by work equipment. With regard to improving communication and feedback, several respondents mentioned that information could be presented in a more visual way - with images and short texts, as well as organising more face-to-face meetings to listen to employees' opinions and generally improve communication between employees, company management and occupational safety specialists. In relation to work equipment, employees mentioned that new, more modern equipment is needed and that outdated furniture and equipment should be replaced. Quite a few respondents acknowledged that there have been significant improvements in occupational safety at the company in recent years and wished to continue the good practices that have been introduced, while others acknowledged that everything is currently in order and no specific improvements are needed.

Overall, it was concluded that the company has developed and implemented a stable occupational safety policy - 85% of respondents acknowledged that the company cares about their safety at work. The overall level of awareness of occupational safety requirements is high (2.96 ± 0.23). Although respondents acknowledged that they

understand occupational safety requirements (2.95 ± 0.23), they believe that compliance with these requirements makes it difficult to do their work faster. Employee involvement in improving the occupational safety system was rated as moderate - employees would be more willing to participate in activities related to improving the occupational safety system if someone approached them (2.49 ± 0.74) rather than if they had to make suggestions on their own initiative (2.03 ± 0.93). The company should improve the organisation of work and rest time - respondents admitted that they do not always take regular breaks (2.23 ± 0.80), the duration of breaks is not always sufficient to overcome fatigue (2.27 ± 0.82), and exercises to relieve muscle tension are not usually performed during breaks (1.51 ± 0.75).

CONCLUSIONS

The authors conclude that in the next stage of the study, it is advisable to systematically collect and analyse objective data in order to quantitatively assess the effectiveness of the occupational safety system and identify opportunities for its improvement. In order to improve the company's occupational safety system, it is necessary to strengthen the occupational safety culture by developing effective communication channels, ensuring regular feedback, promoting employee involvement and compliance with occupational safety requirements, as well as ensuring effective management of ergonomic issues (compliance with work and rest regimes, performing relaxation exercises, and using health promotion measures).

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