

Making sense of safety: transforming the corporate safety culture

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Abstract Occupational Safety and Health (OSH) not only depend on regulations, but also on effective communication and meaning-making processes to build a consistent safety culture through information dissemination, training, and continuous education. This study analysed the alignment among workers in raising awareness of occupational safety and health at PT Telkom Akses Regional 4 Central Java-DIY between field and non-field workers. This study used the concept of 'sensemaking', which is derived from organizational communication emphasizing the role of transformational leadership in instilling safety values, combined with the process of meaning-making through seven dimensions (based on identity construction, retrospective, perceptible environment, social, sustainable, focused on and by extracted cues, driven by feasibility rather than accuracy), enabling workers to internalise risks based on experience and incidents. This research employed a qualitative approach using a phenomenological method, with data collected through semi-structured interviews, observations, and document analysis at PT Telkom Akses. The research findings indicate that the main challenges in safety culture transformation in companies include the gap between formal policies and field practices and the tendency of workers to ignore procedures because they are considered impractical. The integration of participatory strategies sharing experiences, technical improvements to increase motivation and participation, sharing workplace accident experiences, and transformational leadership (peer mentoring, gamification, storytelling) along with measurable indicators (Key Performance Indicators) based on OSH strengthen message cohesion, supported by double-loop learning for preventive incident documentation and critical reflection, resulting in OSH transformation as a collective responsibility through the internalization of safety values as professional identity.

Keywords: occupational safety and health; organisational communication; safety culture; sensemaking.

INTRODUCTION

Occupational Safety and Health (OSH) remains a critical challenge in Indonesia as evidenced by persistently high accident rates despite regulatory frameworks. Globally, unsafe work conditions cause approximately 2.78 million deaths and 160 million non-fatal diseases annually. (Dyrborg et al., 2024)(Sanne & Pilbeam, 2025). Nationally, the Ministry of Manpower recorded 234,270 work accidents in 2022—a 15% increase with construction, manufacturing, and mining as primary contributors (Puspitasari et al., 2024). Contributing factors include low OSH awareness in MSMEs with 97% of businesses (Sigcha et al., 2024), inadequate PPE usage with 72% of victims (Anasti et al., 2024), and non-compliance with SMK3 standards amounting to 58% of companies (Government Regulation No. 50/2012). The economic impact is severe, with productivity losses reaching IDR 48.5 trillion/year (World Bank; Hermawan et al., 2024).

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Deeper systemic issues involve 34% of companies failing 'good' SMK3 audits (Firmansyah, 2024), 68% unreported near-misses in manufacturing (BPJS Ketenagakerjaan, 2022), and 45% of workers perceiving OSH as administrative burdens (Elfia Nora et al., 2024). This reflects a failure to internalise safety values, exacerbated by hierarchical structures inhibiting worker feedback in high power-distance contexts (Bilgiç & Aytaç, 2024)(Tam & Kim, 2025). This research addresses these gaps by analysing root causes (regulation, culture, infrastructure) through the theoretical lenses of safety climate (Barasa et al., 2025) and Health Belief Model (Sukhabogi et al., 2024), proposing *sensemaking* (Malik et al., 2025a) as a mechanism to shift from compliance-driven OSH (Safety Culture I) to participatory, values-based Safety Culture II (Salomäki, 2024). It aims to provide evidence-based policies, leveraging ISO 45001:2018's emphasis on worker involvement and continuous improvement.

According to Brand & Luiz (2024), to mitigate Indonesia's OSH crisis amidst Industry 4.0 risks (Moqaddamerad & Ali, 2024), addressing a literature gap overly focused on technical aspects (Fuentes-bargues et al., 2024) and minimal integration of sensemaking with local dynamics (Bakhshandeh et al., 2024), occupational accidents and health problems due to the work environment are still a serious challenge in Indonesia, despite the continuous strengthening of labour regulations from the International Labour Organisation (Dyreborg et al., 2024). ILO reported that every year, there are approximately 2.78 million global deaths due to unsafe working conditions or work-related diseases, with 160 million cases of non-fatal diseases (Sanne & Pilbeam, 2025). In Indonesia, the Ministry of Manpower recorded 234,270 cases of work accidents throughout 2022, an increase of 15% from the previous year, where the construction, manufacturing, and mining sectors were the highest contributors (Puspitasari et al., 2024). This phenomenon is reinforced by a study from Sigcha et al. (2024), the low awareness of *occupational safety and health* (OSH) implementation among MSMEs, which cover 97% of total businesses. The study from Anasti et al. (2024) reveals that 72% of work accident victims do not use personal protective equipment (PPE) adequately, while 58% of companies have not fulfilled the Occupational Safety and Health Management System standards according to the Government Regulation No. 50 of 2012. The economic impact of this problem is also significant. According to the World Bank, which is also supported by research from Hermawan et al. (2024), productivity losses due to work accidents in Indonesia reach IDR 48.5 trillion per year. This research aims to analyse the root causes of OSH implementation problems in Indonesia through the perspectives of regulation, work culture, and infrastructure gaps, and how workers can interpret Occupational Safety and Health messages by referring to the *Safety Climate* theoretical framework (Barasa et al., 2025) and *Health Belief Model* (Sukhabogi et al., 2024). The findings will provide evidence and data-based policy recommendations to reduce occupational accidents systematically. They can offer an in-depth understanding of sensemaking methods (Malik et al., 2025) based on the Organisational Theory. Occupational Safety and Health are crucial in the modern work environment to prevent accidents, injuries, and occupational diseases and ensure worker comfort (Angin & Rismawati, 2021).

Structured OHS implementation is proven to reduce the number of work accidents, create a safety culture, and reduce negative impacts on employees and companies, such as material and non-material losses, including loss of life. According to research (Satriya et al., 2022), knowledge and creativity are essential (Dyan Nur Fadillah et al., 2025). BPJS Employment data until the end of 2023 shows many work accident cases in Indonesia (347,855 cases in wage earners), which is caused by a lack of safe behaviour, inadequate OHS inspection, and limited supervision. This confirms the urgency of implementing OHS as a strategic corporate responsibility to minimise risks and increase productivity. Although Occupational Safety and Health regulations such as Law No. 1 Year 1970 and government regulations on employment No. 5 Year 2018 have been implemented, 34% of companies in Indonesia have not achieved a 'good' category SMK3 audit (Firmansyah, 2024), with 68% of near-miss incidents going unreported in the manufacturing sector (BPJS Ketenagakerjaan, 2022). A study (Elfia Nora et al., 2024) revealed that 45% of workers in East Java view OHS procedures as an administrative burden rather than a protective necessity. This phenomenon reflects the failure of organisational structures to build a shared understanding of safety, where OHS policies are perceived as formal compliance without internalising values (Bilgiç & Aytaç, 2024). According to organisational theory, the transformation of OHS culture requires a shift from a hierarchical-rigid structure towards a participatory system that adopts the principles of Safety Culture II (Salomäki, 2024),

where safety becomes a collective value through dynamic interactions between stakeholders. The ISO 45001:2018 standard emphasises the importance of continuous improvement based on worker involvement, which aligns with the concept of sensemaking, which asserts that the meaning of safety is built through critical reflection on experience (Brand & Luiz, 2024). In an organisational context, rule-based approaches that rely on top-down regulation (Chan et al., 2024) have proven ineffective in high power distance work environments such as Indonesia, where workers tend to be reluctant to criticise authority (Tam & Kim, 2025). This is where collective sensemaking comes into play as a mechanism to deconstruct norms that reduce incidents as 'individual mistakes' to systemic lessons.

This research is significant because it uncovers social-cognitive disruption in the transformation of OSH culture, a gap in Indonesian literature that still focuses on technical aspects (Fuentes-Bargues et al., 2024). The urgency is reinforced by the economic loss of IDR 48.5 trillion/year due to occupational accidents (Estudillo et al., 2024) and the finding that 82% of medium-sized enterprises lack participatory OHS training (Kurniawan et al., 2023). Industry 4.0 transitions that increase risk complexity (e.g., automation without adaptive training) increasingly require organisations to adopt sensemaking to manage ambiguity (Moqaddamerad & Ali, 2024). Although previous studies (Bakhshandeh et al., 2024) have explored regulatory and technological factors, the integration of sensemaking theory with local organisational dynamics is still minimal. On the other hand, research (Wiedemann et al., 2024) proved that collective sensemaking increased safety reporting by 40% in Germany. However, this model has not been tested in a country with a high-power distance culture like Indonesia. The novelty of the research lies in the participatory sensemaking model that combines cultural artifacts (Wurth & Mawson, 2024) with a digital feedback loop mechanism, adapted from organisational storytelling (Mankevich et al., 2025) and digital sensemaking (Luna-Reyes et al., 2023). Through a mixed-method approach, this study tests the hypothesis that the co-creation of safety narratives between managers and workers, as per the principles of the Health Belief Model (Soulard & Russell, 2025), can reduce perceived barriers while strengthening social cohesion in OHS implementation. Occupational safety and health have become benchmarks for companies that maintain stability (Bérubé et al., 2025). Occupational safety and health is an organised culture aiming to create a healthy and safe-minded culture (Priolo et al., 2025). Not only that, occupational safety and health is a measure of the company's success in maintaining worker stability (Bourahla et al., 2024)

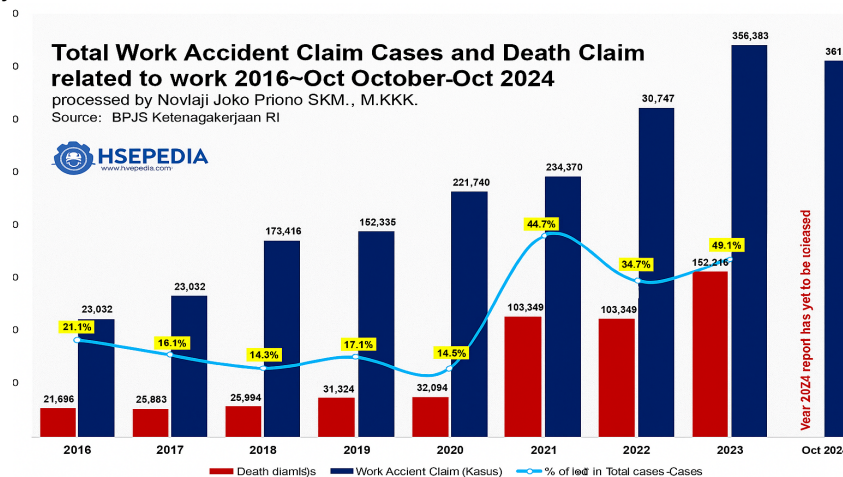


Figure 1. Work accident data in Indonesia
 Source <https://hsepedia.com/> (2024)

Based on Figure 1, the visualisation data presented shows an upward trend in Indonesia's workplace accident claims (cases) from 2016 to October 2024. In 2016, 101,367 claims fluctuated upward to reach a peak of 370,747 claims in 2023. However, preliminary data up to October 2024 shows a decrease to 356,383 claims. In contrast, the number of work-related fatality claims tends to be lower and relatively stable compared to work-related accident claims, with the highest number recorded in 2023 at 152,248 claims. The percentage of death claims relative to work accident claims shows a significant downward trend from 21.7% in 2016 to 41.1% in 2023, with fluctuations between those years. Data up to October 2024 shows a

percentage of 42.1%. Overall, this data indicates a significant increase in workplace accident incidents during the study period, despite indications of a decline.



Figure 2. Global workplace accident data
Source : <https://www.ilo.org/topics-and-> (2024)

Global occupational safety and health (OSH) data reveal a critical public health and economic burden. The ILO report in Figure 2 of the image indicates significant annual impacts: work-related factors cause approximately 2.93 million fatalities (2023), while 395 million workers sustain non-fatal injuries. Furthermore, 2.41 billion workers are exposed to excessive heat annually (2024). The economic dimension is substantial, with estimates suggesting global implementation of improved heat injury prevention measures could yield savings of \$361 billion. These findings underscore the urgent need for comprehensive and effective global OSH interventions to mitigate morbidity, mortality, and economic losses from unsafe and unhealthy working conditions. Effective communication is a key factor in building an OSH culture. Research (Rusba, 2024) Communication acts as a means of education, information dissemination, and coordination between workers to increase awareness of safety procedures and rapid response in overcoming emergencies. This aligns with Government Regulation No. 50/2012 regulations and ISO 45001:2018, which emphasise the importance of internal and external communication related to OHS. However, previous research studies that examine specific communication strategies to improve employees' understanding of the importance of OHS are still limited, especially in telecommunication sector companies whose workers have high risks, such as work locations at heights, radiation exposure, and the use of heavy equipment.

As a telecommunications infrastructure provider, PT Telkom Akses Regional 4 Central Java-DIY faces complex operational challenges such as diverse geographical conditions and infrastructure maintenance intensity (Levinia Susanti, Harby R. Wiralaga, Yopi Yunsepa, 2021). Although the company has implemented an integrated OHS management system (by Law No. 13/2003 and Law No. 1/1970), including hazard identification, supervision of the use of Personal Protective Equipment (PPE), and strict reporting to Social Security Administration Agency for Employment, an adaptive approach is needed to ensure the sustainability of the OHS culture. This study analysed the coherence among workers in raising awareness of occupational safety and health at the company PT Telkom Access Regional 4 Central Java- Yogyakarta Region in the field and non-field workers. The research findings are expected to be a reference for companies to strengthen coherence in communicating OHS in maintaining reputation, performance, and worker welfare amid the dynamics of the competitive telecommunications industry. Based on the state of the art presented in the table below, safety and health communication has been scrutinised in various studies to convey occupational safety and health messages. Similar occupational safety and health topics have also produced essential findings in previous research. The state of the research is presented in the following table 1.

Table 1. Previous research on occupational safety communication

Author	Key findings	Method or Theory
(Suci Shinta Lestari & Siska, 2022)	Public compliance with health protocols, especially in the era of the COVID-19 pandemic.	Quantitative Health Communication Theory
(Choo, 2023)	There is a significant relationship between the level of awareness and compliance with occupational safety and health (OHS) and between supervision and OHS compliance at PT Vicor Construction.	Quantitative, Organisational Compliance Theory
(Arianti, 2023)	Awareness and implementation of Occupational Safety and Health in the construction industry	Descriptive-qualitative literature study
(Ade, 2017)	The Safety Division of PT Meranti Nusa Bahari Balikpapan uses various communication strategies to increase HSE awareness.	Descriptive qualitative, S-M-C- R Communication Theory (Source, Message, Channel, Receiver)
(Nuraliah al., 2023)	et Interpersonal communication is important in raising employees' awareness of the Health and Safety culture.	Interpersonal Communication Theory, Descriptive Qualitative

Source: Data Processed by Author (2025)

Based on Table 1, this research examines occupational safety and health (OSH) communication, specifically analysing the impact of communication effectiveness in delivering OSH messages. The study adopts a multidimensional approach using methodologies such as in-depth interviews with experienced OSH informants. It investigates communication processes, organisational culture, and coordination flows within companies. The central analytical focus is on coherence among sensemakers, examining how shared understanding and interpretation are built. The core research question explores how this coherence can increase employee awareness of OSH messages within the organisational context. Findings aim to be directly relevant and actionable for companies, ultimately seeking to effectively inform workers about the critical importance of OSH in the workplace.

METHODOLOGY

This research used qualitative methods with a phenomenological approach. The qualitative research approach focused on understanding social phenomena and human behaviour in-depth. Qualitative method is a research approach that focuses on an in-depth understanding of social phenomena, human behaviour subjective experiences and the context in which they occur (Chapman & Wang, 2025) with systematic procedures such as semi-structured interviews, participant observation, and document analysis to explore the subject (workers' subjective experiences) and object (OHS implementation phenomena) separately. Validity was tested through triangulation of sources (field workers, team leaders, OHS management) and methods (interviews, observations, documents) and *member checking* to ensure data accuracy. Reliability was achieved by an audit trail (tracking the analysis process through NVivo 12) and detailed documentation at each research stage. Six informants were purposely selected to enrich various perspectives, representing different hierarchies in PT Telkom Akses. Six informants were deliberately chosen to enhance the range of perspectives, representing different levels of hierarchy at PT Telkom Akses. These included the K3 coordinator, the head of HSE Regional 4 Central Java- Special Region of Yogyakarta, the head of Fibre Academy training, and workers with low, moderate, and high accident rates. Clear triangulation between qualitative data and company policies strengthened the consistency of findings, while the transparency of thematic analysis procedures ensured the research results could be replicated in similar contexts. This structured methodology, subject-object separation, and multi-faceted verification aim to produce a credible, holistic picture of Occupational Health and Safety communication dynamics in the work environment. A phenomenological approach followed the informants' activities, made observations, and obtained data by conducting in-depth interviews (Bach, 2024). This method is strengthened by the support of occupational safety and health theory, which aims to protect employees from accidents, occupational diseases, and adverse effects on the work environment. OHS theory is based on prevention, risk management, and creating a safe and sustainable work environment (Milošević et al., 2025), which includes several aspects, including

how communication works effectively on occupational safety and health messages. Communication can increase awareness of occupational health and safety through effective communication to improve safe work behaviour. When communication is established effectively, it will increase worker participation and continue to foster a strong safety culture. Seven concepts in sensemaking will support the concept of Occupational Safety and Health. This is based on the idea that reality is not static but rather socially constructed through the interaction of individuals and groups with their environment (Schildt et al., 2020). Quoting from research (Urquhart et al., 2024) suggests that sensemaking is a process of interpreting and searching for information in depth, using our minds and psychology to interpret information or messages. Sensemaking is like seeing the future from a communication point of view. In this view, we are given a choice whether this will have a good or bad impact on it. The informant data is presented in Table 2.

Table 2. Research informant data

Name	Structural Position	Views on Occupational Safety
V	Occupational Safety Coordinator, Telkom Access Regional 4, Occupational Safety and Health (OSH)	Serves as a cornerstone and foundation for ensuring worker safety, as their safety and health are assets to the company.
I	HSE Coordinator, Regional 4 covering Central Java and Yogyakarta	OSH is like the company's heart; if OSH is not implemented correctly, it is not prioritising its workers.
C	Head of Training at Fibre Academy, Telkom Access Regional 4 Central Java-DIY	As a trainer at Fibre Academy, this is my responsibility. My team and I provide training related to safety and field SOPs. We monitor and train to eliminate accidents.
B	Team Leader, Maintenance Unit, Front Team Leader, Network Leader	One must be a role model, especially since leaders are always admired. We must set a good example. K3 is not only about being on-site; we must always be aware of it even when not working on-site.
CR	Employee of PT Telkom Akses Regional 4 Unit SPBU	K3 is our reference, especially for those constantly working in the field. We must understand and work by the company's K3 SOP so that everything runs smoothly.
S	Indihome Field Technician	As a technician, I fully understand that K3 is a vital aspect we must uphold and cultivate. K3 must be an integral part of our work, so it must be present, as my senior mentioned people are waiting for us at home while we work.

Source : Data processed by the authors (2025)

RESULTS AND DISCUSSION

In the organisational context, occupational safety and health depend not only on policies and regulations but also on the effectiveness of communication in building an occupational safety and health culture (Hardianti et al., 2024). Organisational communication theory emphasises that communication is exchanging information and shaping meaning, relationships, and culture in organisations (Touati, 2025). Effective communication in Occupational Safety and Health includes disseminating information regarding company policies, safety training, standard procedures, and regulations through formal and informal communication. In addition, awareness of Occupational Safety and Health can be raised through campaigns, reminders, and ongoing education to build a shared understanding of risks and preventive measures. Furthermore, communication also plays a role in shaping safer work behaviours by habituating responsible work patterns, protecting oneself, and maintaining the safety of colleagues (De Oliveira et al., 2025). Effective communication can encourage building a strong safety culture, where every individual has a role in maintaining a safe work environment (Karanikas & Zerguine, 2025). Leadership within the organisation also plays a vital role in instilling safety values by emphasising the importance of clear communication and commitment to a culture of Occupational Safety and Health (Hinsberg & Lamanna, 2024). On the other hand, the meaning of OSH is also influenced by the sensemaking process, where the coherence created among workers regarding Occupational Safety and Health messages can increase individual awareness

on incident prevention and knowledge dissemination. The significant presence of 'procedures' and 'policies', highlights the role of formal systems, while terms like "preventive action," "individual behaviour, 'technology', and 'training' point to crucial implementation factors, including behavioural aspects, technological solutions, and competence development. Worker engagement and positive organisational culture further emerge as key components. The analysis depicts OSH's complexity, emphasising accident prevention, enhanced awareness through communication and training, policy compliance, and individual responsibility within the work environment.

Implementation of safety communication in the company

According to Kaban (2023), Occupational Safety and Health is defined as an effort to create a safe and healthy working environment for workers, the surrounding community, and the physical environment around the factory or work site. Occupational safety and health is a field that focuses on preventing, handling, and reducing the risk of occupational accidents and diseases and improving workers' physical and mental well-being (Fuentes-Bargues et al., 2024). Several studies state that implementing occupational safety and health is mandatory for maintaining worker productivity and a company's operational guidelines to ensure responsible business sustainability. This refers to organisational communication within the company (Iddrisu, 2025). In the context of managerial communication through the concept of sensemaking in research (Malik et al., 2025), the interpretation of the meaning of Occupational Safety and Health is strongly influenced by the effectiveness of message delivery. Adinata, (2022) asserts that Occupational Safety and Health programs must be systematically communicated to all parties in the company, as workers' understanding of safety risks and procedures depends on the quality of the communication. Effective communication about Occupational Safety and Health can build collective awareness, encourage safe work behaviour, and create a productive work environment. Regarding organisational theory and sensemaking (Sari, 2006), the researchers analysed occupational safety and health theory as referring to actions in organisational communication. The occupational safety and health communication analysis results to achieve coherence in occupational safety and health messages are as follows.

Research demonstrates that effective Occupational Health and Safety (OHS) hinges on multifaceted factors (Safitri & Mujahid, 2024). Communication relies heavily on credible sources (primarily supervisors) and direct top-down interaction, though horizontal exchange remains limited; while tools like briefings, social media, and two-way dialogue enhance engagement, optimised knowledge transfer necessitates greater interpersonal experience sharing and leveraging technology (reporting apps, interactive videos) (Ghofur, 2024). Awareness is significantly shaped by experiential learning (education, incidents) and observing disciplined role models. However, habit and inadequate monitoring hinder compliance; strategies like case-based education, video simulations, and peer mentoring are crucial. Safe work behaviour is fostered by leadership exemplification, incident learning, continuous training, and monitoring, though work pressure and psychological factors impede it; improvement requires consistent rule enforcement, post-incident evaluation, performance-linked incentives, well-being programs, and reflective sessions. Worker participation varies with perception (identity vs. burden), increasing via interactive training, forums, role models, reward systems, safety committee involvement, and decision-making roles to cultivate ownership (Levinia Susanti, Harby R. Wiralaga, Yopi Yunsepa, 2021). According to Bergman Bruhn et al., (2023) ultimately, a strong OHS culture is built through consistent leadership, collaborative norms, and incident learning, overcoming unsafe habits and target pressures by embedding OHS messages at all levels (impact storytelling), implementing team-based rewards, ensuring sensemaking coherence through participatory communication and worker involvement in policy, integrating OHS into team KPIs, and transforming incident analysis into proactive learning - shifting safety from procedural compliance to an intrinsic value internalized through daily practice and social recognition (Chib & Kanetkar, 2022).

Coherence of safety and health messages

The concept of sensemaking will support the idea of Occupational Safety and Health. With sensemaking, workers can interpret the safety message to analyse it more deeply and embed it into their work. This study aims to examine the coherence of occupational safety and health messages, resulting in new findings, namely, that effective communication and transformational leadership about K3 messages are very effective, supported by research from Ratmono Hadiwijaya (2023), saying that effective communication greatly improves compliance. The research analysis results illustrate how the framework of 'sensemaking on OSH messages', where HSE is at the centre, is influenced by effective communication and generates high awareness, which cyclically reinforces Occupational Safety and Health culture, worker participation, and safe behaviour. The *sensemaking* process is categorised in more detail, starting with how worker knowledge interacts with program development constraints, triggering company adaptation through various interventions. These adaptations resulted in program information leading to communication coherence, workers integrated safety into their professional identity, and information aligned with coherent occupational safety and health messages ultimately contributed to a culture of safety and safe work behaviours. The results of the analysis of the concept of sensemaking in Occupational Safety and Health on the coherence of Occupational Safety and Health messages are as follows at Figure 4.

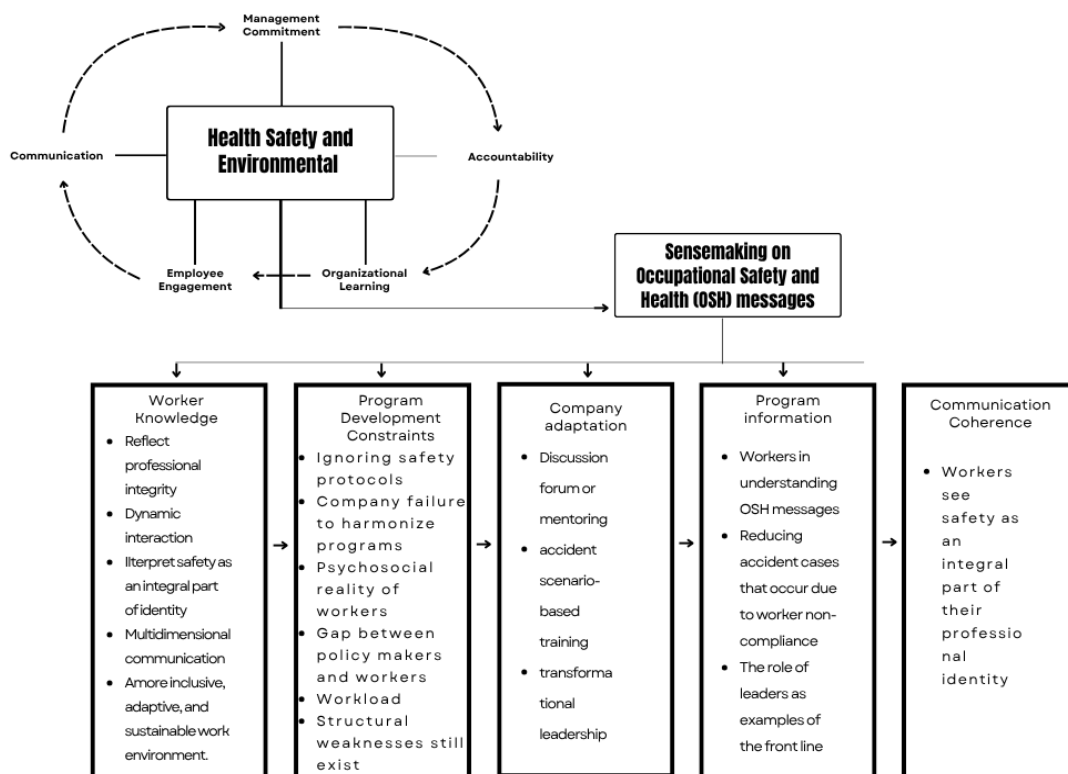


Figure 4. Coherence of Occupational Safety and Health messages among sensemakers 2025
 Source: data processed by the authors (2025)

The results of the figure 4 analysis above illustrate that this concept map visualises the 'Sensemaking on OSH messages' framework, where HSE, as the centre, is influenced by effective communication and generates high awareness, which cyclically strengthens the culture of occupational safety and health, worker participation, and safe behaviour. The sensemaking process is broken down, starting with workers' knowledge interacting with program development constraints, triggering company adaptation through various interventions. This adaptation generates program information leading to communication coherence, where

workers integrate safety into their professional identity, and information aligns with coherent OSH messages, ultimately contributing to a safety culture and safe work behaviour.

The analysis of the Sensemaking concept in Occupational Safety and Health on the coherence of Occupational Safety and Health messages shows that Effective Occupational Health and Safety (OHS) hinges on four interconnected dimensions. Worker knowledge reflects professional integrity, where safety adherence becomes an ethical responsibility; this is cultivated through dynamic learning (peer interaction, supervisor mentoring, interactive training) and internalisation of OHS values as identity, supported by multidimensional communication (meetings, simulations, visuals) to accommodate diverse learning styles. Conversely, programme development faces multidimensional constraints: non-compliance erodes credibility, policy inconsistencies cause confusion, neglect of psychosocial realities (stress, workload) and perception gaps hinder acceptance, while resource/infrastructure deficiencies exacerbate ineffectiveness, necessitating holistic solutions harmonising policies with operational realities. Successful company adaptation requires integrating transformational leadership (exemplifying safety priorities), accident scenario-based training for contextual risk response, and interactive forums for experience-sharing, collectively fostering a continuous learning ecosystem. Crucially, programme information efficacy relies on three elements: 1) clear, contextually relevant messaging articulating non-compliance consequences (accidents, legal risks, productivity loss); 2) consistent leadership role modelling to build a credible, organic compliance culture; and 3) synergistic integration of purposeful communication and behavioural exemplification to transform OHS into an internalised value system. Communication coherence across all work aspects further enables workers to internalise safety as integral to professional identity.

Coherence among sense-makers to increase awareness of Occupational Safety and Health awareness is formed through integrating professional identity, experiential reflection, social interaction, and contextual adaptation, where compliance is not simply following the rules but the result of interpreting safety as an intrinsic responsibility. For example, workers consistently use PPE because they feel it reflects integrity, not coercion. However, company policies must align with workers' realities. Such as target pressure or old habits, to be coherent. Effective communication leverages environmental *cues* (visual signage, real incidents) and horizontal discussions (peer mentoring) to transform safety from a 'burden' to a collective culture. Challenges arise when procedures are perceived as impractical, so emotion-based simulations (role plays, virtual scenarios) are needed for workers to understand the consequences of negligence. Transformational leadership is crucial, such as supervisors who serve as *role models* through personal stories or participatory audits. Integrating safety into KPIs and team-based reward systems reinforces performance identity, while preventive incident documentation and reflection sessions encourage deep learning. By viewing safety as an evolving social process, not just a rule, companies create a *common ground* where workers become active agents, shaping a vibrant safety culture through interaction, adaptation, and shared ownership.

CONCLUSION

Safety awareness is formed through a dynamic sensemaking process in which workers interpret safety as an integral part of their professional identity, rather than mere procedural compliance. For example, consistent use of personal protective equipment (PPE) stems from a sense of self-integrity, not pressure from superiors. However, occupational safety and health (OSH) policies often fail when they are not aligned with workers' psychosocial realities, such as target pressures or long-standing habits. Effective communication requires extracting cues from the environment (e.g., visual signage, real incidents) and social interactions (discussion forums, peer mentoring) that transform OSH from a 'burden' into a collective norm. Transformational leadership, such as sharing personal incident stories or integrating OSH into individual Key Performance Indicators, reinforces this coherence.

The main challenge lies in the gap between plausibility (what workers consider reasonable) and the accuracy of the company's OSH policies. For example, workers tend to ignore safety protocols if the procedures are deemed impractical on-site, even if they are technically accurate. This is where sensemaking acts as a bridge—companies need to

contextualise OSH policies through role-playing or gamification that allows workers to 'feel' the consequences of negligence (an ongoing process). For example, virtual accident scenario-based training involving emotions and critical reflection has enhanced awareness more deeply than traditional training. Recent findings reveal that transformational leadership is a catalyst for coherence.

When supervisors enforce rules and serve as sensemaking models, such as sharing personal stories about safety incidents (storytelling) or directly participating in field audits, they create extracted cues that influence how workers interpret occupational safety and health. The main challenge is the gap between technically 'accurate' policies and their 'plausibility' in workers' eyes. The solution lies in contextualization through role-playing or virtual scenario-based training that involves emotions and critical reflection. For example, accident simulations in gamified settings enhance awareness more deeply than conventional training. However, structural weaknesses such as reactive documentation and overreliance on technology without human accompaniment weaken the sensemaking process.

A double-loop learning mechanism is needed to revise how OSH information is communicated, such as an incident database combined with monthly reflection sessions. Transformational leadership plays a significant role in sensemaking. Communication coherence is achieved through worker participation in decision-making, adaptation of policies based on field input, and ongoing communication between leaders and workers regarding occupational safety and health messages. Workers view safety as an integral part of their professional identity. This makes OSH a dynamic common ground shaped through interaction, adaptation, and active participation of workers as agents of change, not passive recipients of rules.

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