

Applied Contingency Table with Qualitative Focus Group on Occupational Health and Safety Management Perceptions of Operation and Leader in Medium Construction

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Abstract--- Background: *Prevention and management health and risk of the workers which involved construction firms were realized that higher than other divisions and acknowledged in different contexts. However, it is a fewer phenomenon which the workers will attend to the organization in preventing and managing strategies of their health and risks instead of roughly regulate from the centralized policy. In this current study, we explored the interrelation of major factors, including how it affected the decision making of worker and organization attitudes when dealt with accident and hazard in the workplace. Moreover, we focus on the individual characteristics of the worker for accidental risk perception under the organization.*

Methods: *An individual basic information questionnaire, risk behavior perception questionnaires, short interview and a focus group study performed with a sample of 150 participants; workers, head workers, officers, managers, and executives division aged between 18–69 years of medium enterprises. The participants divided into two main groups as 60 peoples of the leader (policy) group and 90 peoples of operation groups. Both groups randomized from 3 small provinces of northern Thailand. All of them will receive a specific questionnaire regard to their opinion and vision on accident hazards in the workplace (protection plan and responsibility). After that, the operation groups will divide into ten focus groups and six of leader groups. The participants in each operation group will be encouraged to express their views about their hazard experiences and propose the ways to reduces accident in the workplace and summarize the group's comments to share the point of view to other groups. The analysis was conducted by thematic method and descriptive statistics, searching for significant factors and themes describing the participants' experiences.*

Results: *Five main themes of operation groups occurred for anticipating and dealing with accidents during work: (1) appropriate working conditions/environment, (2) prepare for occurring events, (3) having clear OSH policy, (4) assign proper work, and (5) representative manager response. In case of leader groups four general themes emerged during discussion: (1) preparing/readiness of the workers, (2) work skills, (3) working time, and (4) workplace conditions.*

Conclusion: *The results show different concepts in dealing with dangerous situations or accidents that may occur during the work of both groups. (Workers and Leaders), where workers are recognized and aware of the risks that are nearby them like the work environment, then expand to other topics while the leader group will see the opposite. Most of the leaders misunderstood about roles and responsibilities for health and safety at work, including lack of sincerity, no commitment to action, and may not truly realize the consequences of not paying attention to preventing and reducing accidents during actual work of the company. The study shows the potential to develop better organizational strategies based on the worker's aspects, together with policymakers, to prevent the accidental risk from working.*

Keywords--- *Focus groups, Qualitative research, Workplace accident, Construction enterprise.*

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I. INTRODUCTION

Working in construction in every enterprise's scale is associated with a high risk of accident in the workplace. The International Social Security Association remarked that the safety and health in many industries had progressed while the construction industry is still a high-risk sector with accidents and occupational diseases. Frequently these risks stimulate premature death or disability retirement [30]. Moreover, The Social Security Office, Office of Workmen's Compensation Fund of Thailand on the statistics of occupational hazards and illnesses nationwide years 2013-2017 shows the conclusion that the death and injury from the occupational accident were trends diminished [6, 15]. However, if we focus on the number of a sufferer from the construction sector still illustrate with a high rate, accounted for 1 in 3 of the working people [28]. Other studies have shown that several countries in the ASEAN principally have enforced the law of labor while the occupational safety, health, and environment act has particularly started enforcement in Thailand from 2011 [4]. Nevertheless, this act seems not to influence the diminishing of accident work in the construction sector on account of something in between policymaker and the workers. Furthermore, the construction industry currently still no recognized framework for evaluating the levels of reliability organization and operation employee engagement to improve Occupational Safety and Health (OSH) practices. These will affect the opportunities to improve construction OSH performance and the loss of potential benefits on construction enterprises [18].

A Focus Group Discussion (FDG) is one of the useful qualitative data collection tools if compared to other techniques. The two main characteristics of this method are; firstly, a source of information comes from the discussion group. Secondly, the heuristic value of this technique expresses emerged issues from sharing the understanding perceptions with various perspectives during the debate [1; 26]. The participants should share some common characteristics [14] and encounter or have experiences on the topic directly [1]. Thus, a success focus groups have to conduct by proficient researchers [29; 26]. This method provides a natural situation than an individual interview because participants influenced by others similar to their real-life [17]. The three notable characteristics of focus groups are as follows: 1) sessions usually revolved around a moderator to prompt stimulus on the discussion, 2) not emphasize a neutral role moderator, 3) and give priority to the interaction between group members rather than gathering people's opinions [12]. Many authors [3; 20; 23; 27] guide that the size of the participant in the focus group should range from six to twelve. If the number is less than six, it is difficult to provide the synergy required. Considering that the focus group interview may consider use in three different directions when it had self-contained methods, use it as a supplementary data source, in the case of multi-method studies. [20] Many research applied qualitative method FGD mixed with other methods, qualitative questionnaires, and quantitative descriptive statistics [21]. That aimed to study the conceptual thinking of people in various interest fields of occupations in different situations. Especially, on health care organization studies [19, 22, 24, 25, 33]

There are several methods of qualitative data analysis base on two main types traditional and computerized text analysis. The effectiveness comparison of the two qualitative analysis methods found that Traditional Text Analysis (TTA) produces very similar results as Computer Text Analysis (CTA). Nevertheless, the researchers should consider the advantages and limitations such as human factors, the analysis time, and the amount of data required coding [5]

Kogi K. [16] reviewed that future research needs should be related to the re-orientating OSH management systems of Asian countries. Especially, contribution local people's ability on their OSH management system. Several relevant research on organizational decision making indicates that individual deciding has highly constrained owing to their task, position in the organization, and sociohistorical-cultural position. Remarkably, that the organizations do not make the decision, people do.

Regard to the fewness research on the different perceptions between 2 groups of job responsibility, which affected the decision making and attitudes when dealt with accident and hazard during work in Small-Medium Enterprises (SMEs). Thus, this study is aimed to understand 1) the relationship between factors and 2) risks behavior perception of two different divisions (operation and leader) inside the organization. The research applied the qualitative FDG technique with a simple qualitative research approach, considered using TTA because the data of selected SMEs are small in size. If choosing TTA means, there is slightly procurement cost and software learning time. Since the resulting research information from the worker's group aspects will more reflect the real situation of hazard events during the operation time, which these may be more effective than the control center enforcement

II. METHODS

Participants and gathering data

In the exploring purpose of the study, participatory action research with purposive sampling had chosen. The FDG was conducted intent to reduce the impact of the interviewer, as well as to encourage sharing, expressing, and comparing experiences and views among informants. The data gathered from construction SMEs in 3 provinces of northern Thailand. The participants in the study were a total of 150 from 60 leaders and 90 operation workers. The personal hazard experiences from accident potential participants were directly invited to contact the researchers (represented supervision). Most of them are in operation groups. Before going to the step of the group meeting, preparing to conduct the actual activities with the researchers, most of the participants will receive information and activity topics to understand the discussed issues only. The discussion aims to reveal the worker's health and safety as comprehensively as possible. Some of the emerged topics may be useful for some possible changes in the work environment and policies which may help workers achieve a better working lifestyle and health.

Data gathering, ten groups of the operation workers and six groups of leaders convened in the planning focus group in January 2019. Each group comprised of nine to ten members, there was a slight majority of operation workers and males in both groups. The participants in an arranged group had a similar level position, and each group consisted of pre-represented. Before starting the discussion, all participants gave written informed consent to the focus group staff. After that, every participant also asked to complete a brief questionnaire, including questions on age, occupational title, and years of work experience in the company. This part takes 5 minutes. There was a majority of male operation workers. The median age of 34 years ranges from 18 through 69. The average year of work experience was 8 (range 1–31) (Table 1). All discussions recorded by the digital sound recorder and wrote on Flipchart. The group members were frankly encouraged to talk freely, approximated discussion time lasted 90 minutes.

The research moderator invited everyone to discuss by talking about personal experiences of accidental hazards and risk in the workplace. The discussion was structured mixed questions such as, “Can you explain or share an event of experiencing hazard from working in your organization?” and “How do you handle the situation?” After a focus group meeting, both groups; leaders and operation workers of the participants will consider answering a questionnaire concern risk behavior with personal opinion. This questionnaire consists of 32 questions, divides into three parts: Risk behavior manners (1) Before, (2) During-After, and (3) Knowledge-Right-Duty. This questionnaire takes approximately 25 minutes the time. The overall activities take times between 1.5 to 2 hours.

Analysis

The thematic inductive analysis was applied. The transcripts immediately transcribed verbatim and audited by the research team to obtain the overall conceptual. The authors considering key ideas and making a list of emerging themes. Then identified independently, coded, and examined the strength of the reactions. Finally, summarize the balance between detail and conciseness. In the meantime, the qualitative data imported and analyzed with simple applications like MS Excel and SPSS. Further analysis focused on themes related to available strategies and organization conditions. The final description was illustrated by narrations and thematic maps.

Table 1: Sample Distribution of Participants In The Twelve Groups (N = 150)

| | n=150 | % |
|--|-------|-----|
| Division | | |
| Executive/Manage (leader) | 60 | 40 |
| Operation&Maintenance (worker) | 90 | 60 |
| | 150 | 100 |
| Gender | | |
| Male | 97 | 65 |
| Female | 53 | 35 |
| | 150 | 100 |
| Age | | |
| <19 years | 9 | 6 |
| 20-29 years | 42 | 28 |
| 30-39 years | 41 | 27 |
| 40-49 years | 37 | 25 |
| >50 years | 21 | 14 |
| | 150 | 100 |
| Year Experiences | | |
| ≤5 years | 35 | 23 |
| 6-10 years | 48 | 32 |
| 11-15 years | 43 | 29 |
| 16-20 years | 11 | 7 |
| >20 years | 13 | 9 |
| | 150 | 100 |
| Education | | |
| < primary school | 13 | 9 |
| Primary | 27 | 18 |
| Secondary | 16 | 11 |
| High | 21 | 14 |
| Diploma | 27 | 18 |
| Bachelor | 46 | 31 |
| | 150 | 100 |
| Marrital Status | | |
| Single | 44 | 29 |
| Married | 69 | 46 |
| Widow | 11 | 7 |
| Divorce | 26 | 17 |
| | 150 | 100 |
| Medical problems/congenital disease | | |
| Yes | 28 | 19 |
| No | 122 | 81 |
| | 150 | 100 |
| Employment Contract | | |
| Permanent/Monthly | 71 | 47 |
| Hiring/Fixed Term | 37 | 25 |
| Daily | 42 | 28 |
| | 150 | 100 |
| Working Hours/Week | | |
| <48 hrs. | 134 | 89 |
| >48 hrs. | 16 | 11 |
| | 150 | 100 |

III. RESULTS

Most participants in the operational groups always involve some experienced level of risk related hazards ranges from minor injuries to severe injuries, until long absence. On the other hand, some of the leaders faced with low-risk levels due to the nature of their activities. The summarized theme emerged from FGD shows in Table 2.

Focus Group Discussion: operation groups

The FGD of operation groups raised five principal themes emerged regarding the hazard caused and how they handled the incidents of hazard or accident (Table 2): (1) appropriate working conditions/environment (39% of quotes/discussion content; 95% of worker participants spoke on this theme), (2) prepare for occurring events (35% of quotes/discussion content; 95% of worker participants spoke on this theme), (3) having clear OSH policy (17.8% of quotes/discussion content; 77% of worker participants spoke on this theme), (4) assign proper work (4.2% of quotes/discussion content; 36% of worker participants spoke on this theme), and (5) manager support response (1.4% of quotes/discussion content; 16% of worker participants spoke on this theme). Each theme further detailed below.

Appropriate Working Conditions

The major theme that arose in all operational workers groups is appropriate working conditions/environment, which one of the most important factors influences the facilitation, satisfaction, and motivation of employees. The workplace environment is entirely significant to create a relationship in the workplace. The discussions pointed to two factors which influenced the experience of appropriate working conditions/environment:

Work satisfaction in mental & social environment aspects is slightly sensitive issues for the participants to debate. Hence, many groups choose to discuss concerned with the risk of working alone and focus on the physical environment instead. The narrative statements embraced experiences of risk from working without any co-workers on-site neither in the situations of colleagues or leaders who had been stay nearby in the same worksite nor not paying attention to the others.

Many participants mentioned the real importance of the alarm system or other warning signs for convening someone when a hazard incident occurred. They argued on the available alarm system, the efficiency of the alarm, response time after pressing, and the out of order or damaged alarm system. However, just having an alarm system was not sufficient to feel safe. If the alert system was not ready to use or there was uncertainty about the alertness staff, the benefit of the alarm system respectively diminished.

Physical environment of workplace creates the physical environment of the workplace creates a physical condition that can affect the health and satisfaction of employees. Many participants emphasized the importance of the workplace environment since many companies did not focus on environmental management that makes everyone feel secure in basic safety. For example, the working area designed to be suitable for work safety, convenient, organized, clean, systematic arrangements of equipment and machinery in storage areas during use or when completed work. Most of all workers accepted that they were hardly any inspected machine, equipment, and tools before or after use. Besides, they also discussed the need for the establishment of facilities that affect personal

and public hygiene, such as a resting area during break periods. Moreover, many groups criticized the first aid room that lack of medical care knowledgeable staff. Even if they existed, but there were not good enough to make them feel secure and happy when using services.

Prepare for Occurring Events

The physical readiness of the workers when deal with hazard incidents such as there is less work concentration due to insufficient rest, insufficient food (amount and nutrients), and drink alcohol before working can found in almost all participant groups. Moreover, they revealed the socio-economic factors like poor economic conditions, collapsed family relationships, and lack of learning opportunities, which are important issues in every enterprise.

Some stories pointed to how the participants prepared for the possibility of hazardous situations. The essential readiness was their instinct or mentality when confronted with danger signals, before expecting from co-workers or another responsible person to watch over, involved, and help eventually. Nevertheless, all strategy was to ensure that the best solution was promptly rescuing.

Some participants emphasized the importance of mentally preparing for insecure situations. Many participants restated that better preparation for the OSH program via education and training can be helped to reduce the accidental hazard rate. Some had attended short-courses conducted by experts, such as police officers, government officers or public health officers. Examples of valuable knowledge were to be perceived of own body language, to know how to de-escalate a potentially dangerous situation, and how to escape if necessary. The individual competence of the professional workers based on education and experience was crucial when meeting crises.

Having Clear OSH Policy

Many groups of workers said that most of the companies always have OSH policy statements, just like window dressing. Though, some of them quite concerned about the chance to involve the OSH policy formulation, but they did not notice any practical progress.

Hypothetically from some of the participants who have experiences worked in the construction industries for a long time, employers are required to appoint safety officers following the number of employees in the company under the Occupational Safety, Health and Environment Act (OSH Act) of Thailand on Ministerial Regulations: Specification of administration standard and the process of safety, industrial hygiene and environment at workplace (BE 2549). This regulation enforced the industries which employed more than 50 employees should have at least one person of the OSH committee. But if the companies hire more than 200 employees, they should establish a safety department with at least five members of OSH committees [zz]. Moreover, in many sections of the OSH act declared to an employer that should not forces an employee to work in a working condition and environment which may expose to their life, physical, mental, or health hazards without notifying and give handbooks before entering work. An employer should arrange all employees to receive related safety work training before working. Any employer who violates or fails to comply with the standards prescribed in the Ministerial Regulations shall be liable to imprisonment or a fine or both. However, most of the laws are not

earnestly enforceable in the SMEs business. They believe that enforcement and penalties are not severe enough to have a significant impact on a business group or employer which not following the regulation.

Many worker groups complained about the safety officer (OSH officer) which may have duties like did a safety poster, attached safety statistics on board, marked how many days we have been working safe, and showed it to everyone only. Some safety officers collected the number of guilty employees or contractors and just prepared all the documents as required by law. The safety officer in some companies existed just for following the law.

For the inside organization regulation, many groups clarified that if the strict warning system and the fair principle of punishment are specifying when accidental hazards occur. Then the rewards are giving when working safely and efficiently. These will be another way to solve accidents in the workplace and protected people surrounding.

Therefore, all of the worker groups hope that having a clear OSH policy theme may help to improve the life quality of various groups of stakeholders likewise: the employers, employees, customers, suppliers, family members, nearby communities, and other members of the public who are impacted by the workplace environment.

Assign Proper Work

Many participants ascribe toward assigning the appropriate work to the worker due to this line of thought may help to minimize the number of accident hazards at the workplace. It is common in SMEs construction companies to assign improper work due to the lack of resources to educate and train all new workers to work with efficiency and safety. Thus this reason forces they have to learn their jobs by themselves.

Across the groups, participants related accidental hazard circumstances, they perceived to be results of a mismatch between leader expectations and the worker effort. A typical example was inconsistency in leader workload demanding versus the handling ability of the worker. Besides, the existing organizational routines, unclear routines, and ambiguous communication sometimes can be created conflicts between them as well.

Many groups concluded that assigned appropriate work corresponds to the ability and personal characteristics are one of the keys to success in preparing for the dangers that may occur in the workplace. After reconsidered, they provided the idea of the opportunity to pass on knowledge from experienced workers to the other new workers. Additionally, they thought this point of view might improve the safety level at the workplace.

Representative Manager Response

Across the groups, participants described the leader's key role in providing support in general work proceeding, OSH planning, and some of them have to assess OSH following the plan. Many participants said that the leader's attitude was very significant in dealing with the consequences.

Other participants told about the continuous routines follow-up after an accident of the leader was not regularity. Typically, the workers had to manage things on their initiative. Their stories will be silenced, forgotten, and be the gossip eventually. Sometimes the employer or leader was not there for support, so they decided not to report anything, no matter what happens.

Some participants also said that they had regular meetings where the workers and leaders discussed recent accidents and how they handled it. The OSH assessment and safety measures might implement as a result of the discussions after accidents. Examples were improved alarm systems by installing closed-circuit television system at the entrance and exit or installing more fire alarm system inside and outside the risk area

Finally, they agree to emphasize the executives to implement safety policies and seriously take action to improve the deficiencies in enhancing safety in the workplace.

Focus Group Discussion: leader groups

The method applied for the leader groups was the same as applied to the worker groups, both discussion topics, and questionnaire. For the results of leader groups part, there were four general themes, listed below in order of the frequency which emerged during leader groups discussion, after the coding process: (1) Preparing/readiness of the workers (45% of quotes/discussion content; 97% of leader participants spoke on this theme), (2) Work skills (32.1% of quotes/discussion content; 96% of leader participants spoke on this theme), (3) Working time (19.7% of quotes/discussion content; 75% of leader participants spoke on this theme), and (4) The condition of the workplace (3.2% of quotes/discussion content; 21% of leader participants spoke on this theme. Each themes described in details as follows:

Table 2: Sample distribution of participants in the twelve groups (N = 150)

| Operation groups | | Leader groups | |
|--|---|------------------------------------|---|
| Main themes | Sub-themes | Main themes | Sub-themes |
| Appropriate working conditions/environment | <i>Work satisfaction</i> | preparing/readiness of the workers | <i>qualifications</i> |
| | <i>Physical environment of workplace</i> | | <i>personal qualities</i> |
| Prepare for occurring events | <i>The physical readiness</i> | work skills | <i>knowledge of work based on safety manners</i> |
| | <i>mentally preparing</i> | | <i>the nature of the work assigned to operation workers</i> |
| Having clear OSH policy | <i>involve the OSH policy formulation</i> | working time | <i>time spends on equipment and machinery</i> |
| | <i>the safety officer</i> | | <i>working time spent by workers</i> |
| Assign proper work | <i>lack of resources to educate and train all new workers</i> | workplace conditions | <i>Physical environment of workplace</i> |
| | <i>a mismatch between leader expectations and the worker effort</i> | | |
| | <i>pass on knowledge from experienced workers</i> | | |
| representative manager response | <i>leader's key role</i> | | |

Preparing/Readiness of Workers

The majority of the participants of the leadership groups stated that they did not frequently directly experience danger in the workplace. Hazardous events always occurred with groups of operations workers, which they gave

their opinions on why workers tending to more get into accidents or risk than meet the eye. Important reasons are the workers were not ready for work or not concentrated when working due to did not get enough sleep or get a hangover. Some participants in the leadership group are unsure about the personal health and hygiene of workers since it was a private matter for each person. However, most of them acknowledged and understood that if the worker got not enough rest or got drunk often. It leads to fatigue, daytime sleepiness, and initiated clumsiness during work that may be long-term affected to the brain system, perception, and work efficiency.

Some participants of leader groups agree that every construction worker should be prepared to face accidentally hazard situations. Therefore, they must have *qualifications* like enthusiastic, conscious, not afraid of occurring hazards, or able to think and solve problems immediately aimed to minimize damage from dangerous situations. Merely, it is relatively difficult to find all these qualifications in reality.

Some of the leader participants refer to the preparation of *personal qualities* while working with others. Such as the good relations workers will create a centralized work environment organization-work with solidarity. When unexpected danger occurs, it will be easy in any serious situation happening. There will inevitably be other people certainly help. Moreover, they will be worked with others smoothly.

Work Skills

Most leaders discuss *the ability or work skills* of construction workers at present. There are two sub-opinions expressed from the FGD. Firstly, was *knowledge of work based on safety manners*. They found that most of the workers had an intermediate knowledge level of working with safety. While ideals, every enterprise needs workers with a higher level of that kind of knowledge. Nevertheless, the economic constraints are an obstacle to the companies to hire highly capable or veteran workers as should be. All of the above mentions causing the new generation of workers lacked the opportunity to know about working techniques and risks when used equipment, tools, and machinery, before working in real life.

For the second sub-theme, where many operational managers in the leader groups discuss *the nature of the work assigned to operation workers* relate to the workers' ability level. If the leader handles this theme correctly, the operator will work

according to his / her preference or aptitude, be able to work in detail, work with care, and work with satisfaction. The outcome result is quality work, being compact, reducing accidents that may occur, and finally reducing the cost of production.

Working Times

On the topic of working times from leaders' points of view who participated in FGD are divided into two aspects. The first aspect is *time spends on equipment and machinery*. The second aspect is the *working time spent by workers*. They discussed that if workers manage the working time improperly. The risk situations will be decreased, for example, follow the schedule work plan that is appropriate to the machine capacity in the specified time. Sometimes the workers forget to punctually check the condition of equipment, tools, and machine.

The workers frequently wasted time doing other things unrelated to the task until the work delayed, then accelerated work to compensate later. The workers frequently wasted time doing other things unrelated to the task until the work delayed, then accelerated work to compensate later. These increase the risk of accidents, both from the fatigue of the workers themselves and using machines beyond capacity, etc.

Another example of worker efficiently time spent in which some the leader groups picked up was about the overtime work. Overtime seems necessary for workers in terms of economy, although they do not get enough rest and may face an accidental risk during work. The majority of participant groups were sympathetic to these issues. However, sometimes workers always work every day without a break, or some shift workers try to operate more than one shift every day. These are the problems that leaders accepted that it was slightly uncomfortable to solve problems, especially in SMEs. Because it is a delicate problem, having to make them understand the real purpose of solving without the issue of overtime payment involved. Hence, this is another point to cause an increased risk of accidents during work.

Workplace Conditions

Working conditions and the working environment are always mentioned in OSH in the workplace, both from the perspective of the workers themselves and from the perspective of the employers or leaders. There are conclusions about working conditions and environments from the FGD of the group of leaders, as follows:

In the work environment, several groups of leaders claim that many workers are not interested in maintaining the rules for using tools, equipment, and machinery. They were not kept clean and organized their workplace and did not respect the rules that able to affect work hazards. For example, the workers were arbitrarily decided to use machines, repaired machinery while it operated, used machines beyond limit capacity, and not worn protective equipment while working at risk, etc.

IV. DISCUSSION AND CONCLUSION

The goal of this study was to understand the interrelation of major factors, including how it affected the decision making of worker and leader individual characteristics, attitudes, and risk perception when dealt with accident and hazard at workplace. The FGD was done to allow workers to express their needs while offering a perspective on leaders lead to reflect the aspect and adjust an understanding between both sides.

The results of this study suggest that important organizational factors in SMEs operation groups to deal with accidents during work are suitability working conditions-environment, preparing for occurred events, having clarification OSH policy, proper work assignment to the right person, and the response of the representative manager Whereas, focused organizational factors of leader groups are preparing/readiness of the workers, working skills, working time, and workplace conditions.

Almost all operational groups courageously express themselves and critique on the topics of the working environment and conditions. Because it is a situation that they have to directly encounter and have a noticeable effect on their work for preparing to face hazard situations. Two main groups of participants mentioned the factors that made the personnel satisfied when working are financial incentive factors such as wages, medical expenses, pensions, and

benefits, etc. However, non-financial incentives factors include things that can respond to mental needs such as praise, acceptance being part of the group, and equal on their duties progression are significant factors as well. From the study, factors that affect job satisfaction in briefly are human-need security -for instance: opportunities, managing satisfaction, wages, compensation, work characteristics, communication, commands, work atmosphere, and compensation- as it is the motivation for satisfying responses. Workers are satisfied with a variety of work, not too little because it causes boredom. But if too much work will cause emotional stress. In general, managers should empower employees to work on their own if employers try to control everything the dissatisfaction will occur shortly. Workers feel insecure when they work alone, especially in the risk situation which seems to be important issues for them, but not many quotes in FDG of the leading groups. Working alone or work without paying attention to those around you means danger for the worker, lost time, and property loss. Some kinds of work, such as work in enclosed spaces or heavy lifting, should have restrictions rules for working alone. Because when working at-risk situations, a helper or guard will be required. Including the supervisor should keep an eye on and check every step of the work all the time. Similarly, the essential of alarm system. The leader groups had a few comments on it.

The work environment frequently mentioned in the FDG narration of the worker groups. Many workers emphasized that they need a designed working area, convenient, organized, clean, and safety system at least follows the regulation of the OSH

Act of Thailand. On the other hand, it seems not frequently mentioned in the leader groups. That is probably because traditional security management considers the provision of OSH as an expense and a burden that companies must carry.

The preparation for facing hazard situations of the worker participants shows, they accepted that these risks caused by themselves. Therefore, the solution depends on how they adjust the attitudes and behaviour of their workers themselves. This consistent with the leader groups' aspect discuss. Hence, workers have to consider improving their weak points first. However, they still need help from the leaders in order to be able to fix disadvantages together for enhancing the personal and organization's benefit.

On the clear OSH policy, conceptual themes from workers confirmed every company had their own OSH policy statements, but difficult for the worker to involve the policy formulation. However, most of the laws are not earnestly enforceable in the SMEs business. The enforcement and penalties are not severe for the company that breaks the law or regulation. At the same time, the worker still needs rewards to convince him to work safely and efficiently while the leaders did not focus on these issues as should be. The same as the safety officer in some companies existed just for following the law. In fact, The safety officer should talk to everyone like the people in the same family and showed concern to let operation workers know the danger that they could do, and made everyone act as the safety officers not only by position.

To assigns, the proper work must correspond to the ability and personal characteristics. In the aspect of the worker, they focused on the results from lack of resources to educate and train all new workers, the mismatch between leader expectations and the work effort, and pass on knowledge from experienced workers. These are

some of the keys to success in minimized dangers in the workplace.

The leader groups missed this point from their discussion, but they focused on working time and working skills, which similarly to this topic. Actually, experienced or skilled workers are valuable for the organization because they could pass the knowledge to the newbie worker. In which these things ultimately affect the operating results

Our study shows the potential for the development of better understanding between two groups level and encourage the leaders to improve strategies for OSH policy. Many participants among worker groups described that the response of representative leaders always mismatches between policy expectations and actual work situations. This point should resolve when there is an expectation of accident reduction. There should be an investment in the workplace to create motivation and understand. The importance of reducing accidents at work sincerely which training to create a correct understanding including compensation for motivation to work from the leader group. Even more, the reward provides if the operation worker can work without causing danger.

Individuals should have a responsibility to carry out their assigned duties for a health and safety program to achieve their desired result. Everyone in the workplace must know their responsibilities.

In conclusion, this study is beneficial for both group leadership and operation in various aspects. Three major issues that affect accident risks are (1) personal awareness and readiness, (2) experience, skill, knowledge, and (3) leader response and clear OSH policy. Personal readiness and surveillance directly variations to the year experiences, ages, and education levels, respectively. Encouragement all operators to improve knowledge by providing training before start work includes regular training and seminars related to the OSH program for every staff in the organization to reduce and prevent future accidents together. A non-executive director can act as an inspector to ensure that the processes to support the team facing significant health and safety risks are robust enough. The OSH plan not only comes from the above level but should open the idea from the lower level of the organization as well. The leadership role in the SMEs construction business has to understand the importance of the OSH concept and develop strategies embedded in the company policies. All of these aimed to minimize accidental risks for their sustainability and competitiveness.

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