

A Critical Analysis on the Health and Safety Executives Marketing Campaigns in the Construction Industry

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Contents

Research Proposal.....	3
1.1 Introduction	3
1.2 The Health and Safety Executive	3
1.3 Rationale	3
1.4 Background & Literature Review	4
1.5 Aims and Objectives.....	5
Research Design.....	6
2.1 Methodology.....	6
2.2 Research Philosophies	6
2.3 Research Approaches.....	7
2.4 Research Strategy and Method	8
2.5 Data Collection Methods & Analysis.....	8
2.6 Sample.....	8
2.7 Limitations and Ethical Considerations.....	8
2.7.1 Limitations.....	8
2.7.2 Ethical considerations	9
2.8 Reliability and validity	9
Resources and Planning	9
3.1 Resources.....	9
3.2 Gantt Chart.....	9
Bibliography	11
Abbreviations.....	13

Research Proposal

1.1 Introduction

This dissertation aims to critically analyse the Health and Safety Executives (HSE) Marketing Campaigns in the Construction Industry. It is important to understand if the marketing campaigns by the HSE are benefitting the Construction Industry and if they are responsible for the reduction of accidents/incidents and fatalities. The Construction Industry is one of the most hazardous industries across the UK. There have been previous studies carried out in relation to improving Health and Safety in Young Workers (Anne M. Lavack, 2008), in how to market health and safety to smaller enterprises (Walker, 2000) in an attempt to ensure the safety of construction workers and to analyse the effectiveness of the HSE's approach to the construction industry (FrontlineConsultants, 2016). These previous studies fail to analyse the HSE's marketing campaigns effect on the industry. This dissertation aims to provide recommendations for the HSE marketing campaigns to help improve health and safety.

1.2 The Health and Safety Executive

"At the HSE, we believe everyone has the right to come home safe and well from their job. That's why our mission is to prevent work-related death, injury and ill health." (HealthandSafetyExecutive, 2018). The regulator aims to prevent work-related death, injury and ill health. (Government, 2018)

1.3 Rationale

Marketing is frequently considered as being a strategic management system of an organization (Aaker et al., 2010, p. 15). Marketing should be playing a main role in Health and Safety strategy in the construction industry. For this dissertation is it vital to understand how marketing can help to improve health and safety across the construction Industry.

Marketing must promote health and safety. Promotion is the efforts of a marketer to influence a 'buyers' attitudes or behaviours. (Solomon et al., 2008). In this instance, the buyer refers to the target audience (i.e., management, employees in the construction industry). To influence a buyer's behaviour a marketer must gain their attention, you can then work to persuade them to change their behaviour and influence them to continue with this desired behaviour. A target audience can be broken down into four group to understand the best way to influence their behaviour. McCarthy & Perreault (1987, p. 604) categorise these groups as early adopters, early majority, late majority and non-adopters. By targeting the early adopters to implement health and safety campaigns, the HSE may have more success with reducing accidents/incidents and fatalities. Once the early adopters begin to partake in improving health

and safety, the early majority will follow. The late majority can be will take longer to persuade to follow the recommended health and safety protocols as they are usually of an older generation. The non-adopters are a dangerous group to have in the construction industry as they are a high-risk group for causing accidents/incidents and fatalities. This dissertation will analyse the HSE's campaigns and discuss the relation between the campaigns and the reduction of accidents/incidents and fatalities in the construction industry. The findings will be used to create recommendations for the HSE to follow in the future.

1.4 Background & Literature Review

The HSE aim to prevent accidents/incidents and fatalities on construction sites. (HealthandSafetyExecutive, 2018) Malpractice in the industry results in 64,000 workers suffering non-fatal injuries to workers each year and 144 fatal injuries in 2017-2018. (HealthandSafetyExecutive, 2018) The HSE reports on the number of accidents each year across the construction industry in the United Kingdom. There is a paucity in academic literature that identifies how effective the HSE's campaigns are on the construction industry. The studies that have been carried out focus on how individual construction companies implement their health and safety plans. (Angelic M. et al., 2003). There is a lack of recent literature in relation to marketing and HS in the past ten years. This dissertation aims to give an insight into the literature that is available and create a discussion about marketing and health and safety.

Each year the HSE release a Business Plan (HealthandSafetyExecutive, 2018) where they set out the objectives and aims for health and safety in the UK. The HSE's website will provide access to publications by the HSE, providing information in relation to their marketing campaigns, strategies and aims for health and safety. When analysing the marketing campaigns that the HSE have carried out, the literature must be reviewed with caution as it may be biased. The literature will be analysed to see if there is a direct link between the campaigns that are run and the accidents/incidents that happen in the industry. The British Safety Council (BSC) will also be an important site for this dissertation as they provide health and safety training and knowledge to construction workers. (BritishSafetyCouncil, 2018). The "Marketing Strategies for enhancing safety culture" (Angelic M. et al., 2003) is a resourceful journal for this dissertation. Construction workers must be motivated to work safely. Marketing methods used must enforce an atmosphere of health and safety and improve workers behaviour. Implementing marketing strategies must be used beyond just focusing on preventing accidents and should "highlight innovation and achievement" (Culvenor, 2000). To improve health and safety in the industry, marketers should focus on prevention and planning through improving hazard identification, increase employee involvement, encourage new

solutions to accidents and concentrate on creating practicable controls for the prevention of accidents. Angelica M. et al., (2003) discuss that rather than focusing on how many accidents are on a construction site or in a company, marketers should focus on the positives. As marketing contains an aspect of behavioural studies, positive reinforcement may help to improve health and safety in the construction industry. The journal discusses important points that must be noted when evaluating the HSE's marketing campaigns. Angelica M. et al., (2003) discusses incentive schemes can help to focus employees on improving health and safety on site but can lead to employees not reporting the accidents or incidents "which could lead to a recurrence". Miller (1998) states that to change employees' ideals concerning safety you should alter their behaviour, and their attitudes will change to suit this new, positive behaviour. Due to technological advances, there has been a dramatic change in both the construction industry and the marketing discipline. The HSE should include aspects of digital marketing in their campaigns. Digital marketing is defined as the "application of the internet and related digital technologies in conjunction with traditional communications to achieve marketing objectives" (David Chaffey et al., 2016, p. 11). This dissertation will review the industry changes and make recommendations for the HSE in how best to promote health and safety.

1.5 Aims and Objectives

The aim of this dissertation is to critically analyse the HSE'S marketing campaigns in the construction industry.

These aims are:

- 1) To critically analyse the impact the HSE's campaigns have on the construction industry.
- 2) To conduct primary research in the form of interviews to investigate the opinions of individuals in the construction industry on the marketing campaigns of the HSE.
- 3) To use published articles and journals, books about marketing and about the construction industry to form a greater understanding about the HSE's marketing campaigns and to make recommendations for how these campaigns can be improved to reduce accidents/incidents and fatalities in the construction industry.

Research Design

2.1 Methodology

Research is defined as a process that is extremely organised and systematic that follows a logical pathway using information in order to explore a proposed question or test hypotheses. (Punch, 2016). Carrying out research is important to ensure a theory or problem can be satisfied. Research is carried out in an objective manner by gathering data and facts which offer evidence in to solve a researcher's/ theory or problem (Ariola, 2006). The universal method of carrying out effective research is using a method developed by Saunders, et al., (2009) This method is described as the 'Research Onion' and is depicted by figure 2.1.

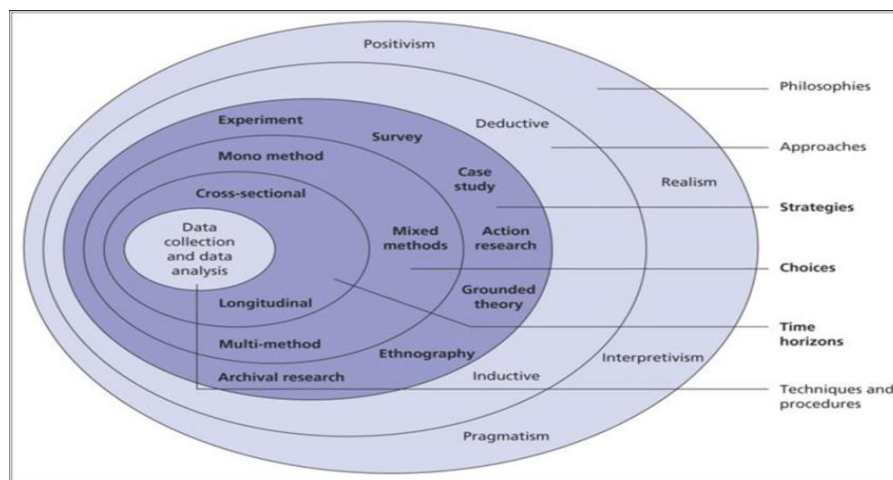


Figure 2.1: Saunders, Lewis and Thornhill, 2009, p. 108.

As depicted in Figure 2.1, The Research Onion is made up of layers. By using the 'Onion', it is easy to identify an effective research strategy as discussed by Saunders, et al., (2009). This strategy gives researchers a system to follow when carrying out research. The research onion provides the researcher with a choice of philosophies, approaches, strategies, choices, time horizons, techniques and procedures that can be carried out to help the researcher get access to the best data.

2.2 Research Philosophies

Saunders, et al., (2009, p. 127) discusses that two of the main philosophies that make up ontological framework are positivism and interpretivism. In relation to the positivism philosophy the researcher assumes the role of an objective analyst. Positivism ideology assumes that the researcher is independent and is not affected by the subject of the research (Remenyi D Williams, 1998, p. 33) Meanwhile, interpretivism ideology places an importance on social and moral considerations by emphasising an individual's perceptions and how they come to

specific conclusions. The researcher will use aspects of both positivism and interpretivism to meet the aims and objectives of this research proposal. Positivism uses quantifiable observations that lead the researcher to specific data and statistics. For the purpose of this research, interviews and questionnaires will be carried out and will be the main qualitative data. Interpretivism philosophy will be included in this research. Aspects of this research will use the interpretivist position, it is important to explore the subjective meanings encouraging individuals' actions in order to be able to understand them. It will be beneficial to understand employee behaviour in the construction industry and interpretivism will help this research. The researcher will apply both positivist and interpretive philosophies as 'questionnaires and structured interviews appeal to positivists' (Cameron et al., 2009, p. 55) while the aim of the interpretivism is to 'capture reality' and present it in 'academic language' (Cameron et al., 2009, p. 56)

2.3 Research Approaches

For this research proposal, deductive and inductive approaches will be used. Saunders (2009) discusses the differences between deductive and inductive approaches. The deductive approach focuses on collecting quantitative data, using scientific principles and the researcher being independent of the research subject. The deductive approach is an extremely structured approach. Saunders (2009, p. 127) states the inductive approach is used to get a clearer understanding of the research subject. With the inductive approach there is a less need with the need to generalise. See figure 2.2 for the process of induction and deduction (Bryman et al., 2007). The researcher will observe how the HSE campaigns affect the construction industry and will analyse the effect these campaigns have on the industry and will therefore draw conclusions from the results and provide future recommendations for the HSE.

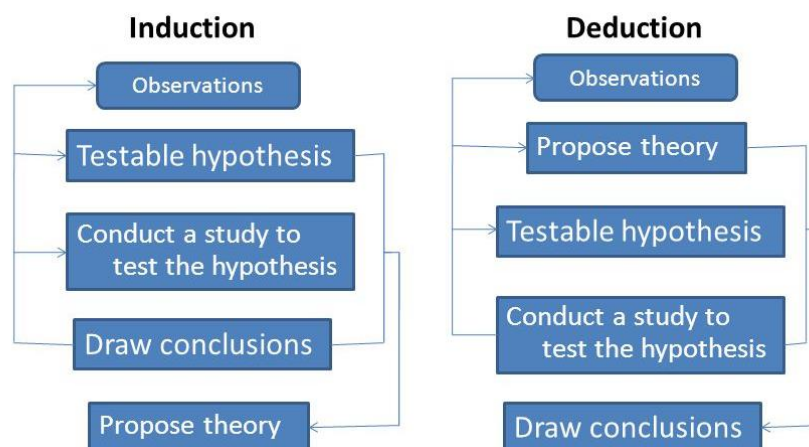


Figure 2.2 Process of Induction/Deduction 1

2.4 Research Strategy and Method

Research strategy is how the researcher aims to carry out the research and what resources will be utilised in the research process. The researcher will gather the opinions of those employed in the construction industry through the use of interviews and questionnaires. An analysis will be carried out on the statistics of accidents/incidents and fatalities in the construction industry and these findings will be incorporated into the research. These interviews will be using the qualitative approach. This data will be used to focus on gaining an insight into the opinions of the managers in the construction industry. The responses will be analysed and compared against other data that is gathered.

2.5 Data Collection Methods & Analysis

The researcher will carry out primary search in the forms of interviews. Interviews will be carried out with individuals who are employed in the construction industry and are affected by the HSE's marketing campaigns. This data collection method is suited to this type of research and will provide the researcher with the opportunity to collect the opinions of those employed in the construction industry.

2.6 Sample

For the purpose of this dissertation, the researcher will use suitable sampling methods for this study. This sampling is known as opportunity sampling. This type of sampling method can be described as a non-probability sample method (Saunders et al., 2009). Those involved in providing data for the researcher will interviewed due to their accessibility to the researcher. The researcher has previously worked for the managers who will be interviewed and has. This allows the researcher to use this relationship as an opportunity sample.

2.7 Limitations and Ethical Considerations

2.7.1 Limitations

There is a limited time frame to carry out this research, access resources and conduct primary research. The sample used for the primary research will be from a variety of individuals working in the construction industry. This sample will not be representative of the overall construction industry, but due to the time frame, the researcher aims for the results will give an insight into the industry.

2.7.2 Ethical considerations

There is little to no ethical risk in the case of this research. There is no vulnerable population, all participants will be voluntary and will be over the age of eighteen, all the data that the researcher collected will be stored anonymously and secured by a password protected document on a computer.

2.8 Reliability and validity

It is vital for the research to ensure the research process is both reliable and valid. Kirk and Miller (1986) discuss how important it is for a researcher to provide credible data, creating a concept that if the research is not to a standard that is considered valid and reliable, the conclusions of the dissertation will be incorrect. The interviews will be structured with set questions that will be derived from the literature review. The questions will be unbiased and will be reviewed by an experienced dissertation supervisor to ensure error does not occur. (Kirk & Miller, 1986)

Resources and Planning

3.1 Resources

The resources used will be accessed by the researcher using online research databases in the university, the library and search engines. This secondary research that will be used is crucial to this report. The findings in this research will be analysed to help the researcher reach the outlined aims and objectives (Oliver, 2012, pp. 10-25).

3.2 Gantt Chart

A Gantt chart is a tool which helps to set out tasks that need to be completed (Kumar, 2005, p. 15) The Gantt chart enables the researcher to stay on track to reaching their aims and objectives by using a timeline. (Saunders et al., 2009) Please review the attached in figure 3.1 indicating the researchers plan.

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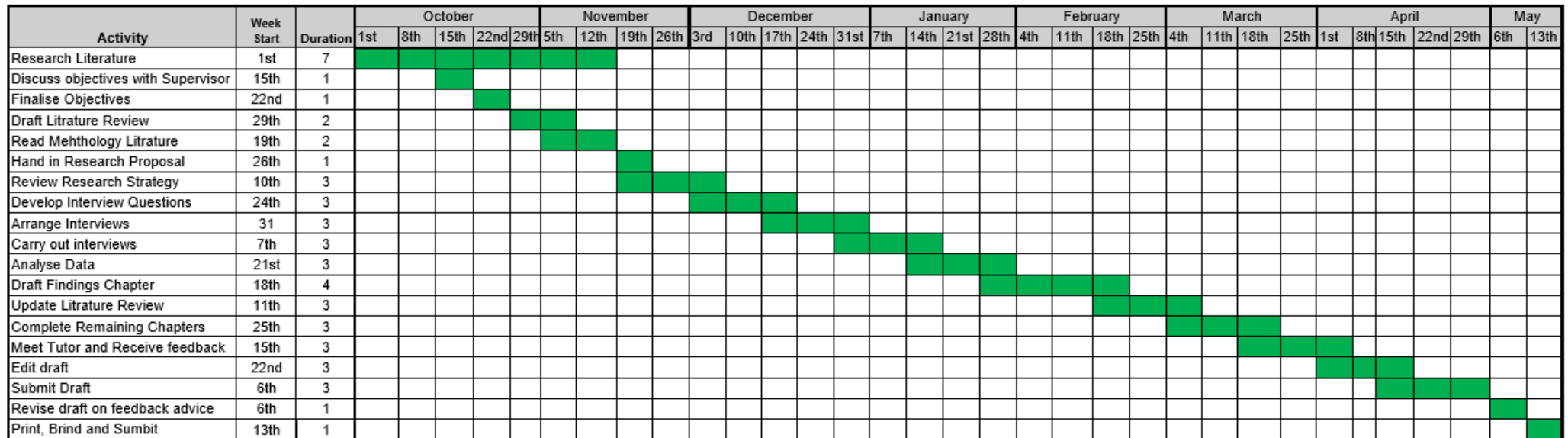


Figure 3.1 Gantt Chart (Saunders et al., 2009)

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Abbreviations

HSE – health and safety executive

BSC – British Safety Council