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# RELATIONSHIP BETWEEN UNCONSCIOUS HAZARD AND PERCEIVED SAFETY IN ORGANIZATIONAL MANAGEMENT SYSTEMS

**Purpose.** Identifying the relationship between unconscious hazard and perceived safety to develop recommendations for improving the effectiveness of the organization's management system.

**Methodology.** To identify the relationship between unconscious danger and perceived safety, it is based on dialectical, inductive and systemic methods of cognition, which allow us to understand the elements of the combination of phenomena and processes that are characteristic of the security sphere and the attitude of the organization's personnel to them.

**Findings.** The definitions of the terms of "conscious/unconscious safety/danger" were analyzed, which enabled the identification of conscious safety as the performance of work activities by a trained employee under acceptable risk conditions with an admissible level of potential losses. It was demonstrated that conscious safety allows an employee to timely assess changes in hazards and risk factors in the environment and proactively implement preventive actions to reduce risk. The interrelation between conscious and unconscious safety/danger was established based on attitudes toward safety within organizations, which made it possible to develop models and distinguish types of conscious/unconscious safety/danger. Furthermore, nine principles of conscious safety were proposed, which can serve as a foundation for shaping occupational safety policies in organizations, including the development of proactive measures to prevent hazardous events.

**Originality.** The transition is substantiated from unconscious danger to conscious safety based on approaches generally accepted in management systems, regarding the provision of risk management processes in organizations, response to changes in the environment and provision of preventive and protective actions.

**Practical value.** Nine principles of safety awareness have been developed, which allows one to identify the level of development of the safety management system in the organization and to develop recommendations for achieving safety awareness.

**Keywords:** *risk, model, processes, safety awareness, management decisions*

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**Introduction.** The main goal of any organization is to maximize possible financial profit with minimal (planned) losses [1]. To this end, various management systems are created to combine the various elements (policies, processes, procedures and actions) that are necessary to achieve the goal set [2]. Hence the need for management systems to pay significant attention to controlling inconsistencies, dangers, threats and challenges by implementing a risk management process that will allow organizations to avoid unplanned losses [3]. This process (risk management) requires a comprehensive involvement of employees through motivation, incentives, improving competence, developing communication, disseminating information about its advantages, positive aspects, and new opportunities [4]. The cornerstone of this process is safety awareness by the organization's personnel, which will ensure that appropriate precautionary measures are carefully determined based on competent danger identification and effective risk control. This conclusion does not contradict the theories of social system, social identity, and social exchange [5, 6], which position perceived safety as an important mediator between system management and its effectiveness. Hence, there is an urgent task to study the impact of different levels of safety awareness among personnel on the effectiveness (efficiency) of the organization's management system.

**Literature review.** There are many definitions of the term "perceived safety". For example, perceived safety determines the level of employee awareness of threats and careful attitude to the work performed [7]. However, the above definition does not mention anything about the employee's personal actions to protect themselves from danger. For example, the authors of [8] state that perceived safety is an ability, that is, a person's potential ability to perform certain activity aimed at recognizing the risks of dangers in the workplace, which allows ensuring control over their level. The proposed

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definition includes the phrase "risk of danger", which also requires interpretation. Experts define perceived risk as a subjective attitude to the probability of a dangerous event occurring and the severity of the consequences of the danger [9]. At the same time, a subjective attitude is characterized by the influence of a spectrum of affective (emotions, feelings, moods, etc.), cognitive (seriousness of events, media coverage, risk-mitigating measures, etc.), contextual (formation of information about risks, availability of alternative sources of information, etc.) and individual (personal traits, previous experience, age, etc.) components of the human psyche [10]. This leads to another definition of perceived safety as understanding, recognizing potential dangers based on personal abilities and observation to develop safe, careful actions aimed at reducing the risk of danger [11]. If there are employees who are aware of the danger, then there are also those who are unaware [12]. That is, it is logical to assume that the opposite of perceived safety is unperceived safety, which the authors of the paper [13] define as procedural, inconsistent with regard to the need to reduce the level of risk of danger. Safety seems to be there, but it is somehow not agile, not flexible, which does not allow for a timely response to changes in a changing world, and this leads to the emergence of danger [14]. In order to reduce the probability of a dangerous event occurring, there is a need to inform employees, prepare them, train them, and most importantly, develop appropriate behavior in an environment where there are dangers. Then it can be assumed that the actions of an employee who is aware of the danger, who knows how to perform his/her duties in dangerous conditions and remain healthy and unharmed will be called a perceived danger [15]. In other words, a perceived danger is the reasonable performance of one's work duties in an environment with unpredictable development of events due to existing dangers. Logically, the opposite of a perceived danger is an unperceived safety, which is the worst case scenario of an employee's attitude to his/her labor obligations.

Having collected various interpretations of perceived/unperceived safety/danger, we see a lack of consistency in their definition, and most importantly, in understanding their interrelations. Therefore, there is an obvious need to develop a concept of perceived safety, which would allow developing recommendations for its achievement, provision and maintenance in order to reduce losses in the organization's management systems.

**The purpose of the paper** is to identify the relationship between unperceived danger and perceived safety in order to develop recommendations for improving the effectiveness of the organization's management systems.

To achieve the purpose set, it is necessary to solve the following tasks:

- to analyze the definitions of the terms perceived/unperceived safety/danger in order to describe them;
- to identify the relationship between perceived/unperceived safety/danger based on the attitude to safety in organizations to develop perceived/unperceived safety models;
- to propose the principles of perceived safety to improve the policy in safety management systems in organizations and develop recommendations to reduce the level of losses.

**Methodology.** The study of the interrelation between unconscious danger and conscious safety is carried out based on dialectical, inductive, and systemic scientific approaches. In particular, the content of the conscious safety concept was clarified during a scientific discussion with co-authors, which allowed for a deeper comprehension of its theoretical foundations. This provided a multifaceted analysis of the research horizons before moving on to a purely instrumental definition of the role of this consciousness. Special attention was paid to the stages of forming an organizational occupational safety culture, as a relatively complete form of social interaction among employees of organizations, which makes it possible to define the boundaries of its conceptual representation, structural characteristics, and key features for further analytical processing [16].

Using the inductive method, the authors tried to identify the important and unchanging elements that constitute the essence of perceived safety by clarifying the cause-and-effect relationships between the definitions of perceived/unperceived safety and logical assumptions from the specific to the general [17]. At the first stage, groups of well-known facts characterizing perceived safety were covered to identify common features that made it possible to reflect the essence of the stated term and define the principles of perceived safety. At the second stage, perceived safety was analyzed as an integral set of certain elements from a set of different relations and connections that allow forming risk management models at certain levels of safety.

**Research results.** As part of the first task, an analysis of the definition of the term perceived/unperceived safety/danger was conducted based on various sources [18, 19]. Thus, most experts define safety as the absence of inadmissible (unacceptable) risk associated with the possibility of causing any loss (product quality, environmental, life and health of employees, energy, etc.) [20]. The concept of safety is interpreted differently. Specifically, it is viewed as a state of protection for an individual performing work functions from excessive or unacceptable risks [19]. Another approach emphasizes a set of measures aimed at preventing, minimizing, or eliminating occupational threats [20]. Sometimes, safety is described as a combination of an objective state and the subjective perception of personal, property, social, psychological, and moral protection, as well as guarantees for the realization of human rights and freedoms [21].

This leads to the conclusion that in order to reduce injuries, it is necessary to clearly determine the conditions (safe/unsafe) in which employees perform their work. For this purpose, the risk management process is applied, which facilitates the measurement of damage (losses) [22]. If the risk is unacceptable (inadmissible), then the losses are unacceptable (inadmissible), which indicates a lack of safety. It also helps to determine the risk reduction curve in the organization (Fig. 1), which outlines the boundaries of the zones of presence/absence of safety. This means that all members of the organization understand the implementation of the necessary actions in management systems to create conditions for the presence of safety.

In this case, the occurrence of a dangerous event is reduced to a minimum probability through the implementation of legislative and regulatory safety require-

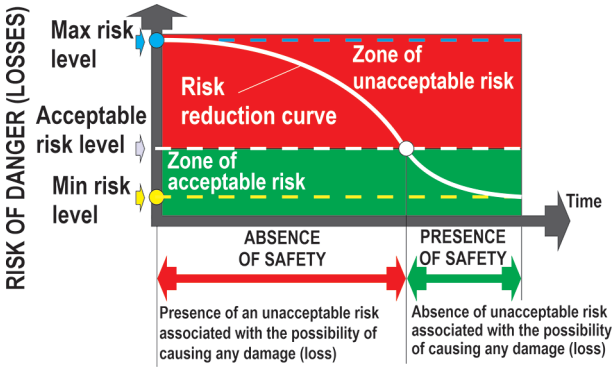


*Fig. 1. Zones of presence/absence of safety*

ments, application of risk management processes, response to changes, and the implementation of precautionary or protective measures to reduce the risk to an acceptable level (Fig. 2). If the risk is acceptable, safety is considered to be present. Unfortunately, the risk level can change significantly (dynamically) over time, from the simultaneous manifestation of several dangers or dangerous factors that increase the probability of a dangerous event occurring from a danger.

This leads to the need for constant monitoring of dangers and dangerous factors in order to respond to a change in risk level in a timely manner. There is a need, first of all, to create conditions for appropriate readiness through motivation, willingness and the availability of opportunities for employees to control the current situation in the workplace.

That is, the employee must understand possible changes in risk (from acceptable to unacceptable), which will allow him/her to consciously avoid the occurrence of a dangerous event through awareness of the danger, perception of possible consequences, careful attitude to his/her condition, and the use of precautionary and protective measures [26]. Otherwise, unacceptable consequences occur due to unconscious actions that can be characterized by a lack of knowledge, skills, or appropriate attitude towards safety.

In view of the above, the concept of "perceived safety" in management systems (product quality, environmental, life and health of employees, energy, etc.) means performing activities under conditions of acceptable risk with an acceptable level of losses (product quality, environmental, life and health of employees, energy, etc.).

Based on the above definition, several features of perceived safety of employees can be distinguished:

- awareness of the need to *comply with legislative and regulatory safety requirements*;

- awareness of the *conditions of activity with an acceptable level of risk and with an acceptable level of losses* means that the organization has implemented a risk-based safety management system that allows making appropriate managerial decisions to prevent the occurrence of dangerous events and to reduce the severity;

- awareness of *a change in dangers and dangerous factors in the working environment* means that the employee is able to identify dangers, knows the cause-and-effect relationships between dangers, dangerous factors, dangerous events and their consequences, and his/her physical and psychological state allows timely response to changes in the internal and external environment;

- awareness of *taking precautionary and protective actions in advance to avoid the occurrence of a dangerous event*, that is, the employee understands precautionary and protective measures to reduce the probability of a dangerous event occurring and the severity of its consequences.

In other words, the main features of perceived safety include the awareness of employees to identify dangers that exist in the management system, to know and fulfill safety requirements, to monitor changes in the internal and external environment and to respond to them in a timely manner by implementing protective and precautionary measures, while the organization has implemented risk management processes, responding to changes, and substantiating protective and precautionary measures (actions).

As part of the second task, it is proposed to determine the relationship between perceived/unperceived safety/danger through the matrix of employees' attitudes to safety in the organization (Table 1).

From the above definition of perceived safety, it can be seen that the actions of employees can be conscious (when an employee realizes a change in dangers and dangerous conditions) and unconscious, as well as of the organization, based on the level of compliance with safety requirements, the effectiveness of risk management processes, response to changes, and timeliness of

*Fig. 2. Characteristics of the absence/presence of safety in the organization based on risk acceptability/unacceptability*

*Table 1*

Perceived/unperceived safety/danger matrix

| Employee attitude to safety | Types of danger and safety | |
|---|---|---|
| | Safety | Danger |
| Perceived | 1. Perceived safety | 2. Perceived danger |
| Unperceived | 3. Unperceived safety | 4. Unperceived danger |

taking precautionary and protective measures. Thus, two zones can be distinguished: the presence of safety and the absence of safety. This makes it possible to create a matrix of "perceived-unperceived safety-danger" and to distinguish: *perceived safety; perceived danger; unperceived safety; unperceived danger*. The obtained classification of types of safety in the organization is necessary to develop recommendations for constructing a perceived danger in order to reduce losses in their management systems in organizations by identifying the missing features of perceived safety.

It is assumed that according to the appropriate attitude (conscious and unconscious) of employees to safety/danger and the presence/absence of safety in the surrounding working environment, it is possible to distinguish unperceived danger, perceived danger, unperceived safety and perceived safety (Fig. 3). Thus, based on the attitude of the organization's employees, the four components mentioned above can be distinguished. In this case, to determine the limits of the above components on the scale of acceptable/unacceptable losses, indicators characterizing the degree of fulfilling the legislative and regulatory requirements, the existence of a risk management process, the existence of a process for responding to changes and the implementation of protective and precautionary measures are used.

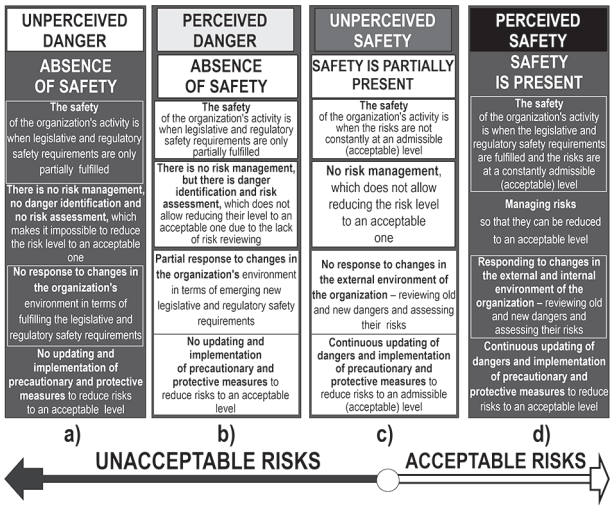


*Fig. 3. Main types of danger and safety and their characteristics:*

*a – unperceived danger; b – perceived danger; c – unperceived safety; d – perceived safety*

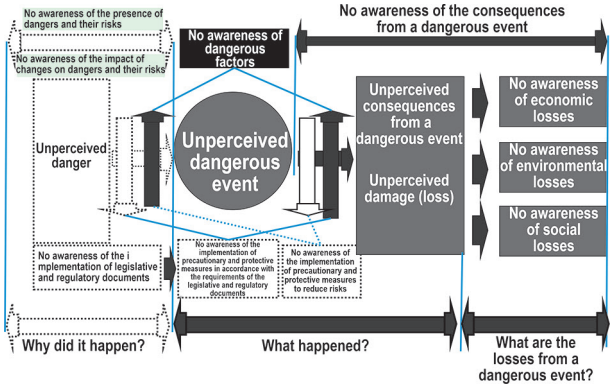


*Fig. 4. Unperceived danger model*

"Unperceived danger" is characterized by the fact that employees lack sufficient knowledge of legislative and regulatory requirements, as well as skills in identifying dangers that exist in the management system. The organization lacks processes for determining risk levels and does not assess them. At the same time, partial implementation of precautionary and protective measures in accordance with legislative and regulatory requirements is allowed due to pressure from the relevant state regulatory authorities. However, neither managers nor employees are aware of the dangers, and thus there is no possibility to ensure that risks are acceptable in the organization and thus to ensure safety. In other words, there is no safety, that is, safe working conditions are not provided (Fig. 4).

The following features are characteristic of ***perceived danger***: employees are able to identify dangers that exist in the management system, while the organization has implemented processes for determining risk levels and assessing them. However, there is no implementation of precautionary and protective measures to reduce risks to an acceptable level, which does not allow ensuring the condition of acceptability (admissibility) of risks in the organization's management system (Fig. 5).

Unperceived safety is characterized by the ability to identify dangers that exist in the management system, by the introduction of processes for determining risk levels and their assessment, as well as by the full implementation of precautionary and protective measures to reduce risks to an acceptable level. However, the lack of response to changes does not provide an opportunity to ensure the condition of risk acceptability (admissibility) in the management system in the event of significant changes in dangerous factors in the working environment, changes in processes, equipment, legislative requirements, etc. That is, managers and employees lack awareness of the dynamics of changes in dangers, their combinations and dangerous factors, which can, under certain conditions, lead to both an acceptable/unacceptable risk level and the emergence of a changing safety environment in the organization at some point of a change (Fig. 6).

Perceived safety is characterized by the ability to identify dangers that exist in the management system, by the introduction of processes for determining risk levels and their assessment, as well as by the full implementation of precautionary and protective measures to reduce risks to an acceptable level. It is also characterized by response to changes, which provides an opportunity to ensure the condition of risk acceptability (admissibility) in the management system in the event of significant changes in dangerous factors in the working environment, changes in processes, equipment, legislative requirements, etc. That is, managers and employees are aware of the dynamics of changes in dangers, their combinations and dangerous factors, which makes it possible to implement appropriate precautionary and protective measures and this makes it possible to keep the risk at an acceptable level, ensuring safety in the organization (Fig. 7).

As part of the third task, based on the analysis of perceived safety features, the basic principles of its formation are proposed. The degree of implementation of these principles helps to determine the type of danger or

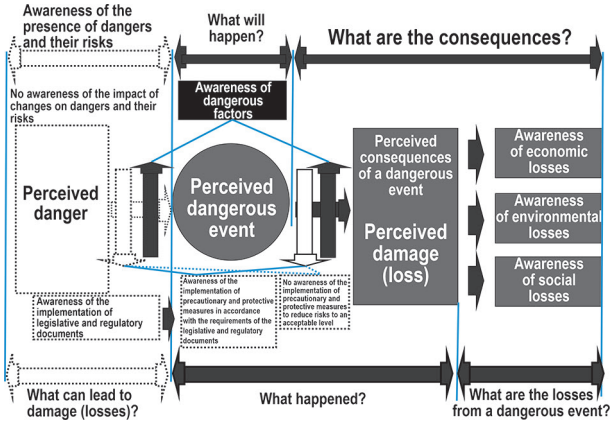


*Fig. 5. Perceived danger model*

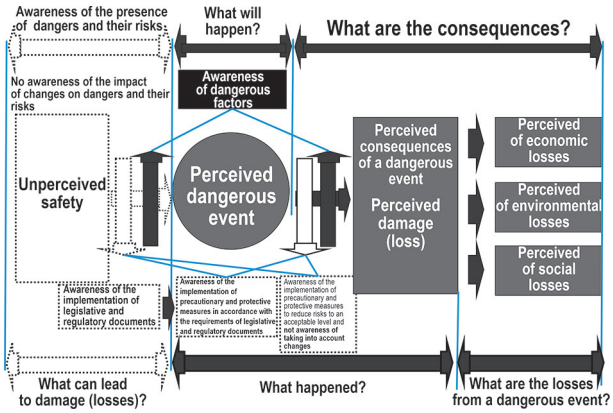


*Fig. 6. Unperceived safety model*

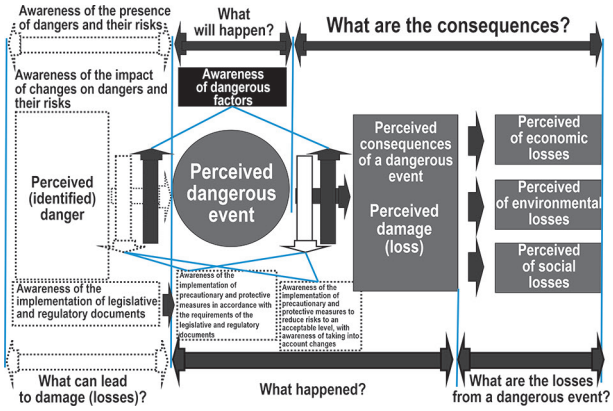


*Fig. 7. Perceived safety model*

safety in the organization's management systems and to develop recommendations and a program for the development of safety from the lowest level – "no awareness of danger" to the highest level of safety "safety awareness". Basic principles of "perceived safety" are (Fig. 8):

*1. Awareness and understanding that there are always dangers in the activity of organizations that lead to losses* (identify potential dangers and determine their risks that may arise in a particular situation and lead to a lack of safety, that is, the risks will have a level that is more acceptable (admissible).

*2. Awareness of the need to determine the level of risk and conduct an assessment of its levels* (to analyze dangers, determine the probabilities and consequences of dangerous events (accidents, fires, emissions, incidents, etc.), that is, to determine the level of risk and assess whether it is acceptable or not).

*3. Awareness of the need to develop and implement precautionary and protective safety measures for unacceptable risks to reduce them to an acceptable level* (development of plans and implementation of precautionary and protective measures to prevent or reduce risks to an acceptable level for ensuring safety).

*4. Awareness of continuous learning, training, and preparation before and after dangerous events* (continuous learning and training to increase awareness and readiness to act in the event of a threat).

*5. Awareness of continuous monitoring and control of the safety state in the organization* (ongoing monitoring of the situation and control over the implementation of safety measures and the level of risks. Conducting supervision, audits and self-assessment of fulfilling the safety requirements).

*6. Awareness of improving staff interaction and communication* (effective communication and cooperation between all participants to ensure safety).

*7. Awareness of creating management leadership in safety issues in the organization's activity* (formation of a safety culture).

*8. Awareness of the need to constantly monitor changes in the external and internal environments of the organization that significantly affect safety in the organization* (new managers, employees, new technologies, equipment, changes in the working environment).

*9. Awareness of creating a systematic approach to implementing and executing principles 1–8 to ensure safety in the organization.*

These principles help to create a systematic approach to ensuring safety by increasing the level of protection against losses in various areas of the organization's activity (product quality, environmental, life and health of employees, energy, etc.). Table 2 provides an analysis of the availability of support for these principles for different levels of safety awareness in the organization's management systems, which makes it possible to develop recommendations for the appropriate transition from one safety state to another. Identifying the implementation of these principles (for example, through an audit, survey or verification using checklists) in management systems helps to understand the level of awareness/unawareness of danger/safety in the organization. Based

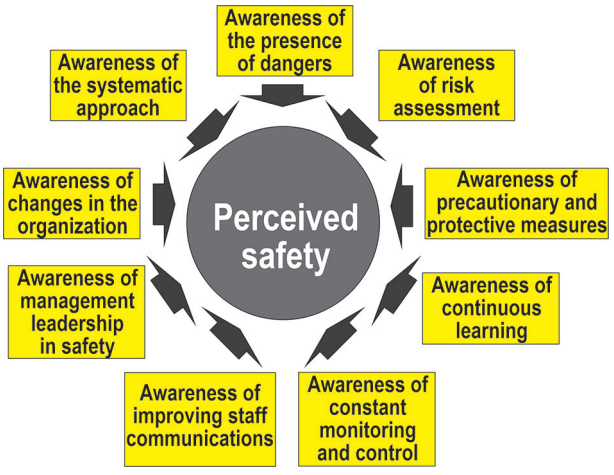


*Fig. 8. Perceived safety principles*

on this, recommendations and a program are developed to move from "unperceived danger" to "perceived safety" (Fig. 9).

This makes it possible to build a hierarchy and relationships between different types of danger/safety.

It is considered that the employee safety awareness depends on understanding (knowledge) of information about the danger, dangerous event, consequences (losses), level of risks, the need to fulfill requirements, and the implementation of precautionary and protective measures to reduce risks to an acceptable level (Fig. 10). Understanding the actions of employees, the formation of skills of professionalism and careful attitude to their physical and mental states when performing work will ensure the required safety level. This, in turn, will reduce the number of mistakes, the level of injuries and occupational diseases. On the other hand, there is unperceived safety, which is characterized by a lack of awareness of the described processes and procedures (Fig. 10). Hence it can be concluded that it is necessary to train employees in risk-oriented thinking, to develop appropriate professional skills for the safe performance of production work, as well as create an appropriate culture of perceived safety that would promote an appropriate attitude towards fulfilling the requirements of the organization's management system.

An organization that develops risk-oriented thinking is able to determine a dangerous event by employees, identifying dangers, dangerous factors, and assessing occupational risks [23]. This makes it possible to be prepared to manage risks in order to minimize losses: economic, environmental and social ones. Risk-oriented thinking among employees is necessary to achieve the effectiveness of the management system. It involves the implementation of a set of measures and means to manage the numerous dangers and opportunities that affect the organization's ability to achieve its planned goals in a timely manner. Risk-oriented thinking allows employees to consciously identify and effectively eliminate dangers that can lead to injury, as well as identify and implement precautionary actions to eliminate these dangers and reduce the risk of dangers [12].

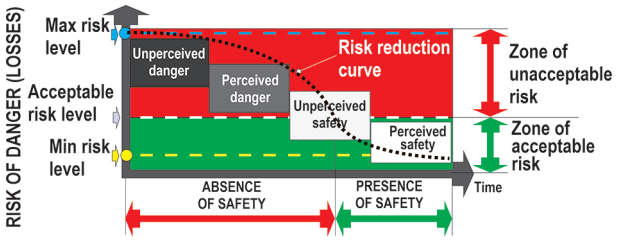


*Fig. 9. Transition from unperceived danger to perceived safety*

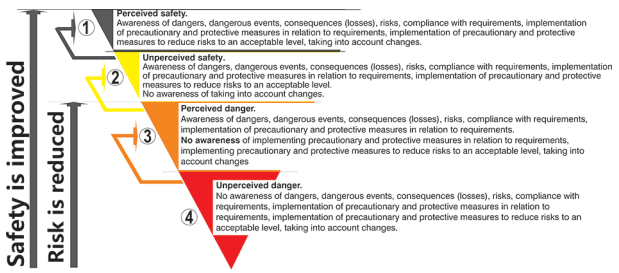


*Fig. 10. Hierarchy and relationship between different types of unperceived/perceived danger/safety*

In the opposite case, in the absence of risk-oriented thinking, employees risk getting involved in a dangerous event due to lack of awareness of the danger and consequences. It is important that all employees are involved in the process of managing occupational risks: identifying dangers, registering them, eliminating them, and mitigating their risks.

In addition, to achieve perceived safety in organizations, it is necessary to introduce a transition to proactive measures to prevent dangerous events. Proactive measures will allow one to predict the negative development of events and take appropriate precautionary measures in advance. This requires implementing a systematic approach to ensuring safety through planning, execution, verification and risk management actions.

**Discussion.** The risk management process is one of the most important in the organization's management system. Its implementation in an organization can significantly reduce losses: economic, environmental and social. The key in this process is the ability to identify potential dangers and dangerous factors. This requires employees to be aware, motivated and, most importantly, conscious. The latter characteristic makes it possible to form a powerful culture of perceived safety, which will contribute not only to the fulfillment of the requirements of the organization's management system, but also to the possibility of timely danger recognition with subsequent risk assessment to substantiate precautionary and protective measures. There is an urgent task to develop a perceived safety in the organization's activity. Its solution will ensure an appropriate attitude towards fulfilling the requirements of the organization's management system. This requires, first of all, the development of an appropriate concept of perceived safety based on the proposed principles.

Perceived safety consists in reasonable and careful fulfillment of requirements to prevent exceeding the acceptable risk level [7, 8, 24]. The employees' awareness of the situation that develops in the organization's activity depends on understanding (knowledge) of information about the danger, dangerous event and its consequences, comprehension of actions through the formation of professionalism skills and careful attitude to their physical and mental states when performing work to reduce the number of mistakes [25].

The best option is when an employee is conscious and attentive to his/her work, and the organization creates conditions to prevent exceeding an acceptable occupational risk level. Thus, perceived safety can be defined as conditions when the organization ensures an acceptable risk level in the organization's activity, and the employee consciously fulfills the requirements of the organization's management system.

This raises the question of what it takes to make an employee aware of safety. It is believed that awareness depends on understanding (knowledge) of information about the danger, the occurrence of a dangerous event and its consequences, comprehension of actions by the employee, that is, the formation of professionalism skills when performing work to reduce the number of mistakes. That is, there is a need to train employees in risk-oriented thinking, to educate the necessary professional skills for

*Table 2*

Implementation of the principles at different levels of unperceived/perceived danger/safety

| No. | Principle | Unperceived danger | Perceived danger | Unperceived safety | Perceived safety |
|---|---|---|---|---|---|
| 1. | Awareness that there are always dangers in the activity of organization | Absent | Present | Absent | Present |
| 2. | Awareness of the need for danger risk assessment | Absent | Present | Absent | Present |
| 3. | Awareness of the need to develop and implement precautionary and protective safety measures | Absent | Absent | Absent | Present |
| 4. | Awareness of continuous learning, training and preparation in preventing the occurrence of dangerous events | Absent | Absent | Present | Present |
| 5. | Awareness of constant monitoring and control over the state of safety in the organization's activity | Absent | Absent | Present | Present |
| 6. | Awareness of improving staff interaction and communication | Absent | Absent | Present | Present |
| 7. | Awareness of management leadership in safety issues in the organization's activity | Absent | Absent | Present | Present |
| 8. | Awareness that changes in the organization have a significant impact on safety in the organization's activity | Absent | Absent | Absent | Present |
| 9. | Awareness of a systematic approach to principles 1–8 to ensure safety in the organization's activity | Absent | Absent | Absent | Present |
| Loss risk level | | Unacceptable | Unacceptable | Unacceptable/ Acceptable | Acceptable |

safe performance of production work, as well as to create an appropriate culture of perceived safety that would promote an appropriate attitude towards fulfilling the requirements of the organization's management system.

The reality of threat perception largely depends on many factors, including life experience, personal beliefs, age characteristics, social status, professional activity, as well as the general socio-economic structure of society. The greater the difference between how danger is perceived and what it actually is, the lower the probability of its timely awareness. Most dangerous events occur due to insufficient awareness of the situation, failure to perceive the real threat due to a sense of safety that distorts reality. Much of this depends on managers, whose behavior can change during working hours due to communication between employees in the team, personal circumstances [26]. To do this, it is necessary to identify features of safety awareness in the organization's management systems and develop recommendations for implementing those principles that are not present in the management systems [27, 28]. Creating a culture of perceived safety in an organization should be based on nine basic principles: awareness of danger, the need for risk assessment, implementation of precautionary and protective measures, continuous training, constant monitoring, improved interaction and communication between employees, leadership of managers in terms of developing a culture of perceived safety, change management and the use of a systematic approach.

**Conclusions.**

1. The definitions of the terms of perceived/unperceived safety/danger have been analyzed in order to describe them, which made it possible to determine perceived safety in management systems (product quality, environmental, life and health of workers, energy) as the organization's activity under conditions of acceptable risk with an acceptable level of losses (product quality, environmental, life and health of employees, energy, etc.), when taking into account changes in dangers and dangerous factors in the organization's environment, as well as timely introducing precautionary and protective actions to reduce risks to an acceptable level.

2. The relationship between perceived/unperceived safety/danger has been determined, based on the attitude to safety in the organization's management systems, which made it possible to develop models of perceived/unperceived safety/danger and identify the basic principles that allow distinguishing the following types of danger and safety: *unperceived danger; perceived danger; unperceived safety; perceived safety*.

3. It is proposed, based on the analysis of the implementation of "perceived danger" principles, to determine the appropriate stage of safety development and develop appropriate programs to achieve a higher level of safety – "perceived safety" through the implementation of all "perceived safety" principles.

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## Взаємозв'язок між неусвідомленою небезпекою й усвідомленою безпекою в системах управління організацій

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**Мета.** Виявити взаємозв'язок між неусвідомленою небезпекою й усвідомленою безпекою для розробки рекомендації щодо підвищення дієвості систем управління організацією.

**Методика.** Для виявлення взаємозв'язку між неусвідомленою небезпекою й усвідомленою безпекою використані діалектичнний, індукційний і системний методи пізнання, що дозволяють проаналізувати взаємозв'язки явищ і процесів у сфері безпеки та ставлення до них персоналу організації.

**Результати.** Проаналізовано визначення термінів усвідомленої/неусвідомленої безпеки/небезпеки, що дало змогу визначити усвідомлену безпеку як виконання трудової діяльності підготовленим працівником в умовах припустимого ризику з прийнятним рівнем втрат. Показано, що завдяки усвідомленій безпеці працівник здатний своєчасно оцінювати зміни небезпек і небезпечних чинників у середовищі й завчасно запроваджувати запобіжні дії для зменшення ризику. Визначено взаємозв'язок між усвідомленою/неусвідомленою безпекою/небезпекою, на основі ставлення до безпеки в організаціях, що дозволило розробити моделі й виділити типи усвідомленої/неусвідомленої безпеки/небезпеки. Запропоновані дев'ять принципів усвідомленої безпеки, які дозволяють формувати політику у сфері безпеки праці в організації, що передбачає розробку проактивних заходів для запобігання небезпечним подіям.

**Наукова новизна.** Полягає в обґрунтуванні взаємозв'язку між неусвідомленою небезпекою й усвідомленою безпекою, що формує ризик-орієнтоване мислення в працівників.

**Практична значимість.** Полягає в розробці дев'яти принципів усвідомленої безпеки, що дозволяє виявити рівень розвитку системи управління безпекою в організації та формувати рекомендації для досягнення усвідомленої безпеки.

**Ключові слова:** *ризик, модель, процеси, усвідомлена безпека, управлінські рішення*