

6. REFERENCES

- Bakker, A.B. and Demerouti, E. (2007) 'The job demands–resources model: State of the art', *Journal of Managerial Psychology*, 22(3), pp. 309–328.
- Barling, J., Loughlin, C. and Kelloway, E.K. (2002) 'Development and test of a model linking safety-specific transformational leadership and occupational safety', *Journal of Applied Psychology*, 87(3), pp. 488–496.
- Beus, J.M., Payne, S.C., Bergman, M.E. and Arthur, W. (2016) 'Safety climate and injuries: An examination of theoretical and empirical relationships', *Journal of Applied Psychology*, 101(1), pp. 81–97.
- Beus, J.M., Payne, S.C., Bergman, M.E. and Arthur, W. (2010) 'Safety climate and injuries: An examination of theoretical and empirical relationships', *Journal of Applied Psychology*, 95(1), pp. 128–141.
- Blau, P.M. (1964) *Exchange and power in social life*. New York: Wiley.
- Business & Human Rights Resource Centre (2018) Sri Lanka: Authorities to investigate Horana rubber factory incident over alleged violations of workplace safety resulting in deaths & injuries. <https://www.business-humanrights.org>
- Christian, M.S., Bradley, J.C., Wallace, J.C. and Burke, M.J. (2009) 'Workplace safety: A meta-analysis of the roles of person and situation factors', *Journal of Applied Psychology*, 94(5), pp. 1103–1127.
- Clarke, S. (2006) 'The relationship between safety climate and safety performance: A meta-analytic review', *Journal of Occupational Health Psychology*, 11(4), pp. 315–327.
- Clarke, S. (2010) 'An integrative model of safety climate: Linking psychological climate and work attitudes to individual safety outcomes', *Journal of Occupational and Organizational Psychology*, 83(3), pp. 553–578.
- Clarke, S. (2013) 'Safety leadership: A meta-analytic review of transformational and transactional leadership styles as antecedents of safety behaviors', *Journal of Occupational Health Psychology*, 18(1), pp. 81–94.
- Cooper, M.D. (2000) 'Towards a model of safety culture', *Safety Science*, 36(2), pp. 111–136.
- De Silva, S., Wimalaratne, P.L.I. and De Silva, S. (2023) 'Assessing the key construction safety challenges in Sri Lanka', *Safety*, 11(1), p. 2.
- Dunuwila, P. (2022) 'Social impact improving model based on a novel social life-cycle assessment: the case of crepe rubber in Sri Lanka', *Journal of Cleaner Production* (or equivalent).

- Dunuwila, P. (2025) 'Revealing the environmental footprint of crepe rubber production', *Sustainability*.
- Flin, R., Mearns, K., O'Connor, P. and Bryden, R. (2000) 'Measuring safety climate: Identifying the common features', *Safety Science*, 34(1–3), pp. 177–192.
- Griffin, M.A. and Neal, A. (2000) 'Perceptions of safety at work: A framework for linking safety climate to safety performance, knowledge, and motivation', *Journal of Occupational Health Psychology*, 5(3), pp. 347–358.
- Guldenmund, F.W. (2000) 'The nature of safety culture: A review of theory and research', *Safety Science*, 34(1–3), pp. 215–257.
- Guldenmund, F.W. (2010) Understanding and exploring safety culture. *Safety Science*, 48(10), pp. 150–167.
- Hale, A.R., Borys, D. and Adams, N. (2010) 'Safety regulation: The lessons of workplace safety rule management for managing the regulatory burden', *Safety Science*, 48(8), pp. 975–985.
- Haslam, R.A., Hide, S.A., Gibb, A.G.F., Gyi, D.E., Pavitt, T., Atkinson, S. and Duff, A.R. (2005) 'Contributing factors in construction accidents', *Applied Ergonomics*, 36(4), pp. 401–415.
- Hofmann, D.A. and Morgeson, F.P. (1999) 'Safety-related behavior as a social exchange: The role of perceived organizational support and leader–member exchange', *Journal of Applied Psychology*, 84(2), pp. 286–296.
- Hofmann, D.A. and Morgeson, F.P. (2004) 'The role of leadership in safety', *Journal of Organizational Behavior*, 25(8), pp. 987–996.
- International Labour Organization (ILO) (2025) Assessment of the realization of the fundamental right to a safe and healthy working environment in the rubber sector in Sri Lanka. ILO
- Kines, P., Lappalainen, J., Mikkelsen, K.L., Olsen, E., Pousette, A. and Tharaldsen, J. (2011) 'Nordic Safety Climate Questionnaire (NOSACQ-50): A new tool for diagnosing occupational safety climate', *International Journal of Industrial Ergonomics*, 41(6), pp. 634–646.
- Kines, P., Lappalainen, J., Mikkelsen, K.L., Olsen, E., Pousette, A. and Tómasson, K. (2010) 'Nordic safety climate questionnaire (NOSACQ-50): A new tool for diagnosing occupational safety climate', *Safety Science*, 48(1), pp. 1–12.
- Luo, T. (2020) 'Safety climate: Current status of the research and future prospects', *Journal of Safety Science and Resilience*, 1(2), pp. 85–92.
- Perera, K.P.A. (2018) Occupational safety and health management in small and medium scale rubber manufacturing enterprises in Sri Lanka (Master's thesis). University of Moratuwa

- Rubber Research Institute of Sri Lanka (RRISL) (2018–2024) Annual reports and technical bulletins
- Sri Lanka Export Development Board (2025) Industry capability report, Sri Lankan rubber products sector.
- Neal, A. and Griffin, M.A. (2002) ‘Safety climate and safety behavior’, *Australian Journal of Management*, 27, pp. 67–75.
- Neal, A. and Griffin, M.A. (2006) ‘A study of the lagged relationships among safety climate, safety motivation, safety behavior, and accidents at the individual and group levels’, *Journal of Applied Psychology*, 91(4), pp. 946–953.
- Schneider, B., Ehrhart, M.G. and Macey, W.H. (2013) ‘Organizational climate and culture’, *Annual Review of Psychology*, 64, pp. 361–388.
- Thathsarani, E.P. and Alim, S. (2023) ‘The impact of safety management practices on safety compliance in a selected garment manufacturing organization in Sri Lanka’, *Proceedings of the 2nd International Conference on Management and Entrepreneurship (ICOME 2023)*.
- Alruqi, W.M., Hallowell, M.R. and Techera, U. (2018) ‘Safety climate dimensions and their relationship to construction safety performance: A meta-analytic review’, *Safety Science*, 109, pp. 165–178.
- Huang, Y.-H., Lee, J., McFadden, A.C., Rineer, J. and Robertson, M.M. (2002) ‘Individual employee’s perceptions of group-level safety climate (supervisor referenced) versus organization-level safety climate (top management referenced): Associations with safety outcomes for lone workers’, *Accident Analysis & Prevention*, 34(1), pp. 65–73.
- Zohar, D. (1980) ‘Safety climate in industrial organizations: Theoretical and applied implications’, *Journal of Applied Psychology*, 65(1), pp. 96–102.
- Zohar, D. (2010) ‘Thirty years of safety climate research: Reflections and future directions’, *Accident Analysis & Prevention*, 42(5), pp. 1517–1522.
- Zohar, D. (2021) ‘Safety climate: Conceptualization, measurement, and improvement’, *Safety Science*, 134, p. 105093.
- Central Bank of Sri Lanka (2023) Annual report 2023. Colombo: Central Bank of Sri Lanka.
- Department of Labour (2025) Industrial safety division reports 2025. Colombo: Ministry of Labour and Foreign Employment.
- Fernando, R. and Rathnayake, R.M. (2022) ‘Safety climate and employee outcomes in Sri Lankan manufacturing firms’, *Sri Lanka Journal of Management Studies*, 4(2), pp. 45–62.

- Khosravi, Y., Asilian, H. and Hajizadeh, E. (2014) 'Safety climate and its association with safety performance: A case study in Iranian manufacturing plants', *Journal of Safety Research*, 51, pp. 89–94.
- Ministry of Labour and Foreign Employment (2025) Statement on occupational accidents in Sri Lanka. Colombo: Government of Sri Lanka.
- NIOSH-Sri Lanka (2024) Annual report 2024. Colombo: National Institute of Occupational Safety and Health.
- Perera, S. and Pathirana, K. (2021) 'Determinants of occupational accidents in Sri Lankan factories', *Asian Journal of Occupational Health and Safety*, 12(1), pp. 23–34.
- Sri Lanka Export Development Board (2024) Sri Lanka rubber industry capability report 2024. Colombo: EDB.
- Creswell, J.W. and Creswell, J.D. (2018) *Research design: Qualitative, quantitative, and mixed methods approaches*. 5th edn. Thousand Oaks, CA: SAGE.
- Saunders, M., Lewis, P. and Thornhill, A. (2019) *Research methods for business students*. 8th edn. Harlow: Pearson Education.