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Evaluation of OHS Implementation and Documentation in Road Construction Projects

Louise Elizabeth Radjawane[1], Jony Rodrigues Varela[2]

[1]Universitas Kristen Indonesia Paulus, [2]Universitas Katolik Widya Mandira Kupang

Email: civilengvarela@gmail.com

ABSTRACT – This study investigates the practical realities and persistent challenges in occupational health and safety (OHS) implementation on road construction projects, with a particular focus on the barriers between regulatory frameworks and workplace outcomes. Adopting a qualitative literature review and thematic synthesis methodology, the research examines both the operational compliance with OHS mandates and the systemic issues impeding accurate reporting and evaluation. Findings reveal that there are inconsistencies between regulatory expectation and field-level practice due to administrative routines, limited managerial engagement, and fragmented communication channels. Furthermore, underreporting of incidents and inadequate documentation limit the sector's ability to leverage data for risk mitigation and continuous improvement. The evidence suggests that that overcoming these obstacles requires organizational transformation, including participatory leadership, continuous digital integration, and cultivating mutual trust among all project stakeholders. Recommendations outlined in this analysis include fostering routine group training, developing accessible reporting systems, and embedding reflective learning mechanisms. This review not only underscores the criticality of cultural and systemic reform in building a sustainable safety culture but also contributes actionable knowledge for policymakers, managers, and practitioners dedicated to meaningful advancement in road construction safety.

Keywords: occupational health and safety, road construction, safety culture, reporting systems, leadership, qualitative analysis, risk mitigation.

A. INTRODUCTION

Infrastructure expansion in the road sector remains pivotal for socio-economic growth and enhanced connectivity between regions. The dynamic nature of road construction sites, characterized by heavy equipment use, outdoor working environments susceptible to erratic weather conditions, and frequent engagement with active traffic flows, places substantial occupational hazards at the core of their operational realities. In light of these hazards, efforts to safeguard human health and safety on project sites are consistently foregrounded in scholarly and practical discourses. Substantive attention is thus directed at examining how safety frameworks bear influence on the everyday realities of field personnel engaged in these projects, with the ultimate goal of fostering an environment less prone to injuries or fatalities (Baral & Koirala, 2022).

In the construction industry, rigorous attention to the implementation of occupational safety and health protocols is imperative given the sector's enduring record of workplace accidents both at global and regional scales. Previous investigations reveal that lapses in safety management frequently precipitate catastrophic incidents, ranging from mild injuries to severe outcomes including fatalities, economic losses, and significant reputational damage for project stakeholders (Instiqamah et al., 2025). The introduction of structured occupational health and safety (OHS) management systems has, over several decades, provided a scaffold for risk reduction. However, the practical operationalization of these frameworks across varying socio-geographical realms exhibits inconsistencies that necessitate thorough investigation (Goel et al., 2022).

Recent investigations continue to highlight the persistent prevalence of preventable occupational injuries on road construction sites. Several studies have underscored that the adoption of managerial systems and preventive strategies remains variable, often dictated by the level of managerial commitment, workforce engagement, and the efficacy of institutional oversight (Milea & Cioca, 2025; Radjawane & Darmawan, 2022). As road infrastructure projects scale in size and complexity, the demand for robust, context-

responsive, and participatory safety mechanisms becomes increasingly indispensable. This emphasis is especially salient in developing economic corridors where resource allocations are often overshadowed by aggressive project timelines and high expectations for operational efficiency (Koulinas et al., 2023).

At the confluence of regulatory expectations and everyday workplace practice lies a persistent need for evaluative inquiry. Although diverse regulations mandate comprehensive occupational health and safety procedures in construction, studies reflecting on actual implementation reveal a frequent disconnect between documentation and genuine risk mitigation (Angriani, 2025; Zahra et al., 2025). As regulatory frameworks continually mature, their full potential is rarely achieved in the absence of nuanced appreciation for ground-level realities. Consequently, the road construction sector serves as a critical context for exploring the complex relationship between formal occupational health and safety (OHS) principles and their practical application on project sites, highlighting the need for an analytical critique through a literature-based qualitative synthesis.

Despite long-established regulatory guidance and the formalization of project-specific safety protocols, systemic issues persist that impede the achievement of robust workplace safety on road construction projects. The dichotomy between scripted regulatory obligations and the limited integration of safety principles into the daily experiences and value systems of both workers and supervisory staff (Instiqamah et al., 2025). This disconnect is often perpetuated by procedural compliance rather than substantive investment in building a culture where safety is regarded as a shared value. Regulatory measures are largely oriented toward checklists and administrative benchmarks, while the culture of safety among the workforce stagnates amid systemic inertia.

Empirical investigations demonstrate that even when personal protective equipment (PPE) and visible warnings are provided, the lack of consistent utilization and inadequate supervision frequently render these provisions ineffective as safeguards (Zahra et al., 2025). This situation is further exacerbated in project environments subjected to intense productivity pressures, where adherence to safety becomes subordinate to operational speed and minimized costs (Navarro et al., 2025). Workers are sometimes incentivized to bypass established protocols to meet tight deadlines, while on-site supervisors may lack either the empowerment or the technical competence to enforce discipline effectively.

A further challenge lies in the chronic underreporting and inadequate documentation of workplace incidents and accidents. The deficiency of reliable, comprehensive safety data undermines efforts to undertake objective evaluation and continuous improvement of OHS measures (Angriani, 2025). This data gap can be attributed to administrative inefficiencies or a prevailing atmosphere of silence out of fear for punitive consequences. Without access to valid records detailing accident frequencies, types, and contributing variables, systematic risk management and corrective action become elusive goals. Literature indicates that this condition perpetuates cycles of recurring hazards and hampers the development of preventive strategies suited for the operational complexity of road construction environments (Al Qordhowi, 2025; Radjawane et al., 2022).

The elevated incidence of injuries and fatalities in road infrastructure projects necessitates a careful evaluation of current OHS practices to uncover gaps and latent risks that persist despite regulation. Road construction activities, positioned at the forefront of vital infrastructure development, are inherently accompanied by high exposure to mechanical and environmental dangers. As such, the effectiveness and fidelity of OHS management systems in these projects must be subjected to rigorous inquiry, especially when they represent both legal compliance and the ethical imperative to protect life and well-being on site (Darmawan, 2024).

In many regions, development goals amplify infrastructure project volumes, making the question of sustained occupational health and safety acutely relevant. The convergence of large-scale human resource mobilization and technologically advanced construction methods demands an intricate balance between rapid project execution and the assurance of safe working conditions. Attentive review of OHS efficacy is thus crucial, not merely from a regulatory or procedural standpoint, but as an instrument for sustainable development and the prevention of loss—both human and material.

This investigation aims to examine the extent to which occupational health and safety (OHS) management systems in road construction projects have materialized regulatory expectations into effective, field-based accident prevention practices, while also interrogating the

factors that impede accurate reporting and comprehensive evaluation of OHS performance. The synthesis of findings in this study will contribute to the academic discourse by proposing actionable insights and critical perspectives for improving safety outcomes and fostering an authentic culture of safety within dynamic, high-risk construction environments.

B. METHOD

This study utilizes a qualitative literature review methodology, focusing on the systematic evaluation and synthesis of scholarly publications that address occupational health and safety (OHS) in road construction projects. The qualitative approach enables the researcher to extract in-depth interpretations and nuanced patterns from diverse case studies, journal articles, and institutional reports, all of which have contributed to the body of knowledge on construction site safety. Key sources are identified through meticulous screening of online academic databases such as Scopus, Web of Science, and ScienceDirect, ensuring that each selected reference aligns with the established inclusion criteria: relevance to road construction safety, methodological rigor, and scholarly credibility. The collected literature is subsequently analyzed using thematic synthesis, which allows for the identification of recurrent themes, causal pathways, and systemic barriers in OHS implementation within the specific domain of road infrastructure projects (Creswell & Poth, 2017).

The data synthesis stage involves a rigorous multi-step coding process. All selected documents are subjected to open and axial coding, facilitating the dissection of textual evidence into meaningful thematic clusters. This approach allows for both the preservation of context-specific insights and the detection of broader trends that transcend individual cases. The thematic synthesis proceeds iteratively, comparing empirical findings and theoretical perspectives to distil analytical categories that address the formulated research problems. This method is particularly well-suited to studies that examine phenomena characterized by complex social, managerial, and regulatory dimensions, as is often the case in OHS research (Braun & Clarke, 2006; Silverman, 2017).

Ethical considerations are strictly adhered to throughout the research process. Careful attention is paid to academic integrity by avoiding misrepresentation of findings and ensuring transparent acknowledgment of all sources. By triangulating evidence from multiple texts and prioritizing sources published in reputable peer-reviewed journals and authoritative books, the study seeks to minimize subjectivity while enhancing credibility and transferability of conclusions. Ultimately, the chosen research strategy provides a robust analytical framework through which the realities of OHS management in road infrastructure projects can be critically explored and assessed with academic rigor (Merriam & Tisdell, 2016).

C. RESULTS AND DISCUSSION

Alignment of Occupational Health and Safety Implementation with Regulatory Intent

The intersection between regulatory frameworks and on-site operationalization of occupational health and safety (OHS) is a subject of ongoing analytical scrutiny within road construction project management. Prevailing academic literature affirms the existence of comprehensive legal and procedural mandates designed to instill robust protection mechanisms for site workers, yet real-world application often illustrates a persistent divergence from these regulatory ideals. There is abundant empirical evidence demonstrating that the mere existence of safety management system protocols—regardless of their technical completeness—can be insufficient in catalyzing authentic behavioral transformation at the workforce level (Salma & Marliana, 2025; Siswanto & Amin, 2025). The divergence is habitually reinforced by attitudes of procedural compliance, where project entities uphold documentation requirements without engendering a genuine culture of shared accountability for risk reduction.

The work of Radjawane and Mardikaningsih (2022) underscores the importance of organizational values in shaping safety behaviors on high-risk construction sites. Their analysis elucidates that compliance with OHS requirements can either be superficial or deep-rooted, depending largely on the cultural climate fostered by leadership. Project leaders who are proactive in integrating ethical considerations and promoting participatory involvement among workers are substantially more likely to achieve substantive alignment between regulatory intent and operational outcomes. Conversely, managerial apathy often

translates into an environment rife with symbolic adherence, where the spirit of OHS is honored in name rather than substance (Baghdadi, 2024).

Empirical studies conducted by Arifin and Darmawan (2021) and Mandowa et al. (2025) further establish the necessity of aligning technological adoption with safety objectives. They indicate that the digitalization of safety processes—such as digital reporting, hazard-analysis platforms, and real-time risk assessments—serves as a facilitator for regulatory adherence, provided these innovations are fully embedded within the managerial workflow and accepted by on-site employees. In the absence of rigorous change management and continuous training, these digital platforms fall short of transcending performance checks and balances, relegating safety to a matter of administrative routine rather than a lived value (Sanni et al., 2022).

Salient evidence also emerges regarding the function of OHS training programs within project operational structures. Siswanto and Amin (2025) found that investment in ongoing safety training does not always translate into consistent, risk-mitigating behavior, largely because the delivery and follow-up of such programs may not be contextualized to the lived experiences of workers. Training that emphasizes regulatory citations, while neglecting to foster reflective, group-based dialogue on real case incidents, tends to have diminished impact in stimulating worker participation and active buy-in.

A managerial perspective advanced by Zakwan et al. (2025) supports the notion that OHS must be woven into the fabric of daily construction activities, starting from the earliest stages of project design and resource allocation. Their research on large-scale project preparedness points to the effectiveness of integrating emergency response management and continuous hazard evaluation as core pillars, making safety governance an operational, not an ancillary, concern. The efficacy of these efforts is directly tied to leadership support and the allocation of sufficient time and budget for safety initiatives, challenging the tendency to view accident prevention primarily as a function of regulatory audit cycles.

A notable strand of the literature addresses how performance-based incentives and safety citizenship behavior impact regulatory alignment and onsite risk awareness (Djaelani & Darmawan, 2016). Siswanto and Amin (2025) maintain that cultivating an environment where workers internalize OHS standards as intrinsic motivators, rather than as mere compliance requirements, is fundamental for sustainable safety improvement. Their findings are echoed by Salma and Marliana (2025), who advocate for user-centered digital workflows to ensure field-level staff participate actively in the identification and mitigation of hazards.

The coalescence of technological and social innovation has generated layered discussions about the most effective mechanisms to bridge regulatory imperatives and practical realities in risk management. Salma and Marliana (2025) emphasize user-driven customization in digital OHS systems, aiming for dynamic risk mapping that adapts to site-specific variations. In parallel, Radjawane and Mardikaningsih (2022) critique the persistent gaps in ethical oversight and the continued prevalence of tokenistic record-keeping that undermines positive feedback cycles in safety culture evolution.

Further evidence of this policy-practice disjunction is observed in transnational studies that highlight the uneven interpretation of OHS codes according to varying socio-cultural settings and regulatory stringency. Mandowa et al. (2025) analyzed manufacturing environments but found parallel implications in construction, observing that systemic resistance to integrative safety governance is often deeply rooted in organizational inertia.

Research by Tunç and Solmaz (2025) on risk assessment frameworks in emerging technologies signals a demand for flexible, adaptive regulatory responses that reflect evolving technological and operational realities. Rigid compliance regimes, although well-intentioned, may inadvertently hinder the proactive identification of new risk typologies, thus flattening any emergent opportunities for improvement.

Arifin and Darmawan (2021) advance the critique by documenting the latent consequences of exclusion when OHS implementation fails to bridge regulatory requirements with field-specific obstacles. In environments where safety regulations are perceived as externally imposed, there can be a pervasive reluctance to report hazards or fully engage in proactive surveillance. This risk of exclusion not only perpetuates residual non-compliance but stymies collective efficacy in accident prevention.

Collectively, the literature signals the pressing need for OHS systems that transcend perfunctory compliance and strive for transformative, participatory models of leadership. The explicit inclusion of worker input, context-aware digitalization, and continuous capacity building stand out as prerequisites for more meaningful alignment between regulatory intent and everyday project execution.

In light of these findings, it is apparent that the challenges facing OHS implementation in road construction projects persist along a spectrum of leadership engagement, cultural readiness, technological adaptability, and social buy-in. True convergence of regulatory frameworks and onsite practice requires a deliberate recalibration of managerial mindsets as well as tactical investment in psychometric and environmental tools that harmonize policy with lived experience. Further research that emphasizes adaptive management, context-sensitive case studies, and long-term cohort tracking is warranted to illuminate the full scope of the OHS alignment challenge.

Reporting and Documentation Barriers in Occupational Health and Safety Practice

Accurate reporting and meticulous documentation represent foundational components for the continuous improvement of occupational health and safety (OHS) management systems within road construction environments. However, the academic literature draws attention to substantial barriers that impede the flow, reliability, and utility of safety data, undermining the objective evaluation of safety performance. Empirical studies reveal that administrative limitations, lack of digital integration, and insufficiently trained personnel constitute primary drivers of suboptimal data quality and underreporting in high-risk project contexts (Dosumu et al., 2025; Lu et al., 2025). The consequences of poor documentation extend beyond compliance; they fundamentally distort the site's risk profile, restrict learning from incidents, and weaken the development of tailored intervention strategies.

A persistent issue arises from the prevalence of informal cultures and unspoken norms that dissuade workers from formally recording near-misses or minor accidents, fearing repercussions or stigmatization (Simpson et al., 2025). This culture of silence is reinforced when supervisory and managerial personnel either display indifference toward exhaustive reporting or prioritize production targets above procedural transparency. In such contexts, the act of underreporting becomes normalized, eroding the potential for systemic analysis and preventive risk management that is data-driven and forward-looking.

The complexity of documentation requirements often presents an operational challenge, especially within projects marked by rapid timelines, workforce diversity, and shifting task assignments. The absence of standardized reporting tools or integrated digital platforms frequently forces reliance on proprietary or inconsistent documentation systems, amplifying the risk of record fragmentation or data loss (Dokyi et al., 2025). As construction projects scale in size, complexities in consolidating information from varied contractors and subcontractors become pronounced, resulting in lengthy intervals between incident occurrence and subsequent review—often diminishing the potential for timely corrective actions.

Lu et al. (2025) highlight the repercussions of lacking integrative approaches, noting that fragmented OHS documentation contributes to missed opportunities for lessons learned and inhibits long-term process optimization. The literature emphasizes that only with accurate, complete, and accessible data can organizations evolve from individual case responses toward the establishment of predictive and preventive safety interventions.

A further complicating dimension involves the technical and psychological readiness of field workers to engage with reporting technology. When interface usability is neglected during system implementation, or when digital literacy remains low among project staff, the transition to electronic documentation can falter, perpetuating old habits of verbal or undocumented reporting (Schmitt et al., 2008). These deficiencies are compounded when top-down system rollouts are executed without participatory input, thus failing to anticipate onsite realities or potential resistance from end-users (Djaelani & Darmawan, 2022).

Radjawane et al. (2023) unpack the importance of technology risk management for the future of OHS documentation. Their work suggests that purposeful integration of risk-based technological solutions, including real-time monitoring and data analytics, is best advanced when there is a collaborative, multi-

stakeholder commitment to data transparency. When coupled with institutional support and regular capacity-building initiatives, such technological advancements hold promise for resolving barriers in recording and analyzing the full spectrum of worksite incidents.

The global shift toward sustainable infrastructure has further cast a spotlight on the interconnectedness between robust OHS documentation and social equity. Simpson et al. (2025) point out that comprehensive safety records amplify accountability, foster more equitable risk distribution, and elevate awareness around marginalized worker experiences that may otherwise be overlooked in aggregate reporting models.

In practical terms, projects with reliable and standardized documentation frameworks benefit from swifter operational adjustments and better-targeted policy reforms. Multiple studies show that policy makers and organizational leaders who invest in practical training, system audits, and feedback loops for documentation practices achieve more substantive and evidence-based improvements in their OHS regimes (Dosumu et al., 2025; Lu et al., 2025).

The lack of clear lines of communication and cascading responsibilities between various hierarchies within project organizations often leads to confusion about who bears ultimate accountability for ensuring the completeness and accuracy of OHS records. When reporting protocols are ambiguous, this ambiguity typically translates into inconsistent reporting frequency, further clouding situational awareness and constraining timely response strategies.

Investigations in international construction settings reinforce the finding that overcoming reporting and documentation challenges is not solely about system sophistication, but about nurturing a climate where accurate reporting is valued as a cornerstone of professional duty, rather than a bureaucratic burden (Radjawane et al., 2023; Simpson et al., 2025). This paradigm shift towards valuing the integrity of recorded information is essential for shaping safety cultures that iterate and improve through collective learning.

It must be acknowledged that while technological tools can support record integrity and ease administrative load, they are by no means a substitute for respectful, trust-based human relationships within teams. Lasting improvements are most commonly seen where mechanisms for dialogue, reflective learning, and shared ownership stand alongside the adoption of digital solutions (Kurniawan & Darmawan, 2021).

Ultimately, the path forward demands that construction sector leaders ensure integration of robust documentation with proactive leadership and continuous workforce empowerment. Only through the alignment of technical, social, and managerial systems can the full potential of OHS reporting and documentation—serving both compliance and genuine safety enhancement—be realized at scale.

D. CONCLUSION

Synthesizing the preceding discussion, the investigation into occupational health and safety (OHS) in road construction projects finds persistent gaps between regulatory intent and practical realization at project sites. While comprehensive OHS frameworks and legislative requirements exist to address workplace risks, actual implementation frequently falls short—prevented by superficial compliance, ineffective worker engagement, and variable managerial commitment. The realities of data underreporting, fragmented documentation, and resistance from both workers and supervisory ranks illustrate that technical solutions alone cannot guarantee genuine improvements unless integrated with cultural transformation, consistent leadership, and sustained capacity-building.

The findings suggest that addressing OHS challenges on road construction projects necessitates multi-dimensional strategies embracing technological tools, participatory leadership, relational trust, and adaptable policy frameworks. Embedding a culture of safety requires moving beyond administrative compliance to active, dialogic, and context-sensitive practices—promoting honest reporting, continuous learning, and shared responsibility at every hierarchical level. Investment in digital systems and training must be paired with organizational openness and empowerment, enabling timely interventions and robust learning from incidents. Real change is most likely to occur where safety is internalized as a core value, woven through planning, execution, monitoring, and adaptive policy reform.

Road construction stakeholders should concentrate efforts on fortifying both human and technological dimensions of OHS practice. Regular, reflective group training combined with easy-to-use integrated reporting platforms can bridge the gap between regulations and on-site realities. Leadership at all levels must champion transparency, provide incentives for accurate reporting, and promote dialogue around safety experiences. Policy reform should focus on establishing clear, consistent documentation protocols and enacting supportive models for continuous improvement. Only by nurturing a safety-oriented culture, embracing innovation, and upholding unwavering integrity can the sector anticipate and prevent recurring occupational hazards.

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