

Safety Management Systems and Safety Culture: A Synergistic Approach in Aviation Industry.

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Abstract:

In the aviation industry, ensuring safety is both a regulatory necessity and a moral obligation. Safety Management Systems (SMS) offer a systematic approach to managing safety risks; however, their success is deeply influenced by the prevailing safety culture within an organization. This paper explores the interdependent relationship between SMS and safety culture, emphasizing how a strong, positive safety culture reinforces the effectiveness of SMS through open communication, proactive risk identification, and commitment to continuous improvement. By examining this synergy, the paper highlights the importance of integrating cultural and systemic approaches to achieve long-term safety performance and resilience in aviation operations.

Key Words: *Safety Management Systems, safety culture, systemic approaches, Moral Voice.*

I. Introduction

In the aviation industry, safety is more than a regulatory requirement; it is a moral imperative that underpins every operation, decision, and interaction. The lives of passengers, crew, and those on the ground depend on the unwavering commitment of aviation professionals to uphold the highest standards of safety. It is not merely about compliance with laws and guidelines, but about a deep ethical responsibility to protect human life and ensure the integrity of the aviation system.

Safety Management Systems (SMS) provide a structured and systematic framework for identifying, assessing, managing, and mitigating safety risks. They represent a proactive approach to safety that goes beyond reactive measures, emphasizing continuous monitoring, reporting, and improvement. However, the success of SMS does not rest solely on regulation, processes and procedures. Rather, it is intrinsically linked to the safety culture of the organization; the shared values, attitudes, and behaviours that define how safety is perceived and enacted at all levels (Schein, 2010).

A robust and positive safety culture encourages openness, transparency, and accountability (Richter and Koch 2004). It empowers individuals to speak up without fear of retribution, to report hazards and near misses, and to take ownership of safety in their daily duties. Such a culture fosters proactive risk management and a learning-oriented mindset, which are essential to the continuous improvement and effectiveness of SMS.

The synergy between SMS and safety culture is not coincidental but foundational. One cannot thrive without the other. An organization may have the most sophisticated safety systems on paper, but without a strong culture that supports and sustains these systems, their impact will be limited. Conversely, a committed safety culture without structured systems may lack the tools necessary for effective implementation and oversight.

This paper explores the critical interdependence between Safety Management Systems and safety culture, arguing that their integration is essential for achieving sustainable safety performance. It calls upon aviation leaders, regulators, and stakeholders to recognize that nurturing a strong safety culture is not just good practice; it is a moral duty that honours the trust placed in the industry by the public and protects the sanctity of human life.

II. Safety Management Systems (SMS)

Safety and by extension, Safety Management Systems (SMS) has become an increasingly prominent concept and practice across numerous industries, including aviation. The International Civil Aviation Organization (ICAO) advises that all aviation service providers establish an SMS tailored to the scope and complexity of their operations. Safety management aims to identify and address potential risks before they lead to aviation accidents or incidents. By adopting a structured safety management approach, organizations and their staff can carry out safety-related tasks with greater discipline, coordination, and clarity. When both the organization and its personnel understand their roles and contributions to safe operations, they are better equipped to prioritize safety actions and allocate resources effectively, ultimately strengthening overall aviation safety.

The Kenya Civil Aviation Authority describe Safety Management System (SMS) as a systematic approach to managing safety, including the necessary organizational structures, accountabilities, policies and procedures (KCAA, 2025). An effective Safety Management System (SMS) extends beyond written procedures. It is built upon the intricate and often intangible cultural atmosphere that shapes the organization's behavior. The internal environment is often difficult to measure or clearly define, as it is typically unique to each organization. It generally includes a combination of shared norms, values, beliefs, practices, and routines (Schein, 2010). These traits collectively shape an organization's identity and often influence both its explicit and underlying value systems. In the Kenyan context, an organizational culture that discourages open communication whether through silence or fear of retaliation can hinder employees from raising safety concerns. This may not only compromise safety but also affect the professional growth of those who choose to speak out. Therefore, it is essential that a Safety Management System (SMS) in Kenya is free from any form of intimidation or fear and consistently reinforces the message that safety is the foremost priority at every level of the organization.

As noted by Stolzer et al. (2023), an organization's Safety Management System (SMS) formalizes the underlying principles, procedures, and technical structures that enable it to comprehend, design, and operate

proactive safety mechanisms. The primary goal of a Safety Management System (SMS) is to provide organizations with a structured approach to managing safety. It aims to continuously improve safety performance by identifying hazards, collecting and analyzing safety data and information, and regularly assessing safety risks.

III. Framework For Safety Management System (SMS)

To support organizations in implementing and sustaining a Safety Management System (SMS), ICAO (2025), has established a framework consisting of four key components and twelve associated elements.

Table 1: Framework For Safety Management System (SMS)

Key Components	Associated Elements
1. Safety policy and objectives	<ul style="list-style-type: none"> i. Management commitment ii. Safety accountability and responsibilities iii. Appointment of key safety personnel iv. Coordination of emergency response planning v. SMS documentation
2. Safety risk management	<ul style="list-style-type: none"> i. Hazard identification ii. Safety risk assessment and mitigation
3. Safety assurance	<ul style="list-style-type: none"> i. Safety performance monitoring and measurement ii. The management of change iii. Continuous improvement of the SMS
4. Safety promotion	<ul style="list-style-type: none"> i. Training and education ii. Safety communication

According to KCAA (2024), a Safety Management System (SMS) outlines policies and procedures that reflect the organization's dedication to safety, establish clear safety goals, and define the roles, responsibilities, and accountability of personnel across all levels. The SMS employs a closed-loop process that continuously identifies, evaluates, manages, and monitors safety risks while tracking performance. It ensures safety by systematically collecting and analyzing operational data, conducting investigations, audits, and assessments, and implementing necessary corrective actions, including those involving external product and service providers. Additionally, the SMS fosters a strong safety culture through ongoing training and effective communication, supporting the organization's overall safety objectives.

Literature acknowledges that safety management is essential for attaining and sustaining high safety standards (Mitchison & Papadakis, 1999), as well as minimizing losses caused by accidents and incidents. In this context, Safety Management Systems (SMSs) play a key role in shaping employees' perceptions of safety within their organizations. SMSs encompass a range of policies and practices designed to enhance awareness of safety risks and influence employee behavior, thereby contributing to the overall improvement of aviation safety. Bottani et al. (2009) conducted a survey-based study comparing the performance of organizations that adopted Safety Management Systems (SMS) with those that did not. Their findings revealed that companies implementing an SMS operated in significantly safer environments both internally and externally. This adoption contributed not only to enhanced organizational safety but also to the broader objective of promoting safer skies

IV. Safety Culture

The concept of safety culture emerged in the 1980s as a comprehensive term encompassing collective attitudes, beliefs, and practices related to safety within organizations. International Atomic Energy Agency (IAEA, 1991) publication *Safety Culture: A report by the International Nuclear Safety Advisory Group (INSAG4)* defines safety culture as 'that assembly of characteristics and attitudes in organizations and individuals, which establishes that, as an overriding priority, nuclear plant safety issues receive the attention warranted by their significance' This definition underscores two key aspects: first, that safety culture encompasses not only positive safety attitudes but also effective safety management practices instituted by organizations; and second, that a strong safety culture entails placing the utmost importance on safety as a core organizational priority. Richter and Koch (2004) define safety culture as the collectively shared and socially acquired understandings, experiences, and interpretations related to work and safety. These are often conveyed symbolically and serve to influence individuals' behaviors and decisions concerning risk, accidents, and preventive measures.

According to Reason (2016), a robust safety culture encompasses four essential components: a reporting culture that encourages the open communication of errors and near-misses; a just culture that promotes trust and focuses on systemic issues rather than individual blame; a flexible culture where frontline personnel are empowered to make critical decisions in high-pressure situations; and a learning culture that enables the organization to interpret safety data and implement necessary improvements. These elements collectively form an informed culture, in which both managers and employees possess a comprehensive understanding of safety-related factors within the system. In the context of Safety Management Systems (SMS), such an informed culture is effectively equivalent to a safety culture

Lee and Harrison (2000) emphasize that, at its core, any safety management system functions as a social system, fundamentally dependent on the individuals responsible for its implementation. Its effectiveness is

determined by three critical factors: the comprehensiveness of its scope, the extent of employee understanding, and the level of their commitment to its successful operation

Safety culture refers to the lasting values and attitudes related to safety that are collectively held by individuals across all levels of an organization. It reflects how safety is viewed, prioritized, and appreciated by both management and staff, and is ultimately demonstrated through their actions and behaviors. A positive safety culture plays a pivotal role in the effective management of aviation safety. Whether in the hangar, control tower, aerodrome, or flight deck, every decision and action contribute cumulatively to the safety of air travel. This culture directly influences the success of Safety Management Systems and various safety enhancement initiatives. Recognizing its critical importance, international aviation bodies, industry associations, civil aviation authorities, and service providers universally acknowledge a positive safety culture as an essential component of aviation safety

Safety culture does not emerge spontaneously; rather, it is deliberately fostered by individuals fulfilling their roles within an organization. Postholders and supervisors who consistently prioritize safety in their decisions and actions set a powerful example that motivates their teams. Similarly, employees who demonstrate safe behaviors influence their peers to adopt a safety-first mindset. As organizations commit to continuous safety enhancement, this mindset becomes embedded, allowing safety culture to flow from leadership through all levels of staff and extend across the wider industry. Traditionally, aviation safety has relied on adherence to established regulations, procedures, and processes, and has been further strengthened through the adoption of safety management practices. However, continued advancements in safety require a deeper emphasis on human factors—specifically, individuals' mindsets, attitudes, and behaviors. It is essential for all aviation professionals to recognize the safety risks inherent in their operational contexts and actively contribute to identifying and implementing effective measures to uphold aviation safety.

The successful implementation of Safety Management Systems (SMS) offers clear benefits but is often hindered by significant challenges, particularly those related to fostering a just culture. A study conducted by Gerede (2015) on aircraft maintenance organizations in Turkey identified key obstacles to putting SMS into practice, emphasizing that the concept of a just culture remains one of the most critical and problematic areas. These issues can undermine other core components of a positive safety culture, namely reporting, learning, and flexibility, which are essential for SMS effectiveness. A positive safety culture is foundational to successful SMS implementation and relies heavily on the coordinated efforts of both regulatory authorities and service providers. Civil aviation authorities can either contribute to or obstruct the development of a just culture. The study further highlights three primary challenges in the practical implementation of Safety Management Systems (SMS). First, the inability to establish a Just Culture within organizations emerged as a critical barrier. Second, a prevailing fear of punitive consequences discourages employees from reporting safety-related concerns. Third, a punitive approach adopted by the Civil Aviation Authority (CAA) further

suppresses voluntary reporting practices. A central insight from the study is the essential role of a Just Culture; without it, a climate of fear takes hold, undermining both the proactive and predictive capabilities of the SMS.

In the context of safety culture, the establishment of a just culture is essential for fostering an environment where learning from mistakes is prioritized over assigning blame. A workplace dominated by punitive practices, where there is no clear distinction between human error and intentional violations, directly contradicts the principles of continuous improvement. Such a blame-oriented environment discourages open reporting and reflection, thereby impeding the development of proactive and predictive safety measures. Just culture, therefore, serves as the foundation for a positive safety culture by promoting fairness, accountability, and trust—critical elements for meaningful organizational learning and the effective functioning of Safety Management Systems.

Kostovich et al. (2020) describe a psychologically safe learning environment as one where individuals feel confident in taking interpersonal risks without the fear of negative consequences. If they perceive the environment as unsafe, they are likely to withdraw or disengage. Raatikainen et al. (2023) emphasize the critical role of trust in the workplace, identifying three primary dimensions in which it operates. First, trust facilitates the integration of young professionals into the work environment. Second, it supports their professional growth and competence development. Third, trust underscores the ethical foundations of workplace relationships. This aligns with the broader understanding that safe behavior is intrinsically tied to workplace culture, with mutual trust among members forming the bedrock upon which a strong and effective organizational culture is built.

Attentive and engaged management plays a pivotal role in cultivating a strong safety culture within an organization. When leaders demonstrate consistent commitment to safety, maintain a visible presence in operational areas, and actively engage with employee feedback, they foster an atmosphere of psychological safety and trust (Edmondson, 1999; Dekker, 2012). Such environments encourage the open reporting of hazards, incidents, and near-misses without fear of retribution, which is essential for proactive risk management and continuous improvement (Reason, 1997). Engaged management also models desired behaviors, reinforcing that safety is not merely a procedural requirement but a core organizational value (Guldenmund, 2000). By allocating resources, aligning goals, and making decisions that prioritize safety, management sets a clear tone from the top, promoting accountability and embedding safety into the organizational culture (Cooper, 2000; ICAO, 2013). Ultimately, their involvement is critical to developing a resilient system that supports both employee well-being and operational integrity.

Delta Air Lines has demonstrated a strong commitment to fostering a robust safety culture through the implementation of a comprehensive Safety Management System (SMS). This system emphasizes continuous risk management, adherence to the principles of Just Culture, and proactive safety leadership behaviours. In 2023, Delta introduced "Safety Leadership" as a core component of its SMS, promoting behaviours such as

integrity, clear communication, accountability, and care among all employees, regardless of their role (Delta Air Lines, 2023)

The airline's governance structure includes a Risk Council that oversees the SMS's effectiveness, ensuring that safety policies are clearly communicated, and that proactive risk management is integrated into broader change management efforts. Delta's commitment to safety is further evidenced by its Safety & Security Committee, which meets regularly to review safety management and performance, with the CEO retaining ultimate responsibility for the SMS (Delta Air Lines, 2023).

Delta's dedication to safety has been recognized through various awards and accolades. In 2023, the airline was named "Airline of the Year" by Air Transport World and ranked as the #1 U.S. airline by The Points Guy for the fifth consecutive year. These honors reflect Delta's ongoing efforts to prioritize safety and operational excellence. A testament to Delta's effective safety culture was the incident involving Flight 4819 in February 2025. The aircraft experienced a hard landing in Toronto, resulting in the plane flipping over. Remarkably, all 80 individuals on board survived, with only minor injuries reported. Experts attributed this outcome to advancements in aircraft design and the crew's proficient execution of emergency protocols, underscoring the airline's emphasis on safety training and preparedness.

Through its comprehensive SMS, commitment to Just Culture principles, and continuous investment in safety initiatives, Delta Air Lines exemplifies how attentive and engaged management can cultivate a positive safety culture, leading to enhanced safety outcomes and industry recognition.

V. Moral Voice in the Aviation Workplace

Behind the frequent occurrence of aviation accidents and incidents often lies a culture of silence and tolerance toward unethical conduct within organizations. Moral voice, as a form of proactive ethical behavior by employees, plays a crucial role in identifying, challenging, and preventing unethical practices that could compromise safety.

Hanson (1970) defines voice as an employee's reaction to dissatisfaction within an organization, while Morrison and Milliken (2000) expand it to include proactive behaviours aimed at offering constructive feedback and ideas to improve organizational performance. In this context, moral voice in aviation refers to the ethical responsibility of aviation professionals such as pilots, engineers, air traffic controllers, inspectors, and safety managers to speak up when they observe unsafe practices, regulatory violations, or decisions that may compromise safety, integrity, or compliance.

According to Lee et al. (2017), moral voice involves clearly identifying and challenging unethical behaviour. It functions as a protective mechanism against ethical violations and can help avert accident or incidents stemming from misconduct (Zheng et al., 2019). Additionally, it fosters a stronger ethical culture within

aviation organizations by prompting staff to consider the ethical implications of their choices and behaviours, thereby reducing occurrences of unethical conduct

Nevertheless, speaking up ethically is not without consequences. Employees who exercise moral voice may risk demotion, dismissal, alienation, or retaliation especially from individuals whose conduct is being questioned (Morrison, 2011). These challenges are particularly pronounced in aviation, where strict hierarchies, regulatory compliance demands, and time-sensitive operations pressure can make ethical dissent even more complex and risky.

VI. Case Studies

Several prominent organizations across industries have established environments that actively encourage employees to speak up about concerns, particularly around safety and ethics. Following the Columbia Shuttle disaster in 2003, NASA recognized the dangers of a culture of silence and poor communication. The organization adopted measures such as anonymous reporting channels, open-door leadership policies, and training in psychological safety and just culture to ensure engineers and staff felt safe to voice concerns (Columbia Accident Investigation Board, 2003). Similarly, Toyota's "Andon Cord" system empowers assembly-line workers to halt production if issues are detected, reflecting its commitment to kaizen continuous improvement and operational openness (Liker, 2011). Google (Alphabet Inc.) fosters psychological safety through open Q&A sessions, regular leadership engagement, and feedback systems that encourage diverse viewpoints, a practice aligned with findings from its internal Project Aristotle (Duhigg, 2016). In aviation, Southwest Airlines promotes a safety-first culture using servant leadership principles and a flat organizational structure to eliminate fear of retribution for raising concerns (Smith, 2004). Likewise, Patagonia integrates moral voice into its environmental mission, encouraging staff to speak out on ethical and sustainability issues, supported by leadership advocacy (Chouinard & Stanley 2013). In Europe, Lufthansa Group and similar airlines have institutionalized "Just Culture" frameworks, which protect employees from punitive actions when reporting safety incidents or near misses, thereby strengthening aviation safety culture (Baumgartner et al, 2011). Collectively, these organizations demonstrate that psychological safety, ethical leadership, and structured reporting mechanisms are critical to enabling employee voice and maintaining organizational integrity.

The Quaker method, rooted in values of equality, consensus, reflection, and moral integrity, offers meaningful contributions to aviation, particularly in safety and ethical decision-making. In aviation organizations, it manifests through consensus-based discussions in safety boards, inclusive stakeholder meetings, and post-incident debriefings that encourage thoughtful reflection without blame. The emphasis on moral voice aligns closely with aviation professionals' responsibility to speak up about unsafe or unethical practices (Pollard et al., 1949). By promoting open dialogue, ethical courage, and collective accountability, the Quaker approach helps foster a culture of safety, integrity, and continuous learning within the high-stakes aviation environment.

This approach is Intentionally structured to preserve cohesion while accommodating the widest possible range of individual perspective.

These organizations demonstrate that when leadership, organizational systems, and workplace culture actively support employee voice, individuals are more inclined to speak up resulting in improved safety, stronger ethical standards, and enhanced overall performance. An organization's stated tolerance for moral voice matters less than how it genuinely responds when an employee challenges its policies or business decisions.

VII. Developing A Positive Safety Culture

Developing a positive safety culture is foundational to achieving sustainable safety performance in aviation organizations. It begins with leadership commitment and extends to every individual within the organization. A positive safety culture is not simply about compliance; it reflects shared values, attitudes, and behaviours that prioritize safety as an integral part of operations. Management and employee actions play a critical role in shaping and strengthening a more positive safety culture. According to ICAO (2018), key characteristics of a positive safety culture include:

- a) **Shared Commitment to Safety:** Both managers and employees are genuinely motivated to make decisions and take actions that enhance safety. This commitment is evident in daily practices, resource allocation, and strategic planning.
- b) **Continuous Reflection and Improvement:** Individuals and teams routinely evaluate their own behaviours and operational processes, remaining open to feedback and critique from others. They actively seek opportunities to adapt and improve in response to changing conditions and environments.
- c) **Common Risk Awareness:** There is a shared understanding across all levels of the organization regarding the hazards and risks associated with their work. Everyone acknowledges the importance of managing these risks effectively to protect people, assets, and operations.
- d) **Safety as a Core Business Practice:** Safety is not treated as an add-on or separate function—it is embedded into every decision and action. Individuals operate under the belief that maintaining safety is fundamental to how business is conducted.
- e) **Value for Information Sharing:** Being informed about safety issues, and keeping others informed, is a valued practice. This includes proactively communicating lessons learned, emerging risks, and best practices.
- f) **Trust and Open Communication:** Employees trust one another and their managers enough to share information about incidents, near misses, and errors. Mistakes are seen as learning opportunities rather than grounds for punishment, and open reporting is encouraged to drive future improvements.

In this case, positive safety culture thrives in environments where safety is viewed as a shared responsibility, open dialogue is promoted, and continuous learning is embedded in daily operations. Such a culture not only reduces risk but also strengthens the overall resilience and performance of the organization.

VIII. Conclusions and Recommendations

A Safety Management System (SMS) formalizes an organization's dedication to safety, outlining its risk management, oversight procedures, and the dissemination of institutional knowledge across all levels. Organizations often invest significant resources into building comprehensive SMSs, reflecting safety as a core corporate value. However, many fall short by overlooking the development of a strong Safety Culture, comprising a Reporting Culture, Just Culture, Flexible Culture, and Learning Culture. These components collectively create an Informed Culture. When supported by a climate of trust and Psychological Safety that encourages openness and continuous learning, a true culture of safety can flourish. Most critically, employees feel confident and supported in voicing concerns about safety practices.

Fostering a strong Safety Culture is fundamentally sound business practice. Therefore, it's essential that all aviation certificate holders understand how to develop a Safety Management System (SMS) that actively supports and encourages dissenting voices. The following recommendations are intended for accountable post holders who are in the process of developing or reviewing a Safety Management System (SMS), and who are dedicated to fostering a workplace culture where employees at all levels feel empowered to raise safety concerns.

1. Safety Policy – Leadership by Example and Clear Commitment

- **Demonstrate Top-Level Commitment:** Encourage the leader to visibly prioritize safety in all communications and decisions. The organization should support this by embedding safety values into its mission and allocating necessary resources to safety programs.
- **Define and Communicate Expectations:** Help the leader craft a safety policy that clearly outlines expectations around reporting, accountability, and ethical behaviour. This should include a commitment to non-punitive reporting and Just Culture principles which distinguishes between human error and non-compliance to regulations.
- **Clearly outline the reporting hierarchy that a safety report will follow:** This promotes transparency, strengthens the Reporting Culture, and ensures that safety concerns are appropriately communicated within the organization or escalated to higher authorities when necessary.
- **Establish a Shared Vision:** Involve employees from all levels when developing or revising safety policies to ensure shared ownership and alignment with operational realities.

2. Safety Risk Management (SRM) – Empowering Risk Identification and Assessment

- **Involve Staff in Hazard Identification:** Empower frontline employees and supervisors to participate in identifying hazards and unsafe practices. Encourage use of structured tools like hazard logs, safety surveys, or regular team debriefs.
- **Create Channels for Moral Voice:** Support the leader in setting up confidential and anonymous reporting systems that allow staff to safely raise ethical or safety concerns.
- **Train for Risk Awareness:** Provide training to employees at all levels on how to recognize and assess risks, helping normalize speaking up as part of the job—not an exception to it.

3. Safety Assurance – Monitoring, Feedback, and Continuous Improvement

- **Encourage Feedback Loops:** Assist the leader in implementing systems that track the handling of safety reports and ensure reporters receive feedback. This builds trust and shows that speaking up leads to action.
- **Audit Response Practices:** Periodically review how well safety reports and concerns are handled. Are there delays, dismissals, or retaliation? Ensure assurance mechanisms capture employee sentiment and system effectiveness.
- **Recognize and Reward Voice:** Encourage recognition of employees who raise safety concerns, even when the issues are complex or uncomfortable. This reinforces a culture where moral courage is valued.
- **Ensure leadership accessibility:** While an organization can implement systems that support the reinforcement of safety culture in the absence of management, accountable managers should prioritize the physical presence of postholders to promote direct communication, openness, and trust.
- **Effectively managing change:** Certificate holders must systematically assess how operational, organizational, or regulatory changes impact safety. This involves identifying potential hazards introduced by the change, evaluating associated risks, and implementing appropriate mitigation measures. Ongoing monitoring and feedback ensure that changes do not compromise safety performance and allow for continuous improvement of the system.

4. Safety Promotion – Building Trust and Psychological Safety

- **Model Psychological Safety:** Leaders must model behaviours that show respect for dissenting views, openly admit mistakes, and create safe spaces for candid dialogue. Promote stories where speaking up led to safety improvements.

- **Train Leaders and Staff:** Provide safety leadership and communication training that emphasizes listening, empathy, and non-defensive responses to concerns.
- **Engage All Departments:** Ensure safety promotion activities (e.g., campaigns, meetings, newsletters) reach all corners of the organization—from flight crews and engineers to finance and administration—reinforcing that safety is everyone’s responsibility.
- **Recognize how the organization responds to Moral Voice.** By fostering an environment where employees feel safe to voice concerns without fear of retribution, trust is built, and psychological safety is promoted. This encourages open dialogue, allowing employees to share safety issues or ethical concerns freely, which strengthens the overall safety culture.

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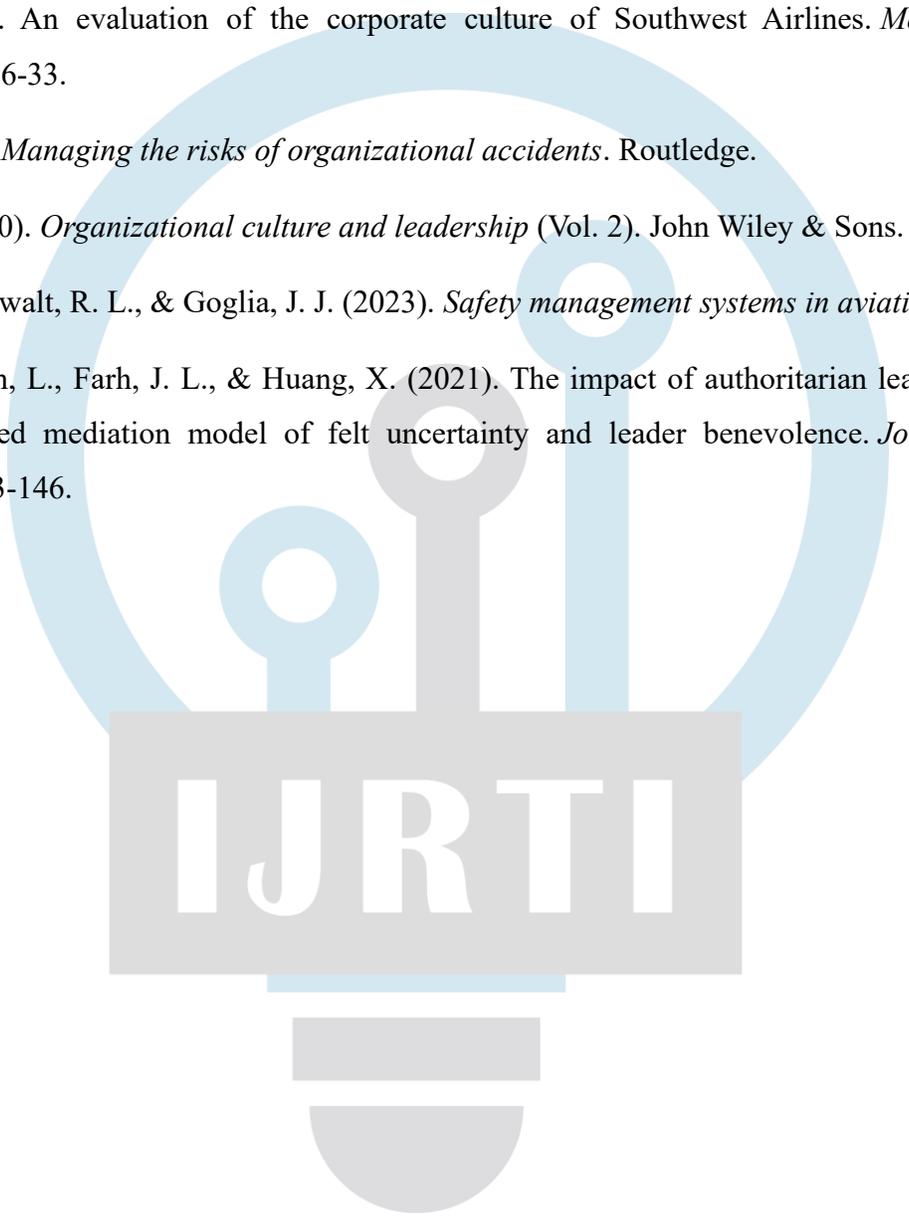
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A large, light blue watermark logo is centered on the page. It features a stylized lightbulb shape with a circular top and a semi-circular bottom. Inside the circle, there are three vertical lines of varying heights, each ending in a small circle. Below the circle is a grey rectangular box containing the letters 'IJRTI' in white, bold, sans-serif font. Below the box are two horizontal grey bars, one above a semi-circular grey shape that forms the base of the lightbulb.

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