

ORGANIZATIONAL LEADERSHIP AS A FACTOR OF BUILDING CORPORATE CULTURE AND PERFORMANCE

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Abstract

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Organizations encounter the challenge of lacking leadership development pipelines and changing demographics in the workplace. The paper aims to review literature on leadership and its relationship with organizational culture and motivate organizations to embark on change initiatives to continually improve their occupational health and safety (OHS) operations. The key objectives are helping organizations understand the relationship between leadership and OHS performance and how cultural values help connect the dot between them, putting leadership styles into context by focusing on internal factors that impact on an organization, highlighting the development trend of OHS risk management industry throughout the discussion, focusing on some practical guideline on implementing OHS improvement initiatives, introducing the correlation between leading and lagging indicators as a measure of the effectiveness of leadership in enhancing OHS performance. The study develops a framework of operation transmission mechanism that embraces an OHS management system (OHSMS), describes the delivery of cultural value and the impact on workers' behavior. The outcome of this applied research presents industry good practices that are field tested expertise and guides organizations implement an OHSMS that facilitates organizational leaders to deliver cultural values with appropriate leadership style and organizational health. The OHSMS encompasses, amongst others, policy, process, procedure, standards and techniques. And the design of such a management system is recommended for future research.

Keywords: Leadership, Corporate Culture, Management System, Health, Safety, Risk Management

"The particular characteristics of leading companies in occupational safety is safety culture that drives operational discipline, fosters employee engagement, and treats safety as a value rather than just a priority."

Hannes Sruyweg,
Director of health and safety at the ICMM

1. INTRODUCTION

In the occupational health and safety (OHS) risk management space, leadership is a prerequisite for starting any initiative in improving an organization's

OHS performance. This paper demonstrates the critical role of leaders in infiltrating organizational OHS culture into the mind of employees by considering organizational context and the styles of communication.

As revealed in newly published ISO 9001, 14001 and 45001 standards, OHS risk management requires leaders and their employees to deal with issues in context, which incorporates internal and external factors impacting on an organization. Fisher (2016) believes leadership, worker engagement and context form the scope of an OHS management system (OHSMS), which commit leaders and motivate employees to follow a plan-do-check-act feedback

loop methodology to act on cultural change that supports the continual improvement in OHS performance.

The purpose of this paper is to motivate organizations to embark on change initiatives to continually improve their OHS operations and recommend practical approaches and frameworks, such as an operation transmission mechanism that facilitates the implementation of OHSMS. Facing the challenge of lacking leadership development pipelines and changing demographics in the workplace, the research focuses on some practical guidance on how to identify future leaders and implement leadership and OHS culture initiatives in an organization. In these initiatives, leadership styles and organizational context that focuses on internal factors affecting organizational health, are the critical elements for delivering cultural messages and obtaining employees' buy-in.

There is no one-size-fits-all type of leadership tactics but different leadership styles that incorporate organization-specific internal and external factors in order to communicate effectively with employees and other stakeholders. However, transformational leaders are expected to be a benchmark leadership style and its application in the different levels of organizational health requires adaption to dynamic business and operational environment. Such dynamic environment, according to Fewster (2015), include, for example, the changing nature of work, cultural considerations, ever increasing contracting arrangements, and the barriers to compliance.

This paper starts by explaining the importance of leadership development and its cultural implications. Section 3 puts leadership into context and illustrates the appropriate leadership behaviors to the level of organizational health. In section 4, it answers the question: how does leadership affect workers' health and safety, introduces transformers as a benchmark style, and presents an operation transmission mechanism. Section 5 lists some practical guidance for implementing an organizational OHS culture, which is followed by the combination of leading and lagging indicators as an appropriate tactic to quantify the effectiveness of OHS leadership and as an effective means to continually improve management systems. At the end, the paper summarises key findings, gives insight on using OHSMS as a facility to deliver OHS cultural value, and recommends areas for future research. Furthermore, there is some endnote on the good practice for incident correction and prevention.

2. THE IMPORTANCE OF LEADERSHIP DEVELOPMENT AND ITS CULTURAL IMPLICATIONS

Leaders are fundamentally different from managers, as the latter focuses on planning, organising and coordinating for effectiveness and efficiency, whereas leaders aim to inspire and motivate for changes. The end result is employees work for managers but follow leaders. Although management and leading must go hand in hand, more value are generated by leading people and making the specific strengths and knowledge of every individual productive in our knowledge economy, according to the management guru Peter Drucker.

2.1. What is a leader and leadership?

According to SHP Online, a leader is "a person who leads or commands a group, an organization or a country, while leadership is the action of leading a group of people, an organization, or the ability of a company's management to make sound decisions and inspire others to perform well".

Leadership is a scarce skill in many organizations but very few of them make progress in addressing this critical issue. Because leadership is seen as top management's responsibility (e.g. the CEO's), organizations tend to confine leadership responsibilities to a select few employees. They also avoid committing long-term investment in leadership, and disregard building a robust pipeline at all levels of the organization. This is not in line with changing demographics and business practices, and hampers effective leadership development. Research by Canwell, Geller & Stockton (2015) reveals the following key findings:

- Fifty-three percent of millennials aspire to become the top management of the organizations they work for.

- Companies that consistently invest in leadership, for example, by spending 1.5 to two times more than other companies, receive a return on investment that is double or triple that of other companies.

- The leadership pipeline remains weak in organizations, as only 32 percent of them have a steady supply of leaders geared for top management; only 18 percent of organizational leaders are held accountable for regularly identifying and developing their successors.

The main challenge to leadership development is that customised leadership development solutions are based on many models, with inconsistent quality in their approaches. Organizations also struggle to select an integrated solution that meets their requirements.

2.2. How companies are identifying future leaders

With the availability of talent movement data and people analytics, companies are able to explore the job experiences and backgrounds of candidates, thereby identifying the best leader. The human resource department can then provide training to those who have the best leadership potential, and use capability assessment tools to measure candidates' skill and readiness for the next level.

Case study

Facing the challenge of customer retention in 2013, T-Mobile, a German telecom network operator, embarked on a six-week initiative to clarify new capabilities it needed and to develop a framework and strategy, focusing on key elements underpinning leadership development, namely:

- Customers.
- Goal setting.
- Coaching.
- Development.
- Engagement.

Among the positive results of the initiative, T-Mobile was able to develop 4,500 first- and second-line leaders who then inspire their teams to generate great outcomes including the productivity and quality of services and to deliver superior support services for retaining customers. In the process, the health and safety of workers is a contributing factor to the positive outcome.

In the OHS risk management space, leadership is the fundamental driver of continual improvement and reflects the key characteristics of future leaders. Leaders should allow OHS practitioners and subject matter experts to influence decision-making at boardroom level, with the latter partnering with their colleagues to convey the message throughout the organization. Moreover, proactive OHS leadership can make a real difference to organizational culture, efficiency and wellbeing.

2.3. How to implement a generic leadership development process

Canwell, Geller & Stockton (2015) recommends some guideline on commencing a generic leadership development process as follows:

- Secure top management's commitment. Without CEO commitment, leadership development initiatives are unlikely to be sustained in the long term.
- List the top business priorities and determine the types of leaders an organization requires.
- Develop inclusive leadership structure at all levels of the organization. Junior and mid-level leaders are critical, as they are at the forefront of operations, such as OHS risk management. Millennials, global leaders and women are the strategic focus of leadership development in the future.
- Prioritise talent development succession. Put incentives in place to prompt succession plans for the best and most diverse talent.
- Develop a simple capability model and focus on its implementation. Spend more on implementing leadership models and programmes to select, assess, develop, and succeed present and future leaders.
- Extend leadership development indicatives over organizational boundaries. Build a diverse range of new leadership experiences, such as volunteer community service through working with business partners, universities, non-governmental organizations, and other third-party organizations.

While the business environment is increasingly competitive and the workplace is rapidly evolving, organizations must continually develop a robust portfolio of leaders who:

- Engage workers.
- Drive growth strategies.
- Innovate.
- Work directly with customers.

2.4. Why culture is critical to leadership

The afore-mentioned leadership characteristics and behaviors reflect the value of organizational culture. A strong culture achieves results that rote compliance cannot. For example, a proactive OHS risk management culture motivates workers to accurately perceive risk and generate an inner desire to take precautionary actions.

Workers would keep OHS in the forefront of their minds at all times if they could see value in doing so, whereas regulatory compliance and enforcement-oriented measures would not be able to achieve this level of commitment.

Case study

The Coveris Group, a packaging and coatings manufacturer based in the USA, established a unified top-down commitment that reflects its culture and consistency and aims to eliminate the loss of OHS incidents. At Coveris, OHS is not a program, but is about the effectiveness of management, which is weaved into the operational fabric of the company. OHS initiatives start at the boardroom level and are shared as a chief value by leaders, which is critical to a multinational firm facing a diverse range of OHS challenges. To achieve best practice principles and rules, Coveris delegates responsibility to individuals and teams with an aim of zero loss. The group company bolsters desired behaviors and removes conditions that inhibit success at every level.

Besides the top-down leadership commitment, OHS also requires bottom-up commitment from employees. This is reasonably practicable only if it corresponds with top management's commitment to provide employees with the necessary knowledge, tools and resources to conduct work safely and in a healthy manner. To achieve the bottom-up and top-down objective, leadership is expected to weave cultural value into business operation including OHS.

All in all, leadership is a fundamental pillar for continual improvement in OHS, which requires sustainable investment in developing future leaders. Reflecting on organizational culture, the leaders of any organization should walk the talk and inspire their employees to proactively manage OHS risks.

As revealed in newly published ISO 9001:2015, 14001:2015 and 45001:2018 standards, OHS risk management requires leaders and their employees deal with issues in context, which incorporates internal and external factors impacting on an organization. This topic is discussed in the next section.

3. CONTEXTUAL LEADERSHIP

Some historic figures, such as Nelson Mandela, Abraham Lincoln, and John F. Kennedy are the good examples of leaders who strive to take actions necessary to achieve important objectives. However, people may behave differently at work and in their personal life, due to different perspectives and environments that impact on their behavior (Pfeffer, 2016).

Facing the reality of imperfect people and ambiguous choices, many industries have constantly battled with accomplishing tasks and continual improvement (Caro, 1975). On the other hand, change initiatives introducing innovative solutions to overcome the challenge are not always pleasant for those who think their status quos and vested interests are disturbed (Isaacson, 2011).

Leadership is a skill that can be learnt and improved overtime. However, lessons learnt differ from one leader to another. Facing constantly changing factors, such as the people, processes and technologies of an OHSMS, leaders need to adjust their leadership styles according to situational factors so as to achieve their objectives.

In the workplace, the effectiveness of leadership behavior depends more on an organization's health or context, such as competitive challenges, legacies and other dynamic factors that have an impact on business operation. Hence, leadership is about the right behavior for the right organization as opposed to the general categorisation of workers and their personalities. However, in reality, leaders tend to overestimate the effectiveness of their leadership skills and the healthiness of their organizations. This is likely one of the reasons why employee perception surveys are necessary to assess OHS performance.

As a rule of thumb, Bazigos et al. (2016) puts leadership into three categories by the type of organizational health they are practiced for:

- Ailing organizations: leaders use tight

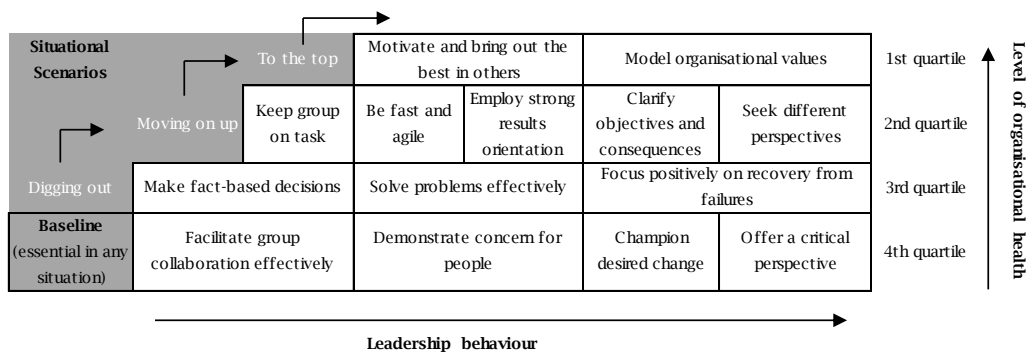
control measures, such as very detailed instructions, and monitor workers' activities.

- Healthier organizations: leaders tend to show more support to their employees and be more sensitive to their needs.

- Elite organizations: leaders set stretching goals and motivate workers to reach their full potential.

To identify the most effective leadership behavior at the different levels of organizational health, Bazigos et al. (2016) develops a leadership staircase based on the McKinsey survey in 2014, to demonstrate a hierarchy of behaviors from essential level through to three situational scenarios (digging out, moving up, and to the top), as illustrated in Figure 1 below.

Figure 1. Leadership staircase (World), 2014



Source: Bazigos et al., 2016.

Note: Analysis is based on data gathered from 2014 McKinsey survey of >375,000 people from 165 organizations in multiple industries and geographies.

McKinsey suggests that “the most effective leadership behavior reflects the state of a company's organizational health not the claims of individuals”. For organizations willing to develop vibrant businesses and effective leaders, they are expected to look into internal factors, conduct the objective assessment of organizational health, and constantly reflect on the strength of leadership behavior. Overall, there must be a different set of actions for different situations.

Having put leadership in context and discussed its impact on business operation in general, the question now is how contextual leadership affects the health and safety of workers using different leadership and communication styles. This question is addressed in the next section.

4. HOW DOES LEADERSHIP STYLE IMPACT EMPLOYEE HEALTH AND SAFETY

In general, the style of leadership can be classified into two distinct groups:

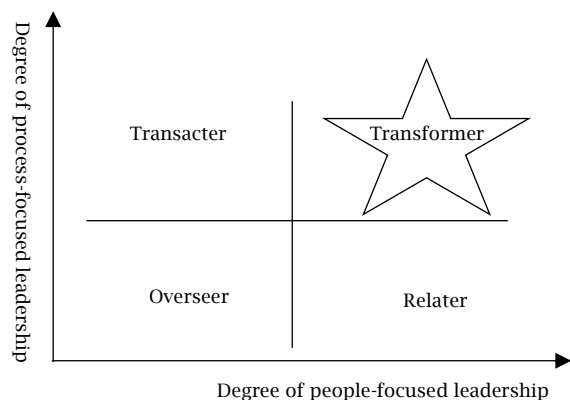
- Hard-skilled leaders who focus on processes, tasks and results.
- Soft-skilled leaders who focus on people and interpersonal relationships.

The former stresses the importance of timeliness, consistency and success in accomplishing job tasks. Leaders in this category possess skills defined in traditional management disciplines, such as direct communication, planning, organizing, and setting clear guidelines and consequences for behaviors. In comparison, leaders who rely more on their soft skills tend to develop deeper relationships

with their team members, caring about workers' perceptions and feelings, and maintaining their morale, so as to keep employees happy.

Hence, depending on the organizational health or context, leaders need to make the decision and choose a leadership style that suits their organizations best. On a continuum between hard-skilled and soft-skilled leaders, Tristan (2016) categorises leadership styles into four groups, namely, transacter, transformer, relater, and overseer, as illustrated in Figure 2 below.

Figure 2. Four types of leaders in OHS



The following are some of the strengths and weaknesses of the four types of leaders regarding OHS:

Transacter

Transactional leaders have a stronger focus on process than people, who set clear expectations for

safe behavior, directly approach employees for their wrong doing, and provide structure and consistency in policies and procedures. These traits are conducive to employee engagement.

Table 1. How do transacters impact OHS

<i>Strengths</i>	<i>Weaknesses</i>
Set clear expectations for OHS behavior.	Impersonal or intimidating style can discourage near-miss reporting.
Approach employees regarding at-risk behavior and discipline OHS violations.	Employees may feel as if they are not heard or supported with respect to OHS concerns.
Provide structure and consistency regarding OHS policies and procedures.	Can drive a pure compliance or check-the-box approach to OHS behavior.

Source: Tristan, 2016.

Transformer

Transformational leaders have both a people and a process focus, who have a natural ability to construct

a balance between the health and safety of employees and the deadlines and goals of production. This is the kind of leader that aspires to stretch workers to reach their full potential and out of their comfort zones.

Table 2. How do transformers impact OHS

<i>Strengths</i>	<i>Weaknesses</i>
Can inspire employees to make OHS a life style rather than just complying with policies.	Push some individuals too far outside their comfort zones with respect to OHS expectations.
Communicate clear and consistent expectations for OHS behavior; apply discipline for OHS violations when needed.	Some employees may feel the leader is not genuine in his/her concerns for their health and safety.
Strong personal relationships promote employee engagement with OHS.	High expectations for OHS engagement and participation may demotivate some employees.

Source: Tristan, 2016.

Relater

In contrast to transacters, relaters are more focused on people than process. This type of leader appears to be more approachable and less threatening to their

employees and encourages the reporting of leading indicators. However, the lack of objectives and disciplines may inhibit the business performance of the organization.

Table 3. How do relaters impact OHS

<i>Strengths</i>	<i>Weaknesses</i>
Foster employee morale and engagement in OHS culture through personal relationships.	Struggle to set clear expectations for OHS behavior.
Employees feel more comfortable approaching leaders about OHS concerns.	May avoid confronting employees about at-risk behavior or OHS violations.
Demeanour facilitates near-miss reporting and other leading indicators.	Some employees may take advantage by ignoring OHS policies and procedures.

Source: Tristan, 2016.

Overseer

Overseers lack both people and process focus, because this type of leader shows a high degree of trust to the competency of his or her employees, and

does not feel a strong need to build personal bond with employees. While most employees enjoy autonomy, overseers may be out of touch with their team's activities and fail to provide clear expectations for performance.

Table 4. How do overseers impact OHS

<i>Strengths</i>	<i>Weaknesses</i>
Employees feel they are trusted to work safely and healthily and avoid unnecessary risks.	Make assumptions about the employees' level of OHS knowledge and training.
Provide autonomy and flexibility in deciding how to handle a task in a safe and healthy manner.	Employees have unclear expectations about OHS behavior.
Unlikely to use fear or punishment as a means of enforcing OHS.	Difficulty in building relationships that hamper engaging employees in OHS culture.

Source: Tristan, 2016.

Leaders may belong to one of the four styles due to natural causes, such as habit, comfort zone or the default mode of working. However, transformer is expected to be the benchmark style of leadership, which fine-tunes the balance between people and process, depending on the situational factors of different organizations. For example, the inherent level of risk, recent OHS incidents, OHS

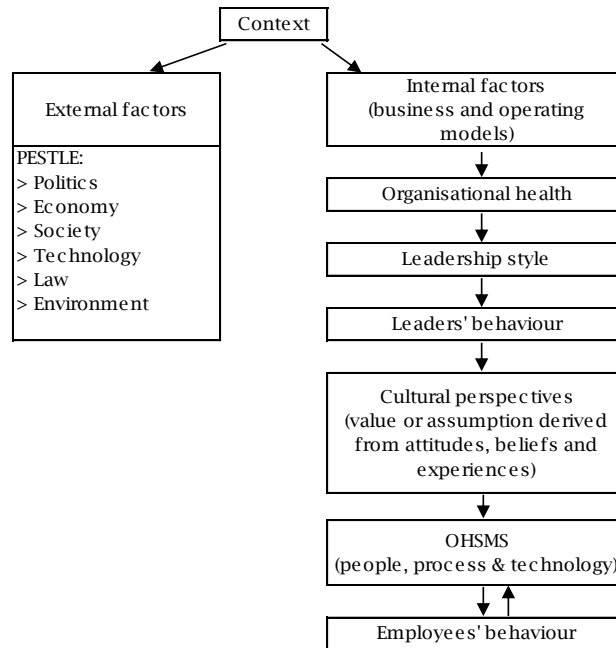
climate, or workers' skills, can determine which style might be the best at the time.

As illustrated in Figure 3 below, a framework of operation transmission mechanism, embraces an OHSMS and illustrates the delivery of cultural value and the eventual impact on workers' behavior within an organization. The key role of leaders is to infiltrate organizational OHS culture down an organizational hierarchy. The culture formation

process fundamentally changes employees' perspectives and support OHS policies and procedures. Without employees' buy-in, in other words, being lived by the people it affects and

protects, an OHSMS is unlikely to achieve its objectives, such as zero-harm. In the next section, it discusses how to implement OHS culture in an organization.

Figure 3. The role of leaders in influencing employees' behavior via an operation transmission mechanism



As leadership styles affect a leader's behavior, behavior then influences the leading and lagging indicators of OHS performance. According to the Campbell Institute, the correlation between leading and lagging indicators indicates the effectiveness of an OHSMS. This topic is dealt with in section 6 of the study.

5. HOW TO IMPLEMENT OHS CULTURE IN AN ORGANIZATION

Workers in some industry may face more risk than others but organizational risk management practice becomes effective when it is engrained in the organization's culture. Although no two organizations' culture is the same, a strong culture enhances employee satisfaction and retains talent. Irish philosopher Charles Handy categories organizational culture into four groups as follows:

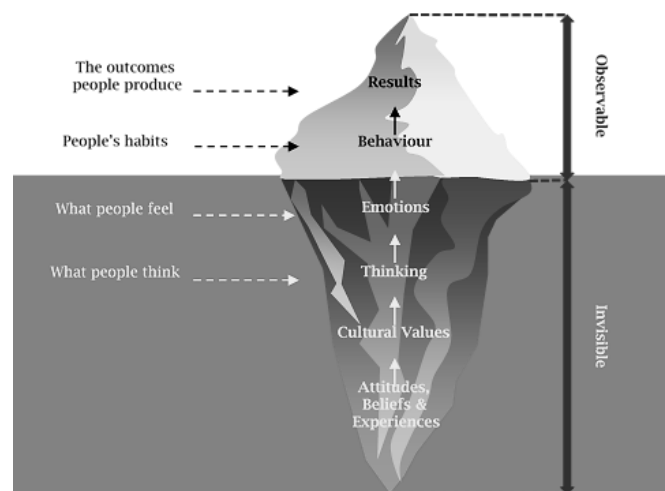
- Power Culture: employees always follow their superiors' instructions, which often results in high employee dissatisfaction.
- Task Culture: solving problems and achieving targets are the core values and employees are given room to innovate and think creatively.
- Person Culture: personal importance takes precedence over the well-being of a company, which suffers from the lack of a strong sense of team work

or a common goal and inhibits productivity and employee satisfaction.

- Role Culture: every employee is given responsibilities based on their role and specialization. Employees earn their power and respect through hard work and proven performance, which motivates employees to perform.

A mature OHS culture is expected to have a balance of task, person and role cultures, which enhances the effectiveness of organizational risk management practices.

As revealed in Figure 4 above, OHS performance depends on people's behavior, which is guided by their emotions that are triggered when their thoughts (beliefs, habits, memories, assumptions, and so on) interact with certain situations in their daily life. The challenges that leaders face is how to control the thoughts of their employees regarding OHS, which manifest in workers' behaviors and organizational OHS performance. Before leaders can influence others, leaders should first solidify their own thinking in terms of the fundamental attitudes, beliefs and experiences required to form a robust OHS culture. The factors underlying culture should go beyond vague concepts, such as zero harm and beyond a list of general cultural values on the wall. Eventually, leaders should walk the talk to implement these cultural values with a comprehensive list of actions (Solomon, 2016).

Figure 4. The transmission mechanism between attitudes, beliefs & experiences and results

Source: Adapted from Solomon, 2016.

Organizations that have a poor OHS culture are exposed to greater litigation risks, regulatory scrutiny, incidents, fines and penalties. The formation of a positive and supportive culture requires the active promotion by leaders. The perspectives of the leadership team are the key indicators of an organization's overall perspective and whether good culture is promoted (Pokarier & Marco, 2016). Therefore, with organizational health and leadership styles in mind, a true OHS leader should choose the most effective means to communicate the value of OHS culture throughout an organization.

According to Chang (2016), organizations face various challenges, such as the lack of training, changing working conditions, ineffective communication, and cultural inertia, among others, which hamper the continual improvement of OHS performance. To overcome these challenges, leaders should first change their perspectives (attitudes, beliefs and experiences) and behaviors, in other words, change organizational culture that underpins and drives OHS performance. The leader should be a role model to take every opportunity to talk about OHS and inspire employees to prioritise OHS issues. Then the leader must implement the relevant policies and procedures and continually improve them. This kind of leadership fosters employees' buy-in. According to Chang (2016) and Pokarier & Marco (2016), other critical tasks that help leaders to infiltrate OHS cultural value throughout the organization includes:

- The documentation of procedures: which ensures everyone on the same page by following the same procedures, especially for emergency response issues. Procedures must be regularly reviewed, improved and updated.
- The effective communication of procedures: the real-time digital communication of procedures through a multi-device network is a more effective means of delivering OHS messages and ensures employees be constantly aware of and respect OHS issues.
- Regular training and drills: emphasize organizational value and the expected behavior of workers and help employees internalise their behaviors and perspectives, which are the essential elements that must change to create a new OHS culture.

- Ensure accountability and transparency: OHS issues must always take precedence over other organizational issues. The report of lagging indicators without retaliation, such as days lost due to injuries are essential for establishing workers' accountability.

- Incentives for success: a reward program that includes, for example, bonuses and days off is effective to ensure employees prioritise OHS issues on a daily basis. They should be based on the overall roles and responsibilities of employees as opposed to solely on financial targets.

To achieve a true cultural change, OHS ideas and impacts should be considered in every organizational program, department, and corporate initiative. To continually improve the culture change process, the effectiveness of leadership should be monitored and measured. An OHSMS, as revealed in Figure 3, plays a pivotal effect in this regard.

6. HOW TO MEASURE THE EFFECTIVENESS OF OHS LEADERSHIP

Research finds that effective OHS leaders are those who drive organizational values and culture, and demonstrate engagement through OHS conversations and walkarounds (Frankel et al., 2006), the proactive commissions of audits, and the investment of resources in OHS management (Lekka, 2011).

For an OHSMS to be effective, it is important to have everyone of an organization voluntarily comply with the system. To achieve the ideal compliance situation, robust leadership is essential. In other words, such leadership needs to be highly visible, inspiring and directive from top management down to line managers and field supervisors (Angiullo, 2009).

However, Madsen et al. (2006) states that organizations tend to be complacent about their status quo mediocrity over time, when there is no motivated leadership to regularly encourage high performance. To track the performance of OHS over time, metrics and indicators are an important element of an OHSMS. They testify the effectiveness of leadership in delivering organizational cultural value. According to the Campbell Institute (2015), lagging incident indicators no longer give much information on the performance of an OHSMS. Leading indicators increasingly become an area of focus for finding more

impactful metrics. The correlation between leading and lagging indicators is one of the approaches to measure organizational OHS performance. When the positive outcome of leading indicators correlates with reduced incidents statistics, depending on the degree of correlation, it indicates the performance of the

OHSMS and unveils the root source of value driver, namely, leadership (see Table 5 underneath).

Because without necessary leadership, commitment and dialogue, newly introduced leading indicators can potentially drive unintentional behavior and have a negative impact on OHS performance.

Table 5. Root causes of OHS Incidents from a behavioral perspective

Organization level causes	4. Root source of causes	Organizational culture and leadership as guiding behavior
	3. Root causes	Enterprise-wide OHSMS as operational behavior
Individual level causes	2. Indirect causes	Employees' knowledge, awareness and habitual behavior
	1. Direct causes	Once-off unsafe behavior and exposure which together caused an incident

Source: adapted from Wu, Fu & Yin, 2014.

Example

ExxonMobil, an oil and gas company based in America, has launched a leadership training program focusing on the coaching and messaging of safety performance metrics in a personal manner. The program allows the direct incorporation of leading indicators into career development and training curriculum.

The increasing importance of leading indicators aligns the trend of a proactive, predictive and preventive approach to OHS risk management. The American National Safety Council recommends that leading safety indicators should be valid, actionable and easy to communicate. Valid indicators means indicators exist prior to incidents and statistically correlate with incident outcomes. Actionable indicators allow organizations to intervene and reduce risks. Easy-to-communicate indicators are understandable and applicable. There are eight principles for introducing valid, actionable and easy-to-communicate leading indicators, namely:

- Think broadly to be all-encompassing.
- Emphasize risk exposure.
- Establish logical measures.
- Ignite workers' engagement or participation
- Plan for change, by for example, annual review to ensure the validity of leading indicators.
- Resist implementing only lagging measures.
- Consider implementation and the value of selection criteria, for example, ease of implementation as part of a change management programme.
- Take a long-term view, by for example, incorporating new metrics into the annual assessment of metrics and behaviors.

In summary, the combination of leading and lagging indicators is an appropriate tactic to quantify the effectiveness of leadership, which can be managed for continual improvement. The effect of leadership on OHS performance is measured indirectly due to the fact that leadership is the root source of value driver of organizational OHS performance, as opposed to any superficial or first level causes.

7. CONCLUSIONS AND STRATEGIC RECOMMENDATIONS

Leaders in any organization play a pivotal role in driving operational excellence and business growth. As part of a firm's daily operating activities, OHS fuels business growth by reducing direct and indirect incident costs while enhancing workers' productivity and the quality of products and services directly and indirectly.

This paper provides an overview of leadership and its relationship with organizational culture, and focuses on how to implement leadership development processes and OHS culture throughout an organization. Due to situational factors, there are different styles of leadership at different levels of organizational health. Eventually, leaders must decide the most effective leadership tactics for their organizations and deliver OHS cultural value, such as caring, engagement and ethics, which influence employees' behavior. Both leading and lagging incident indicators are essential to testify the effectiveness of leadership's impact on OHS performance.

Taking into account the situational factors within and outside an organization, transformational leaders that strike a fine balance between people and process is expected to be the benchmark style of leadership. As weaknesses do exist, the transformer style needs to adapt to and continually improve with dynamic industry and geographic environment where organizations operate.

Leaders are expected to walk the talk by being a role model of their employees who is then motivated to contribute to the performance of OHSMS. To be able to deliver the value of OHS culture that obtains employees' buy-in, leaders should adapt their leadership styles according to organizational health and communicate in a language that is understandable to front-line workers who are the ones interfacing with customers and work on the floor. As revealed in Figure 2, OHSMS is the mechanism that is central to achieving so, by continually improving the policies, processes, procedures, standards and techniques for channeling through organizational cultural values to ultimately impact on workers' behavior. However, the structure and components of such a management system fall outside the scope of this research.

Further research is expected to add value by recommending more effective solutions to overcome the challenges raised in the paper, such as leadership pipeline shortage and changing workplace demographics. Human behaviour is the other major contributing factor to OHS incidents in addition to causes originated from workplace hazards, so models and approaches that assess the probability, severity and exposure of OHS incidents resulting from various behavioral factors would greatly enhance the effectiveness of current risk assessment techniques. Moreover, with technological advancement, empirical studies on assessing the probabilities of risk events using predictive and prescriptive analytics would add value to improve the accuracy of estimating the probability of OHS incidents.

8. END NOTE

Feedback is essential to achieving a leader's aim and objectives. With feedback, he or she ought to regularly reflect on what has worked and what has not, so as to continually improve in the future. Based on stakeholders' feedback, leaders are expected to

take a proactive approach and shift their focus from past-oriented feedback to future-oriented feedforward (McAllister, 2016). However, the leader must base his or her decision on lessons learnt from risk audits and regularly review risk assessment records, sufficient to correct and prevent existing and potential OHS incidents from recurring.

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