

**The influence of strategic leadership on Occupational Health and Safety Compliance in
Manufacturing MNE's.**

04973390

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Abstract

Strategic leaders are essential in navigating the VUCA turbulence to solve concerns of massive information uncertainty, resource scarcity, and desperation. MNEs managed by these executives are capable of pivoting and achieving unimaginable profits during disruptive eras. Strategic leadership has an indirect impact on overall organizational performance since it is impacted by external and overall organizational changes. Sustainability remains a top item on the global agenda and the 2030 Agenda has become the primary set of recommendations for ensuring a sustainable future for everyone due to its widespread adoption. As MNE's embark on their goals to internationalize, expand, exploit, and explore global turfs, adherence, and compliance to OHS legislative requirement may be a core competence to leverage on but is likely to leave an unmendable hole in a business's bottom line if not attended to. There remains an enormous amount of work to be done on OHS compliance as according to the World Health Organization (WHO) and International Labour Organization (ILO) in 2017 as they reported that the Annual Mortality rate of 2.3 mil (Injuries and Diseases) globally and \$70 mil in costs for fall related claims

Through Qualitative research methodology the study investigated "How does strategic leadership influence Occupational Health and Safety compliance in Manufacturing MNE's?" 18 participants from various manufacturing companies were invited. Of the 18 that were invited, 17 committed and were eventually interviewed. Participants were based in different locations like South Africa (KZN & GP) and Washington DC

The study's conclusions, emphasizes that occupational health and safety compliance is a legal requirement that, if disregarded, might subject organizations to hefty fines. The basic minimum OHS compliance regulation should be adhered to earnestly. If the organisation has covered the basic premise of the minimum regulation, they can then explore additional methods of self-regulation to enhance OHS compliance. The study revealed that the requirements of OHS compliance should be part of the core structure of the strategy and OHS compliance is incorporated into the strategy to ensure it forms part of the organisations culture. The findings also indicated that for organisations where there are various needs around OHS compliance, approaches like Directive supportive, participative and achievement leadership approach would be essential. Finally, an array of hard, soft and digitalisation skills that strategic leaders to influence OHS Compliance ranging from relationship building, motivation, conflict resolution to adaptability, agility, innovation, and excellent communication skills

Key words: Strategic leadership, Occupational health & Safety, Manufacturing MNE's

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Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Philosophy in International Business at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Name & Surname

Signature

CHAPTER 1.

1.1 INTRODUCTION TO THE RESEARCH

Strategic leaders are essential in navigating the VUCA turbulence to solve concerns of massive information uncertainty, resource scarcity, and desperation. MNEs managed by these executives are capable of pivoting and achieving unimaginable profits during disruptive eras. Strategic leadership has an indirect impact on overall organisational performance since it is impacted by external and overall organizational changes. Sustainability remains a top item on the global agenda and the 2030 Agenda has become the primary set of recommendations for ensuring a sustainable future for everyone due to its widespread adoption. Agricultural, and manufacturing occupational activities predominantly contribute a negative impact on environmental development and organisations may help hasten the achievement of the Goals through their core business activities.

This chapter introduces the background to the research questions, academic and practical gap discussions that highlight the need of the study. The research purpose will also be discussed, and it will largely unpack the objectives of the study, the significance, and anticipated contributions to the body of knowledge. An outline of the upcoming chapters and the contents thereof will also be highlighted in this chapter but discussed in detail further on in the research study.

1.2 Background to the research problem

Alli (2008) states that since the Independent Labour Organisation's founding in 1919, and even now, the protection of employees from illness, disease, and injury related to the workplace has been a major concern. This protection is enshrined in the Preamble to the ILO's Constitution, WHO objectives, Occupational Health, and Safety Act, Mine health and Safety Act and several other regulations. Khan, W (2020) further details that, the biggest impetus for change in the workplace and consequently in the scope of occupational safety and health in recent years has been regarded to be the globalisation of the world's economies and its effects, both positive and negative. Evidently the business environment is frequently affected by a number of variables and is falling at an exponential rate into disruption, according to C Triose (2021). The author goes on to say that in a VUCA (volatile, uncertain, complex, and ambiguous) business climate, a leader's capacity to pivot through innovative, agile, and robust strategies is crucial to the survival of many firms

Through future proof strategies that incorporates technology advancements, agile internationalisation processes, remodelled Human resource practices, lean methods of production, the goal has always been to keep up with the pace of change (Kissoudis et al, 2016). Most organizations according to Schaedler, L et. al (2022), find it difficult to strike a balancing act as even though some strategies bear an all-encompassing approach and focus on profitability, they often leave adherence to Occupational Health and Safety compliance in jeopardy. Arguably, L Seghezze (2009), states that sustainability remains a top item on the global agenda. As MNE's embark on their goals to internationalize, expand, exploit, and explore global turfs, adherence, and compliance to OHS legislative requirement may be a core competence to leverage on but is likely to leave an unmendable hole in a business's bottom line if not attended to.

There remains an enormous amount of work to be done on OHS compliance as according to the World Health Organization (WHO) and International Labour Organization (ILO) in 2017 as they reported that the Annual Mortality rate of 2.3 mil (Injuries and Diseases) globally and \$70 mil in costs for fall related claims. Yang & Jeong (2019) 's study estimated over 80% of the injuries accounted for by non-material handling activities compared to over 17 % where material handling was involved. In 2015, 5 South African Mining Houses were issued with a fine of up to R5 bn consisting of 40 000 Claimants who were exposed to Silica. A long-winded process to find and compensate the affected is still underway (Goldblatt & Rai 2018).

The World bank in August 2020, reported that Lebanon, Beirut explosion damages amounted to approximately \$3.8 - 4.6 billion with almost \$76 mil required for WHO to revive the essential structures and services. Valsmos et al (2021) reports in detail on the structural damages and the recommendations for revival of the port and surroundings. Lastly the Portland business journal in 2018 reported the Nike Factory incident where 127 employees hospitalized for inhaling fumes. Over and above the 80% of all ILO standards and instruments are either entirely or mostly focused on workplace safety and health-related issues However, there is unquestionably a gap in parts of OHS compliance. The study will investigate how strategic leadership affects OHS compliance in manufacturing MNEs in more detail.

1.2.1 Research Question

1.2.1.1 Practical Rationale:

According to Lord et al. (2016), strategic leadership is viewed as being made up of a limited group of executives, including the senior management teams. Chief executive officers and board of directors who are in charge of an organization's entire operations. Quigley & Graffin (2017) states that it is frequently defined by how well a leader can foresee, arrange, and use available resources to effectively execute strategies, typically by fusing agile strategic management processes with innovative strategic plans. Jaleha & Machuki (2018) alluded that productivity and management mindset are frequently anchors that ensure that the leaders' perceptions or thoughts are linked with their ways of leading, thinking with the end in mind, in order to carry this out as economically as feasible

According to Brundin et. al. (2022) Leaders who exhibit the social skills necessary to persuade other players to share the vision while also embodying the emotional intelligence to manage expectations are some key examples of this strategic agility. It is crucial to plan goal-oriented initiatives that will protect the organization's reputation while also saving it time, money, and face. Furthermore, Hitt et. al. (2010) hights that, strong strategic leadership is seen as a key component for any corporation operating in the 21st century's increasingly dynamic and complicated business environment. Strategic leadership is considerably more important in dealing with the VUCA turbulence to address concerns of huge information uncertainties, resource scarcity, and desperation, according to (Fitza, 2017; Haveman, 1992).

While Fitza (2017) and Haveman (1992) argue that in practice, strategic leadership is not exempt from and is still subject to random and situational effects, Quigley & Graffin (2017) and Ireland & Hitt (1999) state that a large number of abstract and empirical studies show that strategic leadership actions, to some extent, have a significant influence on organizational performance. Jaleha & Machuki (2018) also comes to the conclusion that organizational performance is influenced by external and general changes more than strategic leadership does. A survey commissioned by the International Labor Organization (ILO) estimated 2.78 million workplace fatalities, 313 million non-fatal accidents, and 160 million work-related diseases worldwide. The weight of issues relating to health and safety that arise in the modern workplace is enormous and continuously exert an untold impact on the employees (Schulte et.al. 2007). According to estimates, China experiences 10,000,000 occupational injuries each year (Liu et al. 2015). Each year, workplace accidents cause thousands of incidents of death and injury in the US (Christian et al. 2009).

Kifle et al., (2014), attested to high incidence of work-related injuries were a manifestation of notable minimal or no interests of safe working environment. Commitment from Human resource as well as senior managers, active employee involvement, policy, and training are aspects that should not be neglected when considering strong workplace safety and health management plan. Whilst Sorensen et al. (2017), stated the relocation of some industrial operations, particularly manufacturing from high, middle to low-income countries, has increased worker exposure to hazardous chemicals and increased their risk of occupational injuries and a variety of health impairments. In agreement, Rikhotso, Morodi & Masikameni (2022) assert that as the nature of occupation evolves, the employees in the manufacturing sector are exponentially exposed to a myriad of injuries and fatalities in both developed and developing countries.

According to Veruscka et al. (2019), a rise in instantaneous customer demand across the globe has been a major force behind efficient, adaptable, high-quality, sustainable production techniques. The contact between humans and machines may put both of them at risk for health and safety issues that are fundamentally related to their jobs' intrinsic demands and elevated psychosocial stress. Reviewing and ensuring workplace health through hazard-based risk assessments, risk management, and training continue to be the duty of occupational health specialists, employers, and legal custodians (Dodoo & Al-Samarraie, 2020).

Imranul Hoque (2020) states that the effectiveness of a lean manufacturing (LM) deployment depends heavily on the culture of influential leaders and followers whose actions are motivated and driven by perception. According to Alefari et al., (2020), the application of "lean" in garment supplier factories may increase productivity, satisfy customer expectations, and compliance capacity. On the other hand, Banerjee (2019) contends that although some garment manufacturers in Bangladesh showed a statistically significant improvement in worker health, prospective long-term consequences, the impact of lean on occupational health and safety on the workers are not yet known.

The role of local labour legislative requirements on the location of MNEs' across different sectors and sub-national regions within a developing country led to a suggestion that foreign investors adopt discerning location approaches in relation relevant labour standards due to reputational and operating considerations. According to Larsson, (2000) and Paivihamala, Jukka, & KaijaLeena, (2006), locations that exude high Occupational Health and Safety standards are effortlessly attractive to foreign firms as they enable contained reputational risks for those MNE's. whereas those with poor standards present a threat as MNE's may not be

able to appropriately identify hazards and incorporate OSH management system in foreign locations. Without the intervention of strategic leaders, these challenges will keep looming and remain a threat to the health & safety of the workforce as well as a continued threat to business operations or legitimacy.

1.2.2 Academic Gap

When looking for new, appealing markets to operate in, MNEs frequently concentrate on ownership, location, and internationalization opportunities in international business (Dunning, J 2000). The author suggested that MNE activity should adopt the paradigm shift that adds dynamic responsibility on the access to ownership of resources and capabilities in the review of the same Eclectic theory that followed (Dunning & Lundan, 2008). Some of these assets and skills are referred to as the labor force. A special strategic capacity to lead and influence is essential to enhancing and retaining these. Businesses should take this into account as it could boost their competitive advantage and result in superior performance/productivity (Yang, 2018). However, very little study has been done to address the question of why the OHS compliance components are not explicitly considered to be a part of market attractiveness in this due diligence process, and there is no clear explanation for this.

Instead, the Upsala Model analyzes the Eclectic theory's exact changes and asserts that it may take into account intricate procedures and a distinctive theoretical framework in the context of global commerce (Vahlne & Johanson, 2013). The approach further demystifies and gets rid of the uncertainty and ambiguity that are common in contexts for international business. According to the authors, it is an undervalued component of strategic management, which is consistent with the views expressed by Bennett, Verwey & van der Merwe (2016). With the idea that it affects interorganizational processes, operational capabilities, and dynamic capabilities, the evolution process of the MNE is viewed as the primary focus. According to Sunigovets (2020), MNEs must comprehensively address all dynamic conditions affecting operations and capacities. Therefore, despite appearing to be behind, workplace safety and compliance should be a top focus.

On the one hand, the dynamic capabilities framework has drawn a lot of interest from academics studying strategic management since Teece et. al. (1997)'s publication. The inadequacy of conventional viewpoints was the main factor in the development of the dynamic capability framework. Whilst on the other, the resource-based approach and VRIO method (value-rarity-imitability-organization) have permeated many courses geared toward strategic management practice. According to Knott (2020), but research has not yet shown whether

they aid managers in analysing a firm's resources. Wheeler & Hunger (2012) address these as factors of sustainability and competitive advantage: maintaining a high level of skills and knowledge and increasing worker expertise in order to gain a competitive advantage in the manufacturing. OHS compliance is at the heart of the sustainability agenda, but little research has been conducted to map it in international company.

Strategic leadership has become a dominant aspect of the scholarly conversations particularly around their role in managing organisations during volatile environments. Schaedler et al. (2022) contend that their role has been characterized by a high degree of fragmentation, offering a barrier to the creation of parsimonious theory that justifies innovative theoretical and empirical investigations into strategic leaders. In the midst of an economically disruptive era, how managers in the manufacturing industry perceive, prioritize, and value OHS among their workforce demonstrates that knowledge is largely limited. This exponentially restricts desirable performance on compliance to OHS legislation. Lornudd et al., (2020) states that there remains a huge need for need for further research to explore activities and mindsets of board directors. A directed focus should be on mechanisms of what their influence is on OHS outcome and what contextual information change the board's influence on OHS compliance.

Bayram (2020) lists one of the economic benefits of OHS compliance as employee safety productivity. According to the author, this can be easily accomplished if organizational managers focus on and improve safety-knowledge related training. This is at the centre of preserving employees' health and safety In line with the stipulations of the Occupational health and Safety Act. The author further adds that there is a vital requirement to educate and engage strategic leaders in health and safety expertise that may help senior managers keep informed on themes connected to risk management in the workplace. In relation to a study conducted by Yang et al (2018), the benefit of having adequate financial knowledge and education amongst strategic leaders is one of the ways successfully implement and perform OHS risk. In emphasis, Cierl & Lazarova; (2020), stipulates that organizations play a vital role and are at the centre of in protecting the health and safety of employees. This is clearly explicitly mandated in the Occupational health and Safety Act Section .16.1 and 16.2 appointment

Prevalent in many organisations is a lack of assertive problem-solving approaches. This leads to a culture of blame, which is a poor leadership skill that becomes an obstacle in creating open and conducive platform for reporting and addressing poor OHS practices (Walker, 2013). In the same breath, and in accordance with the provisions of the Occupational Health and Safety Act... states that organizations have a critical role in ensuring that employees are protected and operate in a safe environment. It is also determined that there is a critical

requirement to develop and engage in HR-relevant knowledge about how to manage employee health and safety. Dekker (2009) supports this idea by suggesting that instead of looking for scapegoats for any safety failures, businesses may find it more beneficial to focus on continual improvement of their safety culture.

According to Salguero-Caparrós et al., 2020, there are obvious gaps and limits in Occupational Health and Safety research data, particularly in respect to compliance. The writers go on to say that due to a lack of knowledge and awareness, compliance is an enormous challenge. There is therefore a further need for research that will explore possible cooperation and interdependence between all stakeholders (Salguero-Caparrós, et al, 2020). Of the research data available, there are some aspects on the field that are not explored, and several scholars recommend further studies to be conducted.

Di Fan, et al (2020) adjacently unpacks that of some studies conducted, 564 articles, 17 leading journals between 1956 to 2019, only explored OHS management strategies and practices, the effect of implemented OHSM, industry legislative requirements and work borne factors amongst other aspects. These studies discovered that there is a shockingly poor cohesiveness of OHS research in the Human resource field. Dodoo & Al-Samarraie, (2020) emphasises that there is evidently a plethora of prospects where further research should be conducted to enhance cross field integration.

According to Pedersen (2020), several studies indicate that more recent studies emphasize the role of other effective interventions, such as social processes, in creating and maintaining positive safety cultures. Despite the contribution of these studies, Antonsen (2017) believes that organizational influence is still significantly low / minimal in terms of the desired employees' remorseful attitude about safety. Anyfantis & Boustras, (2020) substantiates that this phenomenon is more common amongst short term / contractual employees who find it difficult to establish rapport with the organization's culture. A handful research data conducted in the past decade indicates a great need for reinforced management systems in organizations for successful planning and performance in the field. However, Madsen (2018) emphasizes that there is little data that addresses fine grained aspects of ensuring success through adoption and implementation of International Safety Standards like ISO 45001.

1.3 RESEARCH PURPOSE

The main purpose of the research is to study the influence of strategic leadership on Occupational Health and Safety Compliance in Manufacturing MNE's

1.3.1 Research objectives

- To identify and explore approaches that strategic leaders may use in influencing OHS compliance in Manufacturing MNEs

To explore the skills associated with these approaches that strategic leaders may implement and use influencing their followers in term compliance to OHS legislation

- To explore approaches that strategic leaders may leverage on to influence OHS compliance through adoption of technology in a digital driven world of work.

1.3.2 Significance of the Study

The study's conclusions, which essentially reflect current and past patterns in MNE compliance, should encourage additional conversation about compliance in the workplace of the future. This study is important because it will fill a clear academic vacuum in the body of knowledge and add to the scant research that has already been done in the areas of strategic leadership and OHS compliance in international business. Evidently, a number of academics have investigated models and paradigms based on theoretical frameworks that Mne's may take into account when conducting business internationally.

The study attempts to highlight locations with gaps in OHS compliance and the potential effect that leaders may have inside their organizations. The study goes into more detail about how to fill in and advance these theoretical gaps. Enhancing these fundamental competencies will provide more valuable, uncommon, unique, and organized core competencies that may be used to create value. The report emphasizes that occupational health and safety compliance is a legal requirement that, if disregarded, might subject organizations to hefty fines. The relevant acts and regulations demand the strategic leadership's influence and responsibility in assigning relevant appointments and running an efficient OHS programm.

The study will contribute to and highlight practical approaches that strategic leaders may need to hone in order to have a lasting impact on their organizations, which will further close the practical gap. The study will place approaches in accordance with different organizational needs and safety maturity levels by drawing conclusions from the theory of anchor's constituent parts and the goal path leadership theory. Strategic leaders will be able to take a need-specific approach at various levels as a result. In addition to the often-praised bells and whistles of strategic leadership, it will highlight practical skills associated with identified

approaches that strategic leaders may use. This would provide a supportive environment for all stakeholders, as required by law, to actively engage in satisfying OHS legislation recruitment requirements.

1.3.3 The Research outline

The study aids in developing a research interest into a more focused topic by answering a series of carefully structured questions. It will also assist in place this topic into an existing, ongoing scholarly conversation. The study will unpack the following chapters which will facilitate positioning of the research topic to an accurate and motivated research problem. Chapter 2 builds a nexus between scholastic literature and the pertinent topics around the key constructs of the study in the manufacturing MNE's. This Literature review amplifies both academic and practical gaps identified as well as supports the need of the study. The chapter further addresses Theory of anchor that is identified as a backbone and road map of how strategic leaders may effectively influence their followers on a journey to OHS compliance through its four components.

Chapter 3: delineates and discusses the theory and literature applied in the study thereby providing understanding on the research problem and showcasing a variety of research questions emanating from the previous Chapters discussions. Chapter 4. introduces the Methodology used to select the sample, collect, and analyse data and philosophy applied through a qualitative narrative approach. Chapter 5 investigates the findings of the interviews performed with the selected participants, whilst Chapter 6 discusses the findings in detail with application to relevant scholarly literature, identifying areas where feasible recommendations for scholars and practitioners might be created. Chapter 7. Summarizes the results and tabulates these explicit recommendations for practitioners, scholars, delineates further areas of future research and conclusion of the study.

1.3.4 Conclusion

The purpose, objectives, and the significance the study has been unpacked in this chapter. The outline of the research has also been drawn out with the next chapter largely discussing the literature and theory of anchor that underpins the study

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

H Aguinis & K Gabriel (2021) explores the seemingly arising conception that International Business is a field that is a multifaceted and distinct field. Even though this is considered to be a “false uniqueness bias”, it appears that in some instances it bore positive results as it purported by a psychological mechanism called selective accessibility and focalism. Cierl & Lazarova; (2020), argues that there is a need for establish where benefits can be leveraged on. This chapter explores the theory of anchor, the critical main constructs including the relationship between the two. This section focuses of scholarly insights that highlights research gaps as well as support the need for the study. The theory of anchor will also be unpacked in detail in this chapter.

2.2 Theory

Almost every conceivable theory has its own proponents and detractors. For the purpose of this study the theory that was initially explored was the Institutional theory due to its ability through the regulative element to address the nexus between leadership and compliance. Through exploring more literature and revisiting the research question the Goal Path Theory came out top as it would address the leader’s role in influencing the followers in their journey of accomplishing compliance. Hersey & Blanchard, (1982) defines different leaderships styles as critical drivers that leaders use in producing exceptional follower performance.

Goal-path leadership theory is founded on the principles of Vrooms’ (1964) expectancy theory by which suggests that an outcome or goal drives how people will behave. A Olowoselu et al (2019) further explains that the leader is considered the overseer of what strengths his followers have and how they can be recompensed for their shortcomings through a clearly defined goal-oriented path. The crux of goal path theory is that a leader's behavior is viewed as the driver in terms of increasing staff enthusiasm, fulfilment, and performance.

According to J Turner et al 2018, the Overarching leadership styles / pillars in this theory were initially referred to as telling, selling, participating, and delegating which with later modifications in the theory are now referred to differently. The first one is Achievement orientated, here, leaders set challenging goals and motivate the followers to meet these goals with all conceivable excellence. The second one is Directive path-goal clarifying where the leaders voice out explicit directions and processes through which goals should be achieved. The third type is supportive leadership, in which the leader focuses on building a conducive and enabling environment through empathy in order to achieve goals. The final type is participative leadership, which entails consulting with employees on crucial work-related decisions, task

goals, and paths to success. As a result, the employee can be directly involved in decision making.

A Singh & S Rangnekar 2021 categorizes the antecedents of a remarkable leader employee partnerships as, leadership influence that produces employee assertiveness, focus on goals and enabling work environment as catalysts to employee proactiveness. Djibo et al. (2010) and Kim (2014), are the few studies that points out that the recent modifications of goal path theory has not been adequately used with the previous / older versions having been used to a certain extent. However, Hamlin (2004, 2007) recommends the use of the newer versions of the theory as he asserts that it is enigmatic and value driven leadership. As a result, the study proposes the use of all four levers of the theory as they are each relevant for the different stages of leader – follower phase in the various organizational contexts they operate in. The four components of the theory are aligned with the study.

2.2.1 The relevance of the Theory

The basic four faucets of the theory serve as anchors for strategic leaders to incline their day-to-day activities on Hersey & Blanchard, (1982), in the process of enforcing legislative requirements. Strategic leadership is characterized by how a leader can successfully direct, support, be inclusive and achieve specific goals.

According to the theory, the role of the leader is determined by the work environment of the subordinates and the extent of the structure in that environment. The four parts of theory are also basic pillars that supplement the specifications and requirements of the Occupational Health and Safety Act as well as other statutory regulations since these work through objective and action specific appointments. The Act mandates CEO's or strategic leaders to appoint and select role players, identify, and clarify what tasks should each role player do at a specific time to achieve the ultimate goal of compliance (ISO 45001). In any given organisation, compliance is successfully achieved through a phased approach

Several scholars like Lord et al. (2016), Hitt et. al. (2010) evidently depicts the immense responsibilities that strategic leaders bear. Luciano et. al. (2020) further elaborates on a need for expansion and consideration on ordinarily utilised theories in these turbulent environments. These position the four-pronged approach Goal Path leadership theory as one of the key contingency approaches that strategic leaders may leverage on, given the unpredictable turbulent environments, they operate in. Talal Ratyana et al. al (2013) stated that the goal path leadership theory allows the same leader to perform leadership behavior in diverse settings and periods. There have been few studies that show strategic leaders favoring this method. Strategic leaders will use a variety of techniques to strategic leadership, with the specific goal-

path leadership based on OHS compliance or safety maturity level. Thus, the facets are not mutually exclusive in the context of the study. Therefore, the study will determine the suitable strategic leadership paths for compliance

2.3 Strategic Leadership

Fredberg & Pergmark (2022) conclude that managers may adopt a success-failure relationship, a safety-accountability relationship, and an operative-strategic relationship in their investigation of what types of leadership styles have influence in managing transformational organizations that present with a notable level of urgency. These are the characteristics that strategic leaders pursue in order to convey positive persuasive behavior, such as what skills to hone in order to strike a balance between compliance, governance, and leadership. Madsen (2017) echoes that in the midst of a seemingly growing area of research, adoption of OHS management systems by strategic leaders has been poor as the results from the very research has been scanty.

According to Quigley and Graffin (2017) and Ireland and Hitt (1999), a plethora of abstract and empirical studies show that strategic leadership actions have a significant influence on organizational performance, whereas Fitza (2017) and Haveman (1992) argue that strategic leadership is not exempt and is subject to random and situational effects. According to Jaleha, Vincent & Machuki (2018), the influence of strategic leadership on overall performance is indirect because it can be greatly influenced by external and general organizational changes.

Schaedler (2020) states that a more recent and significant trend in study on the effects of strategic leaders is the examination of characteristics and their impact on the nature of strategic choices. Studying strategic decisions enables us to comprehend the intricate processes via which strategic leaders have an impact on their organizations, as opposed to concentrating on distant outcomes (such as performance). Liu et al., 2018 concludes that this strategy sheds light on the contentious question of whether and how strategic leaders affect corporate performance.

Rau & Bromiley (2016) For decades, researchers have studied the various ways in which strategic leaders (CEOs, TMTs, and BODs) influence their organizations. Many hypotheses have been proposed to link various leadership characteristics to various firm-level outcomes (Wowak et al., 2017). Astonishingly, there isn't a definitive agreement on the definition of strategic leadership or a frequently adopted organizing structure. Workflow arrangements differ amongst organizations. While some companies use more individual-focused workflows, in which each employee's performance is generally independent of that of their coworkers,

other companies use more team-focused workflows, in which each employee's performance is heavily dependent on that of their co-workers (Makadok & Kim, 2021)

Taylor & Powley (2014) indicate that earlier study offered first insights revealing that crisis-stricken organizations are more prone to hire such CEOs, despite no influence on firm performance, sticking to the common "heroic portrayal of dominant CEOs" (Tang & Crossan, 2017). Cummings & Knott (2018) discovered that insider CEOs are more successful than outsiders in extracting value from R&D resources, and they suggested that the increasing popularity of hiring outsider CEOs is one explanation for the decline in R&D productivity in firms.

This needs a more distinct perspective, as pioneered by Chen & Hambrick (2012), who explored the fit of the predecessor and/or successor to the crisis scenario in particular, as well as the organization and its environment. More research in the fields of organizational behavior, industrial and organizational psychology, organizational economics, behavioral strategy, and strategic management, according to Norzailan (2018), is required.

2.4 Compliance

The OSHA establishes the framework within which leaders can participate in adherence to and influence OHS. They are tasked with establishing a safe working environment and forming a team to carry out OHS obligations. Occupational safety and health performance, according to ISO45001, is related to the effectiveness of preventing worker injury and sickness and delivering safe and healthy workplaces. According to Zuschlag et al. (2016), the quality of an organization's safety atmosphere can influence its OSH performance; thus, managers must continually assess OSH performance measures and regularly engage with their staff to discuss progress toward meeting targets.

Legislative regulation alone may not suffice in dealing with workplace health and safety and in ensuring a risk-free environment argues, Gunningham, 2005, He further attests that an impactful occupational safety culture may require integration and involvement of all stakeholders from top management down to the employees that are affected. The top-down method has been thoroughly researched as a vital component in building a safety culture. The standards and guidelines for safeguarding occupational health and safety were significantly different in the early 1970s than they are today. The main and most common Legislation /Regulations that drive the focus around OHS in the workplace, that are also supported by numerous standards and guidelines globally are:

1. World Health Organization key focuses is on advocacy for safe and healthy working conditions
2. Independent Labour Organization works through a Triparty approach (Govt, Employer, Employee) endeavour to ensure safe working conditions
3. Occupational Health and Safety Act, Occupational Health and Mine Act explicitly states the role of employer in Sect 8.1 as: Provide a safe working environment through a risk assessment, the role of employee Sect 8.2 as: Adhere to safety measures Report any risks or hazards
4. Compensation of Injuries and Disease ACT states that Role of employer and employee is to Report Injuries and diseases and the Role of Compensation Commissioner as: Compensate employer and employee in the event of an Occupational injury or disease.

Redinger et al (2021) state that the publication of International Organisational Standards (ISO) were the most critical levers to clearly map ways in which compliance to the major OHS ACTs and regulations can be made possible. These are ISO 18001, later amended to ISO 45001 (focuses on Occupational health and Safety management Systems), ISO 9001 (focuses on quality) and ISO 14001 (focuses environmental issues). For the purpose of a comprehensive discussion the study will leverage from the components of ISO 45001 (OHSMS). Whilst risk management and performance enhancement programmes are a key focus in the newer versions.

According to L Bavi et al., (2019) in organisations (even countries) with a pre-existing safety quality culture the requirements of ISO are often easily met. This often not the case with countries / organisations where quality and compliance are not their second skin. As listed in ISO 45001, the components of are a cascading guide on how organizations large or small may start their journey in compliance to OHS regulation through the 10 clauses. When the required groundwork in an organization has been completed, the clauses at the heart of this study article are Clause 5 (Leadership and worker participation) and Clause 6: (Planning for the OH&S system).

2.5 Manufacturing in International Business.

Merchant & Gaur (2008) emphasize a mostly barren academic landscape in comparison to recent academic work on the manufacturing and non-manufacturing sectors in general, and the services sector in particular. Therein lies a tremendous opportunity for our entire discipline. International Opportunity Recognition data was discovered among the scant study data available on manufacturing in international company. The findings of these studies, according to Mostifaz (2020), reveal that three international entrepreneurial competencies, namely global networking, learning, and marketing skills, have a favorable impact on the IOR process of export manufacturing businesses. The IOR process, according to Cui et al., (2017), facilitates the associations between these international entrepreneurial abilities and business performance.

Mbah et. Al., (2019) assert that the large impact that international business practices have on operational performance, suggests that manufacturing businesses should employ inventory strategies such as strategic supplier relationship, just-in-time approach, materials need planning, and inventory cost control. Brennan et al., (2008) propose the significance of focusing on the expanded industrial network has been proven. The need for customer interaction and a forward-thinking attitude that reaches beyond the immediate customer appears as a recurring theme throughout the paper's various perspectives. Manufacturers have both the potential and the need to implement innovative business models.

Gereffi (1989) defined the global factory as an international manufacturing system in which production is distributed to the greatest number of developing and advanced economies possible. Buckley & Ghauri (2004) Ownership, governance, and location are fundamental characteristics of current global factory thought. According to this viewpoint, ownership has been characterized by the outsourcing (externalization) of some value-chain activities to independent suppliers who are often dispersed throughout the globe (Buckley & Strange, 2015). Witt (2019) investigated three areas of IB research: multinational companies' (MNEs') political tactics and functions, global value chains, and the importance of the national setting. The author established that there is a need to investigate how regular economic activity and purposeful political agency of MNEs affect the political sustainability of globalization (Meyer & Li, 2022).

In terms of a large consumer base, high demand for products and services, and new business routes, emerging markets give excellent potential for MNEs (Khan, 2010). According to Bhattacharyay (2019), multinational businesses (MNEs) operating in emerging markets,

whether domestic or foreign, confront a variety of complicated and varied issues. These difficulties range from company-specific to country-specific to global-specific. MNEs' decisions to pursue growth pathways; strategic direction; new management style; risk management strategy; and social responsibility policies are all examples of obstacles. According to Van Tulder et al. (2019), the key challenge for MNEs is to achieve sustainable growth and profitability in these emerging markets while openly and consistently contributing to the total well-being of people.

According to Gammeltoft & Cuervo-Cazurra (2021), classic internalisation arguments in international business theory typically led to the expectation that more technologically advanced businesses from developed countries will invest heavily in developing economies. However, according to Casson & Wadeson (2018), the links between internalisation theory, strategic asset seeking, and EMNEs are uncertain. Dynamic effects, such as shifts in equilibria, can also be evaluated as a result of an emerging country opening up and foreign firms having time to fully access its markets (Heroles et. al., 2020).

2.6 Strategic Leadership in International Business

According to Larsson, 2000; Paivihamala, Jukka, & KaijaLeena, 2006, leaders chase for locations that exude high Occupational Health and Safety standards and are effortlessly attractive to foreign firms as they enable contained reputational risks for those MNE's whereas those with poor standards present a threat as MNE's may not be able to appropriately identify hazards and incorporate OSH management system in foreign locations.

Adams et al., (2018) writes on how practices like offshoring and outsourcing form integral part of a strategic business plans as they enhance the unique dynamic competitive advantage / core competencies. The ILO 2020 Report on migrant workers shows approximately 150 million migrant workers are a large contribution to the overall international migrant worker group and yet they are continuously exposed to substandard exploitative working conditions increasing the growing risk of potential Injuries and diseases. Inclusive global Policy making that ensures dispensation of relevant services is inhibited by the fact that the data on existence of migrant worker OSH challenges is little to non-existent.

2.7 Strategic Leadership and OHS compliance

According to Mackenzie et al., (2019), leadership is a type of power in which one person has the ability to influence or modify the values, beliefs, behavior, and attitudes of another. While Lu, Yang & Wu et al. (2022) defined safety leadership as the process of leaders using communication to exert influence on employees' daily routine job in order to achieve a low accident rate and positive safety performance. The ultimate objective should be to foster a climate in which accountability and learning are equitably and constructively balanced. Dekker (2012), asserts that, ensuring safety compliance is more about people's dedication and capabilities than it is about risk and hazards being there

There have been questions on whether OHS compliance be directly influenced by day-to-day board activities? Arguably, it may not be difficult to describe board activities; however pinpointing activities that add considerable worth to OHS compliance may be a challenge. When well understood, this completely transforms the role of the board into spearhead leading of the OHS programme according to Dalkin et al., (2015). The OSHA explicitly states in Section 16.1 that the CEO is in charge of specific duties and responsibilities.

These range from ensuring compliance to the Act as well as appointing relevant stakeholders through whom compliance actions may be directed and controlled. The Act further states that the CEO may be legally charged if there are any omissions of the ACT. According to V Ivensky (2018) Lack leadership involvement and commitment to sound OHS management program is of detriment to any organization as their absence limits comprehensive discussions around issues of health safety.

Largely due to the fact that the varying maturity levels backgrounds safety culture behaviour and mindsets are the drivers of what will and will not succeed in terms of implementation. Goal-path leadership theory will be applied in the context of strategic leadership and OHS compliance. Strategic leaders will adopt different paths of leadership at a given point.

- The Achievement orientated leaders are essential for organisations where challenging goals still need to be set, implemented through motivating the followers to meet these goals with all conceivable excellence (Rüzgar, 2018). An example would be in a setting in a production plant where critical tasks have to be carried out, production demands met at a tight deadline and yet safety has to be ensured. The achievements become fixed on a target on No accident, Loss time over a given period of production time (per shift, per 1000 hours per month etc). This approach is also critical during a process of adoption.

- According to Farhan, (2018), directive path-goal is relevant in organisation where a safety program is non-existent. Leaders voice out explicit directions and processes that are the requirements of the Legislation paired with the organisation's strategy and how they are going to meet. Appointments of relevant role-players that will form the safety committee, their direct reports, explicit functions, and frequency of meetings are set out. through which goals should be achieved
- The OHS act and other regulations often explicitly state what the role of the employer and the employee is when it comes to compliance. The role of the employer is to provide a safe working environment whilst that of the employee is to report hazards and adhere to safety rules. According to Mayer et.al., (2022), participative leadership behaviour largely includes consulting with mindset are often anchors that ensure that the leaders' perceptions or thoughts are aligned with their ways of leading, thinking with the end in mind.
- Through Supportive leadership the focus is on creating a conducive and enabling environment through empathy to ensure that goals are met (Eliyana et. al., 2022). This may be applicable in a scenario where an employee had been injured on duty, now declared partially fit for work. The leaders in this category are critical in driving the return-to-work programme that ensures accommodative or alternative work placement. There is often guidance from specialists and at given time the employee may finally be declared fully fit to work, put on disability placement.

2.8 Strategic leadership and compliance in Manufacturing MNE's

The complexity of ensuring legal compliance can be a tedious task for leaders as it often based on proactive practices and self-regulation is the new discipline in mitigating risk and regulatory demands. According to Naevestad et al., (2019), there is a rising acceptance of safety culture as a catalyst to organizational safety results by both organizations and regulators, as indicated by the importance given in audits. Silva & Amaral (2019) also recommends that adoption of risk management procedures to mitigate occupational risks leads to a predominantly successful Occupational Health and Safety program

Cierl & Lazarova (2020) exclusively notes that the fragmentation of available research suggests that leadership knowledge in managing health and safety aspects must be continuously developed and aligned. It is clear that there is a specific culture that needs to be adopted to retain the synergy between leadership commitment and adherence to OHS management systems. Tear et al., (2020) defines this as safety culture where organisational

norms, belief systems and values towards safety are used as drivers to progress risk management approaches. He further infers that safety culture is like a window into organizations' psyche which may expose the traits that may lead to success or collapse of an OHS management system.

There is a notable lack of adequate equipment and resources to efficiently execute OHS related work or retain OHS experts in the field (Eyiah, Kheni and Quartey, 2019). On the hand Gyampo, (2014) notes that the lack of compliance could also be perpetuated by absence sound accountability system as offenders often go unpunished. Boadu et al., (2021) states that the OHS framework is inconsistent as data collections and reporting on accidents / diseases is of low quality and barely reliable. The authors further asserts that the scenario is worsened by the fact that there are little or no innovative strategies that may be used to implement OHS requirements. In conclusion the absence of strategic stakeholder partnerships and incentivised programs that enhance OHS compliance worsen the challenges experienced. Kheni, (2008) confirms this lack of collaboration and argues that it extends further than meets the eye as even trade unions, enforcement institutions and employers to not consult collectively.

2.9 Skills required by leaders to enforce OHS compliance in Manufacturing MNE's

Garnica & Barriga (2018) reports that lack of knowledge and at times, lack of availability of resources, put leaders in a compromised position when it comes to implementing and ensuring safety at work. The entire multidisciplinary team should be appointed and capacitated to engage accordingly around issues of legislative compliance (Mogale, Mataniele & Mogotlane,2018). Curcuruto et al., (2020) and Tear et al., (2020) strongly recommend that leaders need to be skilfully proactive in managing safety in the workplace as this will ensure that they focus over and above mere policies. Traditional approaches to be more reliant on rules and regulations.

Madsen (2017) advocates that a "Self-regulation" approach can be another skill adopted to drastically reduce risks and ensure regulatory obligations. The author further advised that continuous collaboration amongst mechanisms and available teams may lead to a successful OHS management system. Berhan (2020) states that management commitment is critical in creating a safe work environment and may be a driver in reduction of risks even though the research showed very little strategic support. 'Thinking ahead' Opportunity thinking and business process integration thinking open the door to making a larger contribution, such as in enterprise risk management activities and building the workplace of the future." (Redinger,1998).

According to Eva et al. (2019), a servanthood or stewardship leadership strategy is essential for motivating and supporting followers. Strategic leaders need this capacity to enforce OHS compliance since, according to Allen et al. (2016), they not only show staff what to do but also lead by example. According to Skeeper & Mbhohwa (2015), leadership visibility and behavior influence safety culture and safety performance. The writers also noted that culture is created and maintained by the leadership of the organization, not by the employees.

According to Flin & Ylue (2004), leadership behavior is critical in achieving organizational safety performance. Behaviour-based safety methods frequently fail because the core topic of what actually drives human behavior is rarely addressed. Zhang & Fhang (2012) demonstrate this in a study that found improved OHS outcomes when supervisors/leaders are enabled, prepared, and strategically positioned to foster the culture of compliance in addition to simply recording behavior.

2.10 Conclusion:

In this field, the relevance of stakeholder collaboration is undervalued. To promote a safety culture, Zuschlag et al., (2016) suggested peer-to-peer feedback and frequent safety improvement touchpoints guided by safety leadership. According to Mackenzie et al. (2019), this cannot happen without employee involvement, which is a vital component in establishing a safety culture.

CHAPTER 3: RESEARCH QUESTION

This Chapter discusses the main research question as well as the pertinent sub questions. These questions were developed after a survey of relevant literature that addressed both the practical and theoretical gaps. The questions, among other things, focus on the position, abilities, and tactics that strategic leaders can utilize to create and foster influence on OHS compliance.

Main question: **How does strategic leadership influence OHS compliance in the Manufacturing MNEs?**

The mechanism by which boards of directors, direct and regulate organisations differs and can be viewed as the routine daily choices and activities needed to run the company. There are often specific procedures and processes that can be used to hold leaders accountable and make the most comprehensive strategic decisions. The OSHA prescribes and stipulates the mandate which leaders are obligated to fulfil in influencing OHS compliance. They are given a role to establish a safe working environment and to appoint team through which OHS tasks will be accomplished

As highlighted in the practical gap in the first chapter, according to Quigley & Graffin (2017) and Ireland & Hitt (1999), a wide number of abstract and empirical research suggest that strategic leadership activities have a considerable influence on organizational performance. Cierl & Lazarova (2020) exclusively notes that the fragmentation of available research suggests that leadership knowledge in managing health and safety aspects must be continuously developed and aligned.

The question unpacks how a nexus can be established between these types of leaders and the mandate they have based on OHS legislation.

Sub-question1: What approaches do strategic leaders use to influence OHS compliance in the organization?

International business is characterized by a complex environment where manufacturing MNEs have to operate in. as alluded earlier, Garnica & Barriga (2018) reports that lack of knowledge and availability of resources, put leaders in a compromised position when it comes to implementing and ensuring safety at work. Whilst Naevestad et al., (2019) flags a growing adoption of safety culture as a catalyst of organizational safety outcomes by both organisations and regulators evidenced by the priority is given in audits. Silva & Amaral (2019)

also recommends that adoption of risk management procedures to mitigate occupational risks leads to a predominantly successful Occupational Health and Safety program

The research sub- question addresses available, recommended approaches that leaders may use in these relevant business contexts. Through the guidance of the theory of anchor as well as additional literature, strategic leaders should be able to adopt an approach fitting for the safety and maturity level of the organizations they lead.

Sub-question 2: What are the skills associated with the approaches that strategic leaders required to influence OHS compliance?

Several scholars defined what skills should leaders exhibit in varying scenarios where they require to influence their followers. On one hand Katz & Kahn, 1978 states that the leaders' skill is evidenced by increased influential abilities over and above mechanical adherence to the organization's regular directives. Whilst Terry (1977), proposes that it is a skilful way in which the leader, persuades others to cooperate voluntarily on related duties in order to achieve the leader's objectives". Tannenbaum, Weschler, & Massarik, 1961 clearly agrees with this view. Koontz et al., (1984) defines influence as "the art or process of influencing individuals such that they will gladly strive towards the fulfillment of group goals."

The world of work is continually evolving, and digitalisation skills are in demand. According to Leso et al., (2018), a global increase in instantaneous consumer products demand is driving a significant push for manufacturing techniques that are effective, adaptive, of high quality, and sustainable. The main characteristics of Industry 4.0 are automation and computerization, which have an immediate impact on the workplace and may eventually have a negative impact on workers' health and safety (Yang & Gu, 2021). While machines and robots will eventually replace workers by making their tasks safer and more flexible, workers will still be required to perform tasks requiring judgment, accountability, and management.

Ke & Boussaid (2018) assert that man-machine interaction may expose them both to health and safety risks fundamentally associated to inherent job requirements and increased psychosocial stress. It remains an ongoing responsibility of Occupational health professionals, employers, and legislative custodians to review and ensuring health in the workplace through 4.0 hazard-based risk assessments, risk management and training. Therefore, digitalisation skills like innovation and critical thinking skills are a requirement

CHAPTER 4: METHODOLOGY

4.1 Introduction

Numerous discussions and arguments on the breadth and accessibility of literature that covers a variety of occupational health and safety topics were made in the chapters that came before this one. These chapters demonstrated that there is a significant knowledge gap about the relationship between leadership influence and compliance. The purpose of this study was to investigate and respond to the following question: How does strategic leadership influence Occupational Health and Safety compliance in Manufacturing MNE's? This was made possible by a few primary goals, which looked at the approaches, roles, and abilities that strategic leaders may take and employ to influence their followers' adherence to OHS laws as well as the opportunities that industrialization and digitalization present.

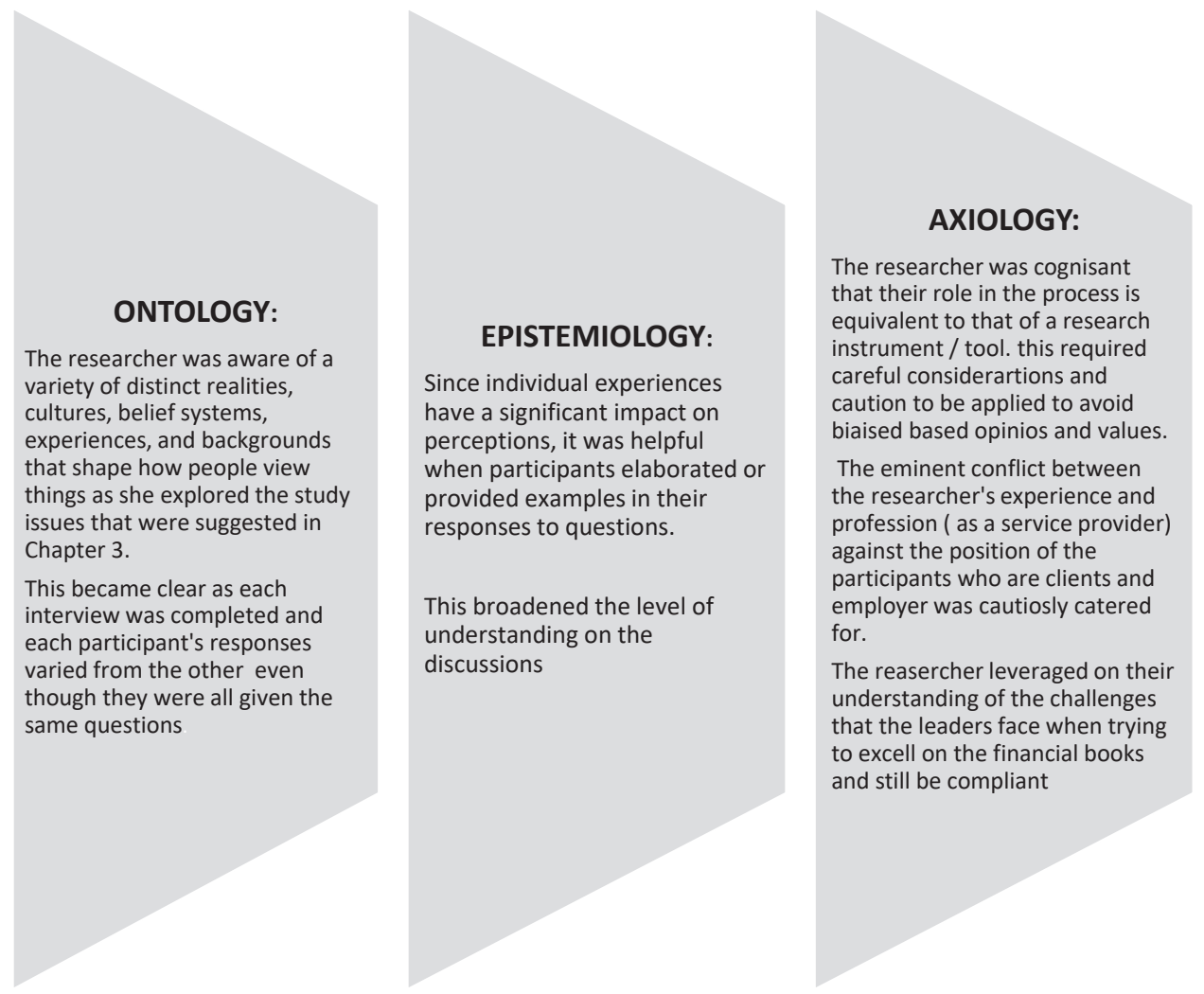
The various research techniques employed to investigate the subject and conduct the study are the main emphasis of this chapter. From here onwards, the qualitative study's research methodology, philosophy of choice, data collecting, and data analysis procedures are thoroughly explained. In order to guarantee that the study takes ethical consideration into account throughout the procedure, the application process for ethical clearance as set out by UP / Gibs was followed and an exemption to proceed was granted. The chapter breaks down the steps and practices that were used. The latter portions of the paper identify and discuss limitations that have an impact on the study.

4.1.1 Philosophy of choice

This study utilized both an inductive methodology and the Interpretivism ideology, which is also referred to as anti-positivism and refers to a setting for meaning-centred research (Flick, 2014). According to Ataro (2019), social scientists have been debating the superiority of positivist techniques since the 1980s, which sparked the development and improvement of interpretive approaches. As a result, there is now a broad theoretical spectrum and an open venue for methodological diversity interactions. The conceptions of truth and knowledge are viewed as being based on culture, history, and individual experience. It is taken into account that every leader and organization is judged on its own merits and is unique from the others. Values and beliefs virtually always affect how researchers collect, analyze, and interpret data since it is practically impossible for them to eliminate and separate them (Remenyi et al., 2005).

This concept offers a space for interpretation where previously unheard voices can be heard. Scholars have been able to compare, contrast, and critique meanings thanks to the exposure and examination of hidden differences, which has made a significant contribution to the body of knowledge. According to Corry, Porter & McKenna (2019), interpretivism may effectively give individuals from various roles and ranks a platform to feel heard without the presence of judgment. As a result, the study provided participants with a forum to discuss the research topic from the perspectives of both strategic executives and industry specialists. Therefore, the qualitative research strategy was appropriate to guide these discussions and comment on areas that need more investigation.

Table 4.1 Research Study Paradigm: Interpretivism



4.1.2 Research assumptions

As methodologies advance, ontology aids in examining the nature of reality, how it is perceived from various angles, and how it is reported from various perspectives (Rashid et al., 2019). Since it accentuates the nature of reality and examines the unknown from the known, it is also known as a study of being. Ontology is a social construct that is subjective and prone to change. According to Bryman (2001), social structures and the realities that surround them are primarily objective since they are based on people's or societies' beliefs and understanding, which are thought to be the very cornerstones of ontological assumptions.

Through this presumption, the participants were able to share a wealth of expertise and experience, providing a chance to learn about the reality of OHS compliance and leadership influence based on several scenarios. Although ontology was the primary study premise, epistemological and axiological principles were used. Axiology provided some room for the researcher to be cognisant that their role in the process is equivalent to that of a research instrument / tool. This required careful considerations and caution to be applied to avoid biased opinions and values, whereas epistemology allowed the researcher to detach oneself from the subjectivity of their participants' viewpoints (Bogna, Raineri, & Dell 2020) Epistemology enable the researcher to spend time with participants as almost an insider to lean on quotations as evidence.

4.1.3 Research design

Narrative research seeks to unearth significant stories from people's lives as told in their own words and worlds. Narrative research is used in the health, social sciences, and education fields as both a data collection method and an interpretive or analytical framework. Narrative research falls under the umbrella of social constructivism, which holds that people's lived experiences capture the complexity and nuanced understanding of their key experiences.

Exploratory design enabled attention and exploration of the fresh ideas, activities, research, and evaluation of specific phenomena from a different angle, in this case the influence of strategic leaders on compliance Robson (2002). Triangulation is a fascinating activity since an exploratory design's complexity allows it to acquire more data sets Dul & Hak (2008), which made this research to be more flexible and complex than previous methods (Hyett, Kenny & Dickson-Swift, 2014). Through a series of interviews, information was gathered in an unstructured manner while still allowing for participant involvement and engagement on their own territory and in their own work-language. The participant's list was made up of strategic

leaders (senior managers in manufacturing organizations) and Industry experts that have offered services in the industry.

4.1.4 Qualitative strategy through Exploratory design

If international business researchers do not improve and revive the practice of qualitative research, according to Doz (2011), there is a risk of insufficiency in producing original ideas and difficulties in analysing experience trends. There is a significant chance of losing connection on a fundamental level. The author goes on to say that a qualitative approach becomes key in understanding and gaining clarity on leadership influence on OHS compliance in the manufacturing sector. According to Endres & Weibler (2020), we can comprehend the participant's perception of the said phenomenon by using a set of pre-existing notions and clearly specified constructs.

Based on intuitively organized information analysis, the study aims to give participants the chance to primarily reason deductively or dialectically (Hilla & Brink, 2007). Despite the fact that this approach may have flaws because the data gathered may be largely subjective and impossible to generalize, its adaptability will generously account for the unexpected difference in points of view and allow for definitional complications. Because of the challenges of operating a multinational firm and the constantly shifting demographics, there is a need for collaboration on many different levels (Tamer et al.,2020) By developing original, pertinent theories, qualitative research will be a crucial instrument for advancing the IB field and enhancing understanding of a variety of difficulties.

4.1.5 Time Horizon

Given the time and resource constraints to complete the assignment's criteria, the study adopted a cross-sectional time zone since it would give a picture of a number of events over a specific period of time (Levin, 2006). The Mono approach involved conducting interviews using two different sets of interview instructions in order to gather data.

4.1.6 The population

The population consisted of a set of cases, or an entire group of people who were interested in the study and met the criteria (Brink & Wood, 1998, De Vos, 2002, Polgar & Thomas, 2000). Participants in the population parameter held senior or middle-level management positions and/or had a qualification (certificate, degree) in Occupational Health and Safety studies, with exposure to the manufacturing industry, both male and female. These variables influenced

and guided sample size as well. The majority of the population were COO, MD, CEO, Procurement Manager, Safety Health Environment Quality. A few business practitioners were also included, such as an Occupational Medical Practitioner, an Occupational Health Hygienist, and others.

4.1.7 Unit of analysis

The strategic leadership influence on compliance practices at the individual level was the unit of analysis. As a result, 17 senior leaders from manufacturing MNEs were interviewed. Senior managers, and OHS custodians made up this group. OHS business practitioners were invited and interviewed in response to a series of questions. Their input was useful in verifying and validating the information obtained from other participants.

4.1.8 Sampling techniques and sample size

In qualitative research, sample size is determined contextually and in part by the scientific paradigm under which the inquiry is conducted. When using the purposive sample technique, nonprobability sampling was chosen since it allowed for judgemental or theoretical sampling (Brink & Wood, 1998, Glaser & Strauss, 1967). This method of sampling included the most informative people, guaranteeing that their contributions boosted the data's richness (Eitkan, Musa & Alkassim ,2016). The first and most important phase in this approach was to use judgment to identify individuals who would be able to respond (du-Plooy Celliers et al., 2014).

Adequate sample size in qualitative research is ultimately a matter of judgment and expertise in comparing the quality of the material obtained against the purposes to which it will be put, the specific research method and purposeful sampling approach used, and the research outcome desired (Sandelowski, 1995). Theoretical saturation, according to Boddy (2016), can also be used as a guidance in constructing qualitative research, with practical study demonstrating that samples of 12 may participants where data saturation occurs among a very specific group.

18 participants from various manufacturing companies were invited. Of the 18 that were invited, 17 committed and were eventually interviewed. Participants were based in different locations like South Africa (KZN & GP) and Washington DC. Position, level of experience, the duration at the present company and the kind of manufacturing MNCs that were selected are tabulated below. All participants have more than 5 years in positions seniority.

The table below reflect the relevant demographics regarding the participants. Minimal data has been included in this table to ensure anonymity without showing granular details. None of the respondents were personally related to the researcher, which could pose challenges or raise conflict of interests

Table 4.2 Summary of Interview Respondent and demographic data

No.	Type	Description	Location	Interview
1	Building & Technical Solutions	Senior Operations manager	GP	Virtual Platform
2	Automotive component	Senior Product manager, MBA	KZN	Virtual Platform
3	Building & Technical Solutions	MD SA & Zimbabwe, MBA, and Engineer	GP	In Person
4	Technical textiles & PPE	COO, MBA	KZN	Virtual Platform
5	Automotive Components	Senior Procurement Manager, MBA	KZN	Virtual Platform
6	Metal, Paper, Plastic Packaging	Operations Director, MBA	GP	Virtual Platform
7	Energy Efficiency Products	COO, MBA	GP	Virtual Platform
8	Occupational Medical Practitioner	Manager, Occupational Health and Safety Unit, MBA candidate	Washington DC	Virtual Platform
9	Automotive Components	Senior manager Supply Chain, MBA		Virtual Platform
10	Technical textiles & PPE	Senior Manager, MBA	KZN	Virtual Platform
11	Chemical & Explosive Supplies	Regional Operations manager, MBA candidate	GP	Virtual Platform
12	Building & Technical Solutions	Senior SHEQ	GP	In Person
13	Occupational Health Service Provider	Occupational Hygiene Specialist	GP	Virtual Platform
14	Mining	Manager SHE Assurance Compliance & Auditing, MBA	KZN	Virtual Platform
15	Automotive Components	Senior Manager, MBA	KZN	Virtual Platform
16	Fast-moving consumer goods	Technology Manager, MBA	KZN	Virtual Platform
17	Occupational Health & Safety Compliance Services	COO, MBA	GP	Virtual Platform

4.2 DATA COLLECTION:

4.2.1 Measurement instrument: Semi-structured interview guide

The extended interview is an effective exploratory research tool because it provides the most in-depth understanding of how a given community views the subjective topic being examined (McCracken, 1988). The lengthy interview was done with the chosen participants in order to enable open discourse. To lead the interview process and cover the linked spectrum of research questions, interview questions were employed (Zikmund et al., 2013).

Research questions were derived from extensive literature review and the interview guide was designed to unpack these areas in detail. The tool's essence is that it should focus on the phenomena being investigated, have clearer goals, and unambiguous questions that avoid jargon. Leedy (1993) discusses a few concepts to keep in mind when creating a data collection tool, such as the fact that questions should be able to address the following: pass the test for precision of expression, objectivity, relevance, and suitability, and probability of return and reception

Interview Question	Theme	Literature
How does strategic leadership influence OHS compliance in the Manufacturing MNEs?	<ul style="list-style-type: none"> Establishing and understanding the Strategic Leader's role and position for OHS influence Prioritization of critical of Legislative requirements of OHS compliance Realigning strategy goals and objectives with the OHS Compliance Instilling OHS compliance in the organisation's culture Inclusion and involvement of other role players / stakeholders 	<ul style="list-style-type: none"> Kutz (2006), (Abbas & Asghar, 2010), Mayo & Nohria (2005), Meerkerk & Edelenbos (2016), Gryning (2015), Gross (2009), Agranoff (2007), Freeman (2006), Behari (2018) Ardhani et al (2022), Umeokafor (2017), (Gunningham, 2011), Chakravarthy & Lorange 1991), Kutz (2022), (Teece, D. J. 2007), McGrath & McManus (2020), (Rivard & Lehoux, 2019), McGrath, (2010) Sorensen et al (2018), Dahl et al (2022), (Bayo & Emotongha, 2021), Kurznack, Schoenmaker & Schramade (2021), (Tong et al, 2022), (Teece, 2010). Taylor & Taylor (2014), (Zelnik et al.2012), Rai (2011), (Polites & Karahanna, 2013), (Pinto et al, 2020), Zelnik et al. (2012) Jiang et al. (2019), Ernst & Chrobot-Mason (2011), Abdullah & Khadaroo (2019), Das & Teng (2001), Sutherland & Scheepers (2016), van Eeden, Sutherland & Scheepers (2016), Hüffmeier et al. (2018), (Silva & McGuire 2010).
Which approaches do strategic leaders use to enforce OHS compliance in the organization?	<ul style="list-style-type: none"> Adoption of Multifaceted leadership approaches to address the varying OHS compliance needs 	<ul style="list-style-type: none"> Cepiku & Mastrodascio's (2019), Uhl-Bien & Arena (2018), Kodama (2018), Dofsma & van der Velde (2019),
In this disruptive business era, what are the skills associated with these approaches do strategic leaders require to influence OHS compliance?	<ul style="list-style-type: none"> Skills associated with approaches that strategic leaders may adopt Digitalisation skills for a strategic leader 	<ul style="list-style-type: none"> Silva & McGuire (2010), Lucidarme (2014), Kickert, Klijn, & Koppenjan (1997), (Edler et al., 2005), (Qureshi & Evans, 2015). (Soltanifar & Smailhodžić, 2021), (Carraccio et al., 2008), Ke & Boussaid (2018), Leso et al. (2018), (Yang & Gu, 2021), Das & Teng. 2001), Brown & Eisenhardt (2013)

Table 4.3 Interview Questions

4.2.2 Semi-structured interviews

In qualitative research, data collection is largely formless and adaptable. Decisions about data collection are frequently made based on the guiding questions of who, what, when, where, and how. The advantage of using interviews as a data collection tool, according to Archibald et al., (2019), is that subjects did not need to be able to read or write or be present in person for the interviews.

Even though all of the participants were literate, the ability to conduct interviews in various platforms allowed for lively discussions. Interviews are time consuming, according to Brett & Wheeler (2021), especially if both the subject and the researcher are talkative. It was necessary to remind everyone to stay on track when discussions reached a peak. Given that the participants are leaders in prominent positions with a plethora of responsibilities, several time slots were provided, and participants could indicate their availability to which appointments were then booked. After the consent forms were received from the respondents' interviews were booked. Some participants had schedule changes that necessitated the interview times to be rescheduled, this was well managed as it was anticipated from the beginning of the planning stages

Their responses covered a wide range of issues at once, and their engagement was self-contained and easy to maintain. Even though there were structured interview questions, participants could use current or past examples to articulate their answers. In some instances, some participants even referred to outside work examples to make a point. They allow you to clarify questions and expand on answers given on the spot (DeJonckheere & Vaughn, 2019).

It was critical to establish rapport before the researcher could immerse herself in the exercise. This to a large extent ensured sensitivity and caution of other factors that may exacerbate anxiety, such as body language and whether or not the interview is being recorded (Feijt, De Kort, Bongers, & Bierbooms, 2020). In the event that participants got anxious that their answers will expose certain aspects of the business, they were afforded an opportunity to answer the questions in a more discreet and comfortable manner to avoid them being biased and giving an answer that they believe is socially acceptable (Slater, Gonzalez-Liencrez & Haggard, 2020).

Both the researcher and the interview guide were regarded as research instrument. 2 participants and 2 industry experts requested a brief on what the scope of the questions were in order to establish if they would be the right fit for the study. 2 other participants requested a quick touchpoint over MS teams call to be reassured that neither their names nor organisations will be referred to in the interview. All the participants' concerns were attentively

addressed, and all areas of uncertainty alleviated. No research questions were shared beforehand to avoid bias. This helped a lot in establishing a solid foundational rapport.

4.3 DATA ANALYSIS

A thematic narrative analysis study, according to Ganzin et al., (2020) and stated by Rugpath & Mamabolo (2022), allows for the examination of narratives among individuals to establish cumulative themes. This is appropriate for this study. Thematic story studies are commonly employed in numerous studies because they allow researchers to focus on what participants said rather than how they stated it (Maitlis, 2012). Data was collected in a methodical manner, coded, first ordered, assigned to categories, and then themes were produced (Gaur & Kumar, 2018). This aided the entire data analysis process.

After the interviews were conducted and ahead of generating codes, transcripts and recording were organised listened to and synthesized to establish the sense and meaning in each interview. An application that is recommended by GIBS called Otter.AI used to conduct the first steps of transcription after interviews were recorded through a voice phone recorder. Transcripts were also checked against the interview audio recordings in instances where there were errors due to the app not being able to decipher certain accents and overall spelling or grammar errors. Corrections were made on the data that would be required for coding except portions that would not be relevant to code.

According to Sinkovics & Alfoldi (2012) trustworthiness of the research findings are dependent on a process of this nature. An inductive coding approach was utilised to generate first order codes (Zhang & Wildemuth, 2009). The transcripts were then loaded onto a computerised application called Atlas TI approved by GIBS and UP. There were initially a few challenges on applying for this app and the relevant license which was later resolved. The use of this tool assisted greatly in establishing a basis of refence and created means of tracking data when required. Bloomberg & Volpe (2008) recommends a process that requires the researcher to immerse themselves in the data in order to understand and interpret the participants responses to underlying questions there by creating meaning. Braun & Clarke (2006) recommend a six phased approach of coding. Data was analysed to identify and establish common features and trends thus creating first order codes. Second order codes or categories were gradually then generated, and themes developed lastly. There were some challenges during creation of second order codes as they started to look like themes. Further analysis was conducted category group merged where required and themes were generated. These themes will be discussed as findings and discussed supported by relevant literature in the following chapter later.

4.3.1 Data Storage

All the data collected through interviews and transcripts that were generated throughout the research will be electronically stored. To label the data, no explicit / true identifiers will be utilized. It will be kept at GIBS for a duration of ten years.

4.3.2 Data Quality, Objectivity, Assurance:

Primary data was collected using interviews and this allowed participants to adequately express themselves and their views regarding the topic discussed (Mazhar, Anjum & Anwar, 2021). All participants were managers who are working/ have been worked for more than three years (employed on fulltime or contractual/temporary basis but worked) in the industry. They all indicated their willingness to participate in the study by giving their verbal and signed written consent to be included. These considerations necessitated an arrival to a point that the data collected, results obtained would be truthful and realistic. (Nassaji, 2020) refers to this as the principle of credibility and also defines it as a state where research findings and outcomes are truthful and believable.

Throughout the interviews and data collection procedure, the researcher verified that the participants thoroughly understood the concepts and questions by clarifying and rephrasing as needed, which frequently enhanced the quality of replies and responses. This also ensured stability in research findings, and to an acceptable degree confirmability was achieved and results can be used as a basis of reference over time. Through a detailed track of activity that was kept by the application Atlas TI trustworthiness of the data could be ensured and through playing back the narratives to the participants dependability was also ensured (Junior & Kamienski, 2021).

The researcher relied on a few tools to show that the study, which by its very nature is subjective, is real, reliable, and original. This approach made the study stronger by utilising a variety of data sources (Patton, 2002). It is also recommended to employ a range of alternative approaches, strategies, and sources to triangulate the information (Dzwigol, 2020). Additionally, the research used methodical, open, and transparent techniques that are extensively disclosed here in order to guarantee that a third party performing the precise steps outlined here would arrive to the same conclusions as those addressed in this paper (Kirk & Miller, 1986).

The study is thought to be objective because evidence for the researchers' conclusions has been given in terms of the theoretically significant factors combined with excerpts from the

interviews (Kirk & Miller, 1986; Denzin & Lincoln, 2011). In addition to the aforementioned, the data was peer reviewed by the researcher's supervisor and an impartial reviewer who is not connected to the research effort (Cresswell & Miller 2000). Additionally, GIBS has access to the raw data used to support this work via electronic storage (Denzin,2008).

4.3.3 Ethical considerations

The term ethics refers to a wide range of ideals, practices, and institutional arrangements that help shape and control scientific operations. Research ethics is a practical codification of scientific morals (Torp, 2019). The Nuremberg Code of 1947 was used to develop principles for protecting subjects' rights during research. It is mandatory to obtain voluntary consent from the subjects according to this code. Whilst considering and ensuring protection of participants, there are ethical principles that form a foundational basis and guide on what researchers should be mindful of when conducting research (Ryan, 2018). According to Barrow, Brannan& Khandhar, (2021) ethical codes are characterised by respect for persons, beneficence, justice, autonomy, right to privacy, protection from discomfort and harm, confidentiality.

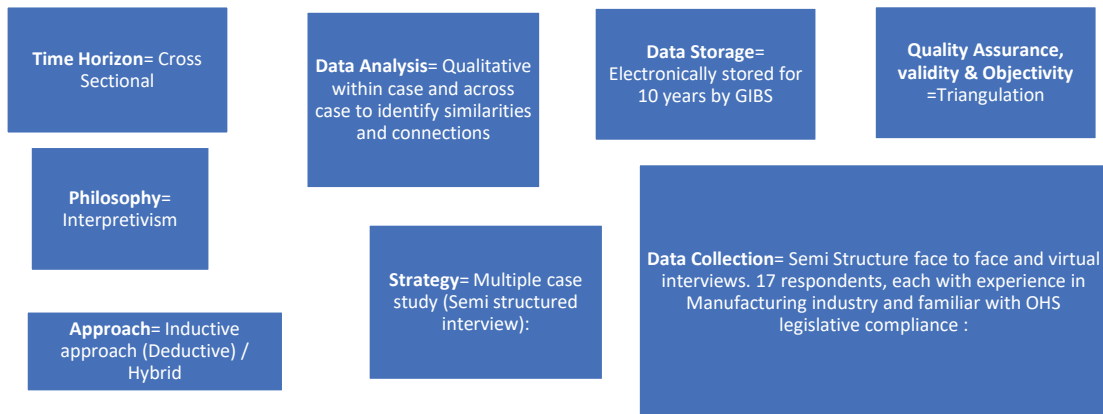
Ethics were critical for this study, from the onset the researcher was guided and bound by GiBS's ethical principle. An application was made, overseen by the supervisor, and sent through to the Ethical clearance committee for processing. The application included that the researcher intends to work with human subjects with none to minimal risk for harm. An approval to proceed with the study was granted 27 July 2022.

The most common way to ensure these rights / principles are met is to ensure that the respondents are provided an opportunity to give informed consent (**Anandaiah & Rock**). An official template was obtained from the MPhil IB Programme Office at GIBS affiliated with UP, that was utilized to obtain verbal or signed consent from all participants that had agreed to participate in the study. All participants signed a written consent form outlining the important aspects of the interview, such as the time frame, the obligation to record, and the right to opt out. The forms were returned to the researcher electronically.

The research participants were given a written consent form explaining critical components of the study and areas to opt in or out on. Some of the areas were whether participants can include their names, designation, and other details or not. Indication to record the interview as well as the estimated time it would take for each interview were all highlighted. All these components were also explained during the beginning of the interview. The research must be justified and proven to bear good intentions for the society whilst striking a balance between

mitigating risk and improving benefit. It is mandatory that researchers prove / show their qualification and rank s this helps incredibly in establishing rapport (Frankfort-Nachamias & Nachamias, 2008). From the inception of the process the participants were allowed an opportunity to participate anonymously or to drop off at any point of the research process (Burns & Grove 2005)

Table 4.4 Summary of Chapter 4



4.4 Limitations of the study

Conflict of Interests: Given the background of work that the researcher does and the clients they service as an occupational health care provider, a careful consideration was applied on selection of participants to approach. Selection of credible appropriate participants within the researcher’s client base would pose a high risk of certain participant / clients thinking they are being audited. The researcher steered away from this option as it carried a high risk of conflict in interest.

Some participants were initially guarded as they were not certain how much of the involvement would indirectly implicate their organisations. There was a few that could not narrate certain examples around lack of compliance as they felt it would expose their own organisations or themselves as leaders. Participants were reassured and allowed to answer in a manner they would be comfortable. This has an element of limitation as most of the responses that come thereon have an element of being filtered and at worst the participant may even drop off the interview.

Compliance based on subjective data is different than what the outcomes would look like if there was an opportunity to review secondary data as a basis of reference and validation. In the inception of the application for ethical clearance the aim was include review of

organisational data such as Safety Policies, Health, and Safety committee activities, OHS programme and IOD data. Organisations did not warmly welcome the idea of consenting to this, and applicants were uneasy and unwilling to participate under these circumstances. The request was revised and application for clearance made excluding the inclusion of secondary data.

Chapter 5. Findings

5.1 Introduction

The conclusions of the study are arranged around key themes that represent the findings of the research data collection and data analysis. These participants represent the discussions and outcomes of the study questions. The literature review conducted in Chapter 2 provided a good framework for the discussion, which assisted in the generation of research questions in Chapter 3. This chapter focuses on the final outcomes of the data collected and analysed to study and test the research participants.

The researcher provides connections between the themes that emerge through data analysis in regard to each research topic. The presentation and discussion of the findings are organized in the same sequence as in Chapter 3 to make navigation easier. The exploratory nature of the study, as described in Chapter 4, meant that both the researcher and the respondents may successfully participate. The open-ended interview questions sparked spirited discussions.

The data collecting technique was founded on primary data gathered through interviews with a total of 17 participants, which served as the foundation for the conclusions mentioned below. In addition, the interviews were done in English, and all participants were able to adequately explain themselves. To retain the emotion and meaning of the message stated, the quotations that will be offered in various sections of the chapter will be kept intact. The findings will be presented by stating the finding, the analysis and summary of each theme. In Chapter 6, these findings will be discussed in detail and supported with approved scholarly literature. The discussions will be aimed at reaching a conclusion and generating sound and relevant recommendations for practitioners, managers, and other scholars

5.2 Findings and Analysis

5.2.1 Research question 1: How does strategic leadership influence OHS compliance in the Manufacturing MNEs?

The focus of the question was to establish the favourable role that strategic leaders should consider and adopt when influencing OHS compliance in the organisation. The construct could not be single handedly discussed without bringing in aspects of the second construct and the overall environment leaders operate in.

Topic	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Role & Position at Senior level	Y	Y	Y	Y	Y	Y	Y		Y	Y		Y			Y		
The flow influence, top to bottom	Y	Y	Y	Y		Y	Y		Y				Y	Y	Y		

Table 5.1 The table above displays the number of participants that indicated that, for a strategic leader to be able to influence, their role must be assigned at senior level to enable them the authority and platform to influence their followers. 10 out of the 17 respondents alluded to the fact that when leaders occupy a senior position, a top-down approach will ensure a top-down approach. Source (Author’s compilation)

5.2.1.1 Establishing and understanding the Strategic Leader’s role and position for OHS influence

The When asked what position and role, strategic leaders should be assigned to create and enforster influence, 10 out of 17 participants strongly indicated that it should be a senior role. Participants believed that the strategic leader would not be able to effectively lead, and guide around OHS aspects if their role had no authority and seniority associated with it. When commenting about the role and position of a strategic leader in influencing compliance participant 14 mentioned the following:

"Strategic leaders play a fundamental role in a sense that the strategy of the company is rolled out at a senior leadership level, so be it at a board level or your senior management, and it would filter down and the organization.," 14:1 ¶ 12 in Participant 9

Participant fifteen echoed that

"I think for anything, it starts from the top. And I believe that obviously the executives, they set the tone and your CEO obviously sets the tone in terms of the direction in which the company is heading. So even in terms of safety, I do believe that the CEO first must take a stand in terms of what their beliefs and what they would like to drive within the organization" 5:6 ¶ 14 in Participant 15

Whilst the one of the industry experts, participant ten advised of the following:

"I mean, I think there's there's a huge move in the US especially after COVID to you know, have chief medical officers actually sitting in the executive committee and having, you know, having medical people much first of all the higher level you know" 9:4 ¶ 29 in Participant 10 Industry Expert

Participant fifteen confidently stated that the obligatory role for leaders to protect those entrusted in their care

"And that is the role of the leaders in the organization to make sure that people do not get exposed to the harm is to eliminate and then if you cannot, obviously, then eliminate the

need to find a way of how you do then obviously, segregate the people and make sure that people are not exposed to that risk" 5:11 ¶ 20 in Participant 15

5.2.1.2 Prioritization of critical of Legislative requirements of OHS compliance

Based on the trends in the field, it appears that leaders are aware of the requirement to comply, however there remains this gap that discussions often take place as a superficial level. It therefore became critical to determine how strategic leaders perceive and prioritize legislative requirements. The sub question was designed to propel more depth into discussions around legislation and to establish if leaders could indicate priority of the critical pockets of legislation. The Legislation is the premise of OHS compliance.

Participant 1 exclaimed that critical legislation should top on the list

"To make it one of the top priorities within the organization," 2:10 ¶ 17 in Participant 1

Whilst participant 4 defines health and Safety as the very act of prioritizing

"Health and Safety For me is more about prioritizing" 11:49 ¶ 70 in Participant 4

Participant 14, warned that strategic leaders often go with what is popular

"a lot of times I think they, they, they would rather go with the popular items or the or the more production, manufacturing related items or fill them with all of the things all of their effort into the production of the business, and not necessarily the health and safety of the employees" 4:5 ¶ 33 in Participant 14 Industry expert

Participant 17 articulates that the basis of reference should start covering the basic legislative requirements and then expand as organisations desire.

Those are legislated by government for reason. And I think we need to start with that as an adult and I think if a company wants to go above and beyond once that base is met, then you can have added on programs to even improve that that even further. To 8:12 ¶ 26 in Participant 17

Participant 17's response below further highlights the how legislative requirements are perceived in the country; a perception that contributes largely to the gap that was alluded to earlier.

'It's difficult because I've seen as both you can take one as the protection of people, but it's a big challenge because in the South African culture, you find that people sometimes find OSH measures and the OSHA policies as like extra work and sometimes when you try to prevent these things, they like it's just making my job more difficult." 8:18 ¶ 50 in Participant 17

As discussions progressed, it emerged that the common view is that OHS legislative requirements are the basic premise to creating and accomplishing compliance as mandated. Participants 4 and 10 explain this as per below responses below.

"Historically Occupational Health and Safety has been a lot about compliance with whatever you know, whatever the rules are, and nothing more than that. And so, if it's sort of perceived, as you know, these are these are the minimum criteria we need to do to meet compliance" 9:8 ¶ 8 in Participant 10 Industry Expert

"The Occupational Health and Safety Act, it talks about every area of the business you need to be able to assess the risk of hazards. mitigate those before using engineering means or this protective equipment" 11:24 ¶ 103 in Participant 4

Additionally other participants indicated that legislation should not be considered as an opt in or opt out, organisations should align with the relevant legislation relevant for the industry. Some participants pointed out a few regulations that organisations in the manufacturing industry should hold at high regard. Most of the participants referred to regulations that they also found relevant in their current organisations. According to Participant 1 below, part of the cause of lack of compliance could be due to legislation that appears outdated and has not caught up with the pace of change. As a result, leaders often keep it at bay, even the critical components.

"I think, you know, there are some of the legislative aspects that might be a bit outdated and could be improved." 2:86 ¶ 56 in Participant 1

Participant 13 confirms and elaborates on the evident and emerging areas of improvement that are taking place around legislation particularly in the manufacturing industry. This based on her observations and involvement in role that is a global level by nature of work and office. This aimed at addressing the gap, to some extent, that was noted by Participant 1

"So, there's all these new regulations coming in, either like in our local context is all the new regulations that are coming in" 12:12 ¶ 50 in Participant 13

AND

"A lot of focus is being into manufacturing investment for the regulation perspective" 12:18 ¶ 56 in Participant 13

Participants 14 & 15 were of the view that the existing OHS regulations, even though old, they still have all the basic components that strategic leaders may leverage on to drive and influence a sound OHS compliance programme.

"In my View is obviously crucial, especially in manufacturing or any type of industry, Occupational Health and Safety Act is very specific what needs to be done. There are

specific requirements on employers that they need to do for the employees, these duties for employees as well." 4:1 ¶ 21 in Participant 14 Industry expert

Participant 15 stamps that even though legislation may be considered old and outdated, it is still relevant and applicable and therefore should be prioritized accordingly.

"So, for me, yes, the legislation was drafted some time ago, I think it was, was it 1995, I think for the Occupational Health and Safety Act, and then for the mine, Health and Safety Act, it was about 25 years ago, as well. But I mean, if you look at the processes or the industry, in terms of the activities, inherently the risk hasn't changed much. It's still the same risks that we are dealing with. So, when it was drafted, probably now we need to then look at what are some of the things that have changed?" 5:20 ¶ 40 in Participant 15

Over and above discussions on legislative framework, participants highlighted the growing demand of inclusion and adhere to Sustainable Developmental Goals and Environmental Sustainability Governance goals. At the core of these goals that have taken centre stage in global discussions, their foundation is interlinked with OHS compliance to certain extent. Participant 9 framed ESG and SDG mandate as the fundamental base to operate from when it comes to OHS compliance.

"I think that is especially with ESG and sustainability, those are becoming fundamental and if in the absence of that, where you are not reversing the environmental impact that we have to an organization can find itself going backwards and transport I think ESG to OSH act, driven machinery regulations, is ultimately fundamental." 14:14 ¶ 31 in Participant 9

During the interview, over above other participants, Participant 4 elaborated vastly on discussions regarding SDG and ESG.

"And I would always argue that we as a company are fairly focused, and we're not focused enough but we have certainly started the journey towards the ESG measures." 11:4 ¶ 26 in Participant 4

Below their responses indicate the interlink between ESG and OHS compliance related aspect.

"Where environmental sustainability and governance is key. And there's clearly a compliance element to safety and Management and Health and Safety on site." 11:5 ¶ 26 in Participant 4

They unpack and breakdown the examples of the components as per below:

"How do we manage smoking on site, diabetes, the food we provided, the clinics, all of that forms part of an ESG based strategy" 11:14 ¶ 35 in Participant 4

Code	Category	Quotation of Legislation regarded as priority
Compliance	Regulations & Legislative framework	<p>"Generally, at bare minimum to meet your general machinery regulations, you know, the guarding the electrical standards, that's a nonnegotiable in any industry needs to meet" 8:11 ¶ 26 in Participant 17</p> <p><u>In agreement participant 9 said:</u></p> <p>'So, because of my background DMR missionary regulations are the OSHA, yes, those are absolutely critical, because they outline, they sort of give a guide in terms of how to achieve compliance. So, the machinery regulations will say two every three months or must when your machines must be guarded" 14:12 ¶ 31 in Participant 9</p>
Minimum Requirements	Regulations & Legislative framework	"On my side we've been with explosive regulation. Companies that deal with that we will not be the most important part of it aside because we are image I side" 10:9 ¶ 44 in Participant 11
Minimum Requirements	Regulations & Legislative framework	Almost everything is important, and one cannot send out the national regulation especially because we do chemical. regulation is very important. of how the facility should be regulated hazardous chemical substance regulation, that for me is very important" 10:8 ¶ 44 in Participant 11
Compliance	Regulations & Legislative framework	" I think, for me, the key will be because the act really serves to, to protect people's health and safety.... And, and, and I think I don't think that is I don't think that is that is really amplified enough. It is really amplified on the sides that have a system like ISO management system, ISO 45,001, and what happens, the performance of ISO 45,001. 3:24 ¶ 72 in Participant 12
Compliance	Regulations & Legislative framework	" I think the Occupational Health and Safety Act, it's quite general. You know, if I look at it, and I compared it to, you know, the mine Health and Safety Act, it's very clear in terms of actually saying this is what is required. If you are a mining organization, this is what you need to have in place" 5:15 ¶ 26 in Participant 15

Table 5.2 A selection of Legislation that participants regarded as pivotal in their work environment *Source (Author's compilation)*

5.2.1.3 Inclusion and involvement of other role players / stakeholders

A differing view emerged from participant 5 as they emphasized that even the strategic leaders should assume a senior role and be the key drivers of influence, it is important to include the workforce that is at the lower levels. The organisation's strategy on OHS influence should be explicitly articulated to the lowest possible levels in the organisation.

"So, I think when you start with that strategic insight from the leader, it filters down to the middle level of managers and the lower level of managing the lower-level managers and people on the floor like your operation workers. So, I think that's where it's important to have that" 8:2 ¶ 8 in Participant 17

Participant 11 affirmed this as he echoed that

"Actually, the issue of health and safety is not specific to a department. It is for everyone in the industry" 10:7 ¶ 32 in Participant 11

Participant 7 sternly expressed the importance of collaborative effort towards the success of the strategy and how leaders should instill all efforts to ensure everyone plays their part

"You are either a team leader or a group leader, a manager, a senior manager, you know, a GM, a VP, you know, so you have someone who is managing people and for any strategic objective, to be achieved, it can only achieved through people and strategic leaders need to be really concerned about how do they get people to do things and how

do they get people to lean and go in the way that they, they want things to go.." 13:41 ¶ 91 in Participant 7

Participant 5 highlighted how much of a missed opportunity it is if relevant stakeholders are not included in the fulfillment of OHS compliance deliverables.

"And I think that is for me, I think a missed opportunity as articulated in your in, in my initial response in that it should invade the integrity of the organization, so that people who are employees in that company all get to contribute towards that strategy." 7:39 ¶ 24 in Participant 5

Which participant 4 explains clearly on how inclusion and involvement can benefit the organization

"When you have an engineer looking at something and accountant looking at something in an HR person, something they're multiple views of the same thing" 11:20 ¶ 56 in Participant 4

Participant 5 points out again that this is often a missed opportunity largely due to the perception strategic leaders and organizations in general have towards other disciplines

"So, you will find that in most instances, such organizations have a very strong leg, very weak legs, you know, supporting legs and in the form of you know, all the other functions. So, I believe that you need to have a cross function of skills and knowledge in an organization...Engineering is not really viewed as a strategic function or discipline on its own, wherein, you know, we proclaim that you know, safety and the health of our employees and the environment in which we operate in is important." 7:49 ¶ 36 in Participant 5

Participant 1 elaborated that in their organization they go as far as including external stakeholders to ensure an unbiased outlook on processes

"We bring in lawyers or some cases and advocate just to come and explain to the guys What is it you know, from legal perspective, or is it in real terms mean for them to be to be accountable with regards to safety?" 2:95 ¶ 29 in Participant 1

Participant 11 shared a similar scenario, where they leverage on contributions from external stakeholders

"Perceived benefits because at some stage we will even call outside specialists to verify our findings. You know, when we had cases of people getting picked up on our site, you know, they are not specialists, they are generalists. So, but we therefore not asking for them to be specialist." 10:13 ¶ 58 in Participant 11

Inclusive participation of stakeholders establishes rapport and strengthens the relationship between multidisciplinary teams thus increasing chance of success in OHS compliance. Participant 4 added as per below

"And then also sorry to add to that even to personal relationships. It definitely benefits that the quality of conversations that happen between staff members and between the levels. So, we have a shop floor level we call it mini business one level one proposal to supervisors many businesses to this better communication, their report similar to many businesses three, level three, which is GM level, and then your Watson to the current level four. And by level four, you start to ask strategic what are we going to do next year about safety" 11:51 ¶ 76 in Participant 4

Participant 12 also confirmed the impact of partnering with external critical stakeholders

"So, I think that's one thing besides the reputation of the company, of course, our relationship with the authorities is improved. When they come in, they see we're complying, I remember during COVID-19, because we were one of the critical sites. Yeah. So, they came here? And they actually said, no, no, we have to, we have to take some of what we're doing here. And we know, tell other companies about it. So, I think I think good reputation, and also morale boost of the team. And so those are the benefits, of course, knowing that these could attract big fights, the fact that you will not be fined. So those are the advantages that I've seen. Because" 3:30 ¶ 103 in Participant 12

Participant 5 voiced out the importance of including your suppliers in the process to enhance the alignment with organizational goals on OHS

"Talk to your local supplier, and they must speak to my, my, my home country supplier here and get his technology transferred to them. So, you can imagine, you know, the number of resources that one will now need to deploy to, you know, get the right sort of people trained on OHS compliance through the use of that technology," 7:13 ¶ 71 in Participant 5

Participant 15 included a critical aspect which is communities. Depending on the type of manufacturing MNE's conduct, communities in the affected area often pay with their livelihoods. This has execrated the lack of trust from communities

". Also, I think in terms of relationships, I mean, with whether stakeholders like communities, I mean, obviously, I mean, communities are part of the business. And I mean, if you are hurting a lot of people, you will lose your credibility within the communities. And that's where most of the people that are working for you are from as well" 5:29 ¶ 46 in Participant 15

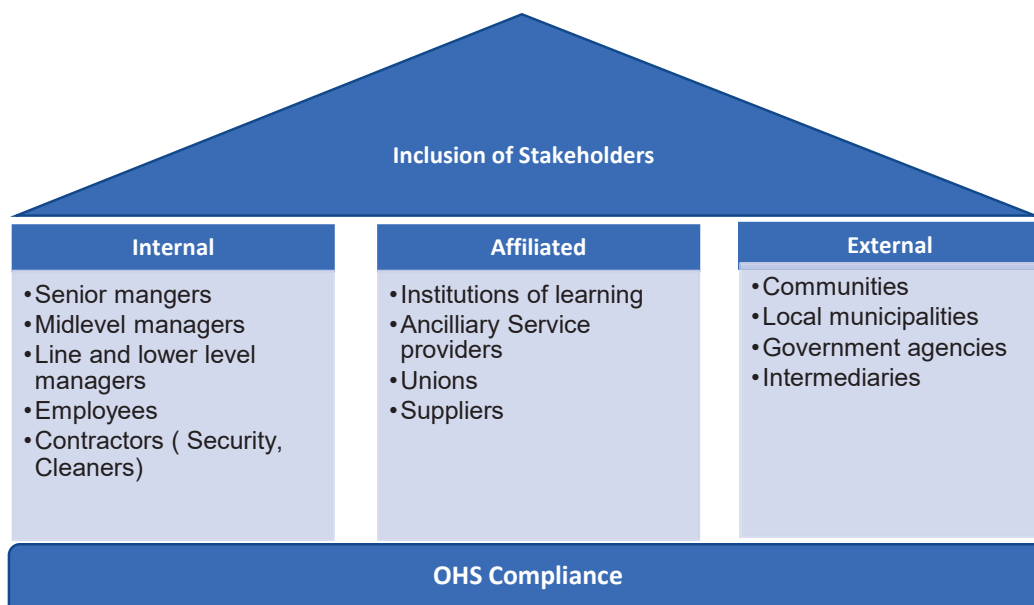


Table 5.3 The pillars of a stakeholder inclusive approach in influencing OHS compliance
Source (Author's compilation)

5.2.1.4 Realigning strategy goals and objectives with the OHS Compliance

OHS Compliance was viewed and reflected as an all-encompassing process that should form part of every day-to-day activity including the critical part of the strategy. Participants expressed that when compliance is adhered to, it generates differentiator and competitive advantage that can set organisations apart from their peers.

Participant 13, set out what they believe is the critical aim of strategy that is aligned with OHS compliance

"The plan is to create a set of laws and regulations that will strategically allow organizations to meet shared requirement" 12:1 ¶ 11 in Participant 13

Participant 6 alluded that the strategy should be crystal clear

"On the strategic side, have a vision or clarity of thought..." 16:10 ¶ 34 in Participant 6

Participant 9 pointed out what the stumbling block will be if the strategy is not clear or not comprised of clear pillars

"And then also what are some of the pillars that will drive us to achieve whatever strategy that clarity is not there, then it becomes increasingly difficult to roll out such initiatives such as occupational health and safety, so a typical example would be work for one organization, one of the big FMCG companies within the manufacturing space, occupational health and safety was a key productive, not the primary pillar. And then they use that as a tool to drive a reduction in inventory safety with factories, etc." 14:2 ¶ 12 in Participant 9

The alignment between strategy and OHS compliance will provide a platform for leaders and organization to perform their mandated function as articulated by Participant 15 below

"And that is the role of the leaders in the organization to make sure that people do not get exposed to the harm is to eliminate and then if you cannot, obviously, then eliminate the need to find a way of how you do then obviously, segregate the people and make sure that people are not exposed to that risk" 5:11 ¶ 20 in Participant 15

In emphasis, participant 15 alluded that

"And once obviously, it comes from the executives, it needs to actually then filter down obviously to your senior leaders, leadership and then obviously operationally as well, so the CEO can set the vision of where we want to hit To, but then obviously the operations would actually have to say it's the specific objectives and goals in terms of how that vision will be attained at the end of the day, but it starts at the top, and then it would have to filter through then through the different levels of leadership within the organization" 5:7 ¶ 14 in Participant 15

Participant 3 stated in the inception of the interview that the first point on their Agenda in Exco meetings is Environmental Health and Safety. He stated that he has learnt and influenced the

team to see that a positive financial book means very little if there are unidentified unresolved EHS matters.

"it's a top priority is to protein number one, for every manager of company X, I'm sure at least two of these strategies, but I don't start any exco meetings by another topic than EHS" 6:2 ¶ 11 in Participant 3

Participant 9 asserted that the KPI's essentially should be the link between OHS compliance and the set organisational strategy.

"Based on how you deliver on your KPIs, with being linked to the bigger picture, which is a strategy and effect find that that is ultimately the best way you can drive compliance. In the absence of those KPIs and those measurements, people tend to get confused along the way. So, at the beginning, people, it's very clear that we don't want injuries, we want to be the safest company to work with, one of your top five employers, for instance, that those KPI come, and they help when there is ambiguity or lack of clarity " 14:6 ¶ 19 in Participant 9

Participant 12, below further unpack the elements of what compliance is and should be comprised of the participant elaborated on this as there is a pertinent issue that comes in organizations, around capital when the aspect of compliance needs to be addressed. This highlights that the priorities should be aligned and as budgets are set apart for several activities in an organisation, adequate capital should be set aside for OHS Compliance matters

"And compliance requires, you know, it touches on many elements, it touches on management, how does management apply, touches on the equipment, they are mainly talking of dangerous equipment in terms of health and safety risks. And strategy in this that says, compliance will require money, compliance will require certain performance will require capital expenditure, and will also require training sometimes, because, as you know, the last thing you want to do is to spend money." 3:9 ¶ 14 in Participant 12

In support and agreement with the views that the cost implication around OHS compliance changes how it is perceived and prioritized, participant 10 share the below response

"And so, our fundamental goal is compliance, who is protection and understand the reasons behind the compliance then I think cost becomes a significant area and people do just you know, do as little as they can to meet the letter of the law. And that, perception of this these things cost money" 9:9 ¶ 8 in Participant 10 Industry Expert

Participant 15 emphasized that should come as a bare minimum act to adherence, the accountability and the mandate must be bigger than that. It must be bigger than means of attracting talent and a good reputation.

" And I think also, you will find it very hard to attract talent within the organization. If you're a company that is not complying, you will struggle to attract capitals, you will struggle to attract new investors as well. So, I think there's more sort of like advantages to in terms of compliance. But I think for me, probably it's going beyond just compliance as well, you know, because if compliance is the basis, it's sort of like your minimum, and I mean, the company needs to do more and beyond compliance." 5:31 ¶ 46 in Participant 15

Whilst participant 17, refers to it as a base, they asserted that organisations can only plan and grow their programs bigger drawing for the base of OHS compliance.

"Those are legislated by government for reason. And I think we need to start with that, and I think if a company wants to go above and beyond once that base is met, then you can have added on programs to even improve that that even further. To" 8:12 ¶ 26 in Participant 17

5.2.1.5 Instilling OHS compliance in the organisation's culture

Based on the turbulent and complex environments that strategic leaders operate in, the findings of the study highlighted that various approaches should be considered for various business or organisational contexts. Participants emphasised that OHS compliance / EHS culture or Safety culture should be aligned and integrated into the organisation's culture to achieve a seamless buy in.

Participant 12 explicitly voiced out that if the senior managers have not adopted the safety / compliance culture there are little to no chances that other parties in the business would comply.

" I think I'm not sure about the position, but I think I understand the role. Compliance is part of the EHS culture, and it's within the EHS culture. And the thing about the culture is, if my CEO doesn't care about compliance, I will definitely not care because sometimes EHS is on the side of the core business. So, if there is no culture that is important, so people will not take it importantly." 3:25 ¶ 47 in Participant 12

Participant 6 particularly focuses on Exco's role and advises that

"So, for me, I've seen how if Exco does not speak with the same voice, or leadership, with the same voice, in terms of this, you will fail if you fall flat, one person will pick it up. Because a passionate with it, it falls within that arbitrage. But it is not a strategy for the business." 16:15 ¶ 42 in Participant 6

Participant 3 elaborated and confirmed the above by stating that

"Now to answer your question, which was more about okay, how do we improve the EHS priority in the agenda of top leaders first of all, it needs to come from the top." 6:3 ¶ 11 in Participant 3

Again, in relation to the ambiguous and unpredictable business environments, strategic leaders need to assess the needs and relevant approaches time and time again. Participant 12 labels a few ideas to consider

So, it was difficult, because some people, well, these things, especially coming from developed countries, they are developed for a certain foundation. So, when they come here, everybody is expected to implement it, and we find that they don't have a foundation 3:3 ¶ 8 in Participant 12

Furthermore

"Now the leader needs to take that into account and say okay, different culture, country from country. And, it may even be within the country, province to province, you know, absolutely. You know, so those are the elements that the various strategic leader must look at where I am, what am I dealing with? 3:15 ¶ 26 in Participant 12

The reassessment is very important as the expectations and norms around culture vary from one context to another as a result Participant 17 noted the following

"So, i think they wouldn't specifically be a tangible measure for culture. But I think to measure the strategic leadership, input into a safety culture" 8:7 ¶ 20 in Participant 17

Participant 12 emphasizes that

"EHS, especially in health and safety is mainly dependent on the culture. Because it doesn't matter how many systems and equipment you have in place. It still depends on how people behave. You've got different risk levels, to risk perceptions, they've got different backgrounds, you are dealing and statistically you need to understand you're dealing with different risk perceptions, different backgrounds, people come from different places. Some people I engaged in risky sports. Yeah. Now, you need to understand, not just looking at the outcome of the results" 3:11 ¶ 14 in Participant 12

In conclusion, participant 9 points out the risk of treating the aspects of compliance as tick box and states that

"And to give it a time, but it means that you're not just putting in a cheat sheet, you are changing the way people perceive their jobs to perceive the way that they work continuing to work. And that requires time to think that management of that career that won't just be done overnight. ta" 14:35 ¶ 100 in Participant 9

5.2.1.6 Adopt Multifaceted leadership approaches to address the varying OHS compliance needs

The commonly emerging approaches that the participants referred to when answering this question was adopting goal orientated leadership approaches. Participants echoed that when strategic leaders use this approach, they will achieve over and above just OHS legislative compliance. A few the participants unpacked and relayed how they have had safety culture approach adopted in their own organisations and those in the past. It came out strongly that Safety culture is comprised of various phases that leaders may deploy at various times. This is important because sites, and organisations operate in different business context, have different OHS needs thus may be categorised into different maturity levels. OHS compliance is largely referred to as Safety culture, Safety excellence, autonomous safety culture.

5.2.1.6.1 Directive leadership approaches

Participant 4 briefly defines the OHS compliance culture as per below,

"Culture is defined by how you make decisions under stress," 11:23 ¶ 61 in Participant 4

The ability of strategic leaders to leverage form sound approaches are beneficial in pressured situations. Participant 12 below illustrates how he used this approaching directing and steering his team towards OHS compliance

'So, it was difficult, because some people, well, these things, especially coming from developed countries, they are developed for a certain foundation. So, when they come here, everybody is expected to implement it, and we find that they don't have a foundation. So, then I had to take a step back and say, look, I'm going to develop a clear roadmap to Safety Excellence, which is characterized by autonomous safety culture, where everybody's responsible for their safety. 3:4 ¶ 8 in Participant 12

Participant 15 clearly paints a picture that, where safety culture does not thrive, unsafe activities may lead to accidents / injuries and dig an endless hole in the bottom line of the company.

"I mean, a company could be doing very well financially, but then if they have a high number of injuries, that could actually impact the reputation of the company. But also, again, it can cause a lot of financial losses as well. And therefore, it is important to have that strategic sort of like decisions made around how does the ones that the company wants to drive health and safety and the culture that it wants to create?" 5:5 ¶ 8 in Participant 15

Essentially, Participant 15 further noted that

"I think for me, it starts, firstly, with making sure that the people that are working for the organization, as a leader, you need to make sure they are aware of the hazards and the risks that they will be exposed to as a result of your operation. So, activities. So, it starts with awareness." 5:8 ¶ 20 in Participant 15

The above responses reflect that leaders should be able give direction in their organisations so that OHS compliance culture may take shape. This approach is largely effective in environments where there is little or non-existent structure on OHS compliance. Leaders help their followers to understand where to start and which direction to go.

5.2.1.6.2 Supportive leadership approach

Several participants echoed that by leaders creating a safe work environment, the message that the employees receive affirms the thoughtfulness and support from the leaders.

Participant 9 alluded to the following

" So, it's twofold, it is to protect your work environment, but as well as their psychological wellbeing which drives that culture that we are looking for. So that is the fundamental role is to create that environment to feel like they can execute on the activities" 14:25 ¶ 61 in Participant 9

Participant 15 elaborates as per below

"And that will be your last line of defense. And also, other ways of making sure that you are carrying out your duties as a leader is to make sure that you create an environment whereby people can be able to give you feedback. And this is by making sure that you've got the right forums and engagement forums, whereby people give you feedback in terms of health and safety, and what they feel that needs to be improved in their own workspace. And that is the role of the leader to create that kind of an environment." 5:14 ¶ 20 in Participant 15

Participant 13 in their response also stepped in to indicate that the safe work environment / culture facilitates execution of compliance requirements. A safe working environment helps employees to feel safe and supported through provision of a safe working environment

"I can use the second one about creating the environment. That's more important from a strategic perspective. Because the rules and regulations in place is complex and fostering the environment that will promote safe behavior and practices, just because we're able to get the environment right. The rules and regulation become much, much easier." 12:3 ¶ 14 in Participant 13

Participant 12 points out that it may be impossible to address safety culture without addressing what human behaviour leads to unsafe activities. Once this is addressed, leaders can offer the right kind of support through relevant interventions (information and training or coaching)

"And I think something could throw in there is that a given researchers will tell you 90 to 90% of injuries as a result of human behaviour , I've heard from colleagues that you've got some sites in Japan, where they don't believe in, you know, machinery safety, you need to guard moving equipment, and they say no, we don't have to, why would anybody put their hands in? So now it talks to a different culture. And most of our injuries, people have poked their fingers in there" 3:14 ¶ 20 in Participant 12

5.2.1.6.3 Participative leadership Approach

In the sections earlier, it was mentioned that a strategy that is comprised of or around OHS compliance culture is key in influencing compliance. The regulations alone require specific appointments to be completed ensuring that every stakeholder has their part in the programme. Participant 6 exclaimed that OHS compliance is not a task that can be completed single handedly.

"It cannot be you cannot be turned around alone. It has to be a group effort." 16:24 ¶ 59 in Participant 6

Participant 4 pointed out the importance of getting involved in right to the granular details of the work that the teams do on a daily basis.

"I've always done and spent a lot of time with one group of companies, I always want walk throughs to everything they do, you know, to go to the Gimbo dept with other employees, you physically see them working at the machine. You see what the challenges are there, and the things that you'll pick up by involving others. And I'm not talking teamwork for teamwork's sake" 11:19 ¶ 56 in Participant 4

As a result, Participant 4 's response would be practical

"I can only talk from experience where we've been successful has been in leading by example, we were servant leadership doesn't mean that you do everybody's work for them" 11:30 ¶ 53 in Participant 4

The employees at the floor level are critical as they know a lot about the actual day to day functions and the challenges they face. Leaders should again have adequate involvement at those level to establish and offer the right kind of opportunities to partner. Participant14 also amplified that

"And then plans can remind people I mean; nobody knows a job better than the people that do the work, they've got great suggestion because they do the work daily..." 4:14 ¶ 45 in Participant 14 Industry expert

Participant 11 highlights the requirement for all, departments, and individuals, to be involved in his compliance activities

"Actually, the issue of health and safety is not specific department. For everyone in the industry" 10:7 ¶ 32 in Participant 11

Everyone has an integral role to play in ohs compliance, even the smallest of team have the greatest to contribute, participative leadership approach keeps that platforms available according to participant 6

"The guys that use a wheel and spanner. Those are the people that you need, as a team at the bottom, as small enough, small teams, but effective enough to communicate to the digital world." 16:27 ¶ 66 in Participant 6

From the smallest of teams to the communities, Participant 15 highlighted the importance of this participative partnership.

"So, I think it is actually beneficial to ensure that you're complying at all times. Also, I think in terms of relationships, I mean, with whether stakeholders like communities, I mean, obviously, I mean, communities are part of the business. And I mean, if you are hurting a lot of people, you will lose your credibility within the communities. And that's where most of the people that are working for you are from as well" 5:29 ¶ 46 in Participant 15

Participant 1 also added that

"We bring in lawyers or some cases and advocate just to come and explain to the guys What is it you know, from legal perspective, or is it in real terms mean for them to be to be accountable with regards to safety?" 2:95 ¶ 29 in Participant 1

5.2.1.6.3 Achievement leadership approach

Achievement based leadership approach is efficient in Safety maturity related programmes. These are often measured by different phases that each organisation has to go through to achieve the desired goals in terms of OHS legislative compliance. Participants revealed that the type, size, resources, and the safety needs of the organisation when matched against legislative requirements, determines what and where they are in term of maturity towards safety. Achievement leadership approach may help in pushing each department or organisation a level up.

Participant 2 explicitly stated the challenge that

"Health and safety, compliance is one thing. And in driving a culture of health and safety, something else," 15:4 ¶ 35 in Participant 2

Participant 14 noted the following response based on the experience and observations they make when servicing various organisations in the industry.

"Perhaps that the size of the businesses we get we cannot expect the small business to do to do the same. Or to allocate the same resources as a Sasol not that big, a big corporate government business cannot be the same as a small business" 4:30 ¶ 75 in Participant 14 Industry expert

Participant 12 unpacked the 5-phase approach that he utilises in their organisation to measure the achieved safety maturity. The phase may be comprised of various requirements ranging from compliance statements, risk registers, training, rigorous risk assessments, audits and interventions or corrective measures

"That is, in my roadmap to Safety Excellence. We've got five phases. Each phase has got about 4 to 5 questions." 33:37 ¶ 78 in Participant 12"

He further indicated that compliance may be a challenge to achieve if the mandate and the strategy is drawn elsewhere, abroad, and has to be implemented in a different country, which was the case in their organization which led to him drawing up this road map. Besides regulations that are drawn up outside the current context, another participant highlighted the challenge that comes with sites that have limited resources and where employee backgrounds are a barrier to safety culture thus affecting safety maturity.

Participant 1 highlighted that one of the challenges that creates a barrier when it comes to achieving safety maturity is:

"So, trying to elevate someone from having to wake up in an area, a shack area, where it's dangerous during the night is lack of services, lack of water, lack of electricity, and then walk into an area on a site where we expect him to adhere to basically a different set of rules in terms of what he has to manage. It's important for us to realize that and that's also why we tried to, to acknowledge where the different sites are with the maturity approach in terms of, so we do audits," 22:21 ¶ 56 in Participant 1"

The OHS Act and several risk management regulations state that the in ensuring a safe working environment is achieved through regular risk assessments. As the discussions continued around approaches that strategic leaders may adopt when influencing OHS compliance, HIRA is regarded as the foundation of safety culture thus leading to compliance

Participant 4 opens up with reference the contents of the OHSA in this regard and pointed out that:

"The Occupational Health and Safety Act, it talks about every area of the business you need to be able to assess the risk of hazards. mitigate those before using engineering means or this protective equipment" 11:24 ¶ 103 in Participant 4

Over and above the stipulations of the regulations participant 1 pointed out the importance of aligning the risk assessments with any other changes happening in the environment that strategic leaders operate in

"Changes or changes which they think are applicable to our industry to the site management team, which is then taken up again into the baseline risk assessment to validate if there's any changes that are required" 2:85 ¶ 50 in Participant 1

Participant 4 had earlier highlighted a crucial approach in the inception of any given project:

"The first key element in, in any project, in my view is determining risk and not risk from an avoidance of risk" 11:2 ¶ 26 in Participant 4

Participant 6 also related on how the process of achieving these looked like in their organization

"When we started this journey, we started counting, we started going to the various departments and looking at the areas that are risky to us, and you find them by where the most injuries are happening and the types of injuries that are happening. And now we

started counting, right? The number of warnings that we are getting, for instance, how many people are giving us pre warnings that safety is not right" 16:18 ¶ 54 in Participant 6

Participant 1 emphasized the importance of having the right tools when conducting risk assessments

"All incidents there must be the standard tool or available in order to conduct the root cause analysis" 2:32 ¶ 32 in Participant 1

Over and above availability of tools, every role player requires adequate training and support to ensure that they perform according to the required expectations. Participant 4 indicates this when they point out what should risk assessment activity and feedback should look like

"Guys, you need to do inspections, but not just as a checklist, they need to come with valuable stuff. Don't make it an area to argue about union matters or women matters. But generally, what are the risks? What are the hazards, what how do we mitigate them, and I really struggled with that. But once it starts to flow, once you start to see the benefit or see environments improving and housekeeping improving and excess ways appear, it becomes a culture, and you need to change the culture in the organization." 11:52 ¶ 76 in Participant 4

Participant 15 echoes that the critical driver into enhancing the skills of the teams largely depends on training in order to achieve the required safety maturity.

"But also, once you have actually then trained the people, you need to make sure that everything is done in terms of eliminating then the risks and starting from, obviously, I mean, if you're looking at the principles of risk management, you would want to make sure that you eliminate the risk completely." 5:10 ¶ 20 in Participant 15

Participant 2 believes it is this training that often leaves employees enabled and equipped to adhere to safety not just for themselves but for those around them and the environment they operate in.

"And I teach them to not only look after the safety of themselves, but the safety of those around and I tell them, whatever course if something is going to jeopardize safety, leave it, I give you permission to leave it, let the product fail, do whatever you need to be done to protect yourself and others around you" 18:39 ¶ 76 in Participant 2

Furthermore, they also add that:

*"Or if you bump something's going to fall. You know, what I mean? There are hazards around us all the time. And the key thing is the ability to foresee the hazard and reported or rectified immediately. And that was there's not always instructions for these instances. But if you drive a culture and you give them the ability to foresee potential problems
"15:32 ¶ 74 in Participant 2"*

HIRA is a continuous process, and it has to deploy each and every time there is a change in the work environment or a process of completing certain functions. Participant 12 advised that

“But you do need to look at the complex of the input and say, how would I manage this, then you start with the analysis, you need to analyze the workforce that you have. And that’s why sometimes you’ve got health and safety risk assessment. You know, you do the risk assessment, you pair people according to their risk profiles and stuff. So yeah, so affecting the culture is something that that a strategic leader will have to really look at in terms of the workforce that you have, what you want and the processes in between and as to how to change.” 3:12 ¶ 14 in Participant 12

Participant 4 elaborated on a unique way that they apply the principles of risk assessment by incorporating it into the functions and day to day operations

“To sum up, aim is to protect and improve the quality of life.... we provide safety footwear that protects the worker in his work environment or her work environments. We have a woman designed shoes by women for women recognizing the shape of feet differ between men and women.” 10:31 ¶ 10 in Participant 4



Table 5.4 Approaches that strategic leaders may leverage on when driving influence on OHS Compliance Source (Author’s compilation)

5.2.2 Summary of result Main Research question

The findings emerging from the interviews on what role may strategic leaders adopt in creating a lasting influence on OHS compliance have been analysed. The contents of the responses from the participants largely indicate that the desired role may not be discussed outside the organisational strategy and the actual legislative framework that drives OHS compliance. Based on the findings analysed the role must be of seniority in nature, positioning the strategic leader at a pivotal place where they can influence effectively. The strategy has been identified as one that should allow a top-down approach and should be

succinctly aligned with OHS compliance. It creates and places OHS compliance aspects as a priority and should cater for cost needs that are essential in driving a successful OHS programme. Cost (lack of funds) has been pointed out as one of the barriers that hinder strategic leaders in the manufacturing industry from facilitating effective commitment to OHS compliance.

Differing views on relevance of the OHS legislation in this day an era emerged prominently. Most participants stating that even though legislation dates from years back, it is still relevant to serve as a base of reference as the risks in the industry still persist. SDG and ESG are key on the global agenda. Interview discussions indicated these to be the new recent relevant platforms where OHS compliance conversations should be taking place.

When it comes to a variety of approaches that strategic leaders may leverage on to drive compliance, a few leadership approaches were recommended. Each leadership approach is eminent for a certain stage and task in driving influence towards OHS compliance in the organisation. These approaches ranged from participative, supportive, directive and achievement-based leadership approaches.

5.2.3 Sub-question 2: What are the skills associated with the approaches that strategic leaders required to influence OHS compliance?

Based on the discussions that emerged regarding the approaches that can be recommended for strategic leaders in driving OHS influence, driving an autonomous safety culture seemed to be key. With its multifaceted leadership approaches, leaders require even more sharpened skills in driving influence. Strategic leaders need skills to drive teams in developing and conducting robust risk assessment, managing sites with various safety maturity needs to ensuring implementation of corrective measures when audits have been conducted.

Participant 9 below mentioned a very crucial skill that is required especially as manufacturing MNES operate in such a complex environment and given the exponential changes evidenced in the world of work

"Leaders were able to create a psychological safe space for us to raise concerns to raise improvements for our continuous improvement is that ability to engage in different levels of organization is a critical skill. I know people call it as Soft Skills, fundamentals have to communicate at different levels of the organization. " 14:18 ¶ 46 in Participant 9

Participant 17 confirmed this they echoed:

"I think strategic leadership needs certain types of skills in general" 8:14 ¶ 32 in Participant 17

The match between the leader, organisation and OHS compliance process is imperative.

*"I would think it boils down onto a principle of the right leader, and good leadership skills"
15:15 ¶ 55– 56 in Participant 2*

Over and above the perfect company leader match and specialized skills Participant notes a critical aspect that should be considered to ensure leaders can have full insight in the environment of those they lead.

"Absolutely. leaders were able to take themselves and put themselves in a very awkward and uncomfortable position and thinking like a truck driver, or consultant, walk the shop floor to get the relevant experience" 14:19 ¶ 55 in Participant 9

Participant 12 notices and echoes that the skills required thorough knowledge of the requirements OHS compliance

*"Yeah, I think, I think a strategic leader will need to be positive in a sense of what is it that needs to be achieved? For instance, health and safety as you know has major elements, first one being legal compliance, so strategically, you need to know where you're operating. What are the legal requirements, both nationally, even internationally, you need to know, and then you first establish and how the next step will be how to comply"
3:8 ¶ 14 in Participant 12*

Participant 7 describes it as insight

". And secondly, it's actually it's insight in the sense that you know, you only ever influence people when, when they t feel that you have a vested interest in them, but also secondly, that there's something you know about them you know, and of course, in different ways that you might know about them, but when people feel that you're interested, you have an interest, vested interest in their success" 13:39 ¶ 88 in Participant 7

According to participant 12, there is a variety of skills required as narrated below

" I wanted to jump to adaptability. But I don't think I should start there, I'm going to put it in late, I think we added strategically that leaders must be innovative. You need to involve innovating new ways of doing things. And when things are changing all the time, technology is changing, people are changing. And now there's also this pandemics, they need to be innovative. And then next I would really emphasize, to be able to adapt. And you're talking about the strategic leader, I think I think people management remains key, because you need to you need to be change agents, because it's easy for one person to change but for the whole group to change." 3:21 ¶ 87 in Participant 12

Over and above adaptability, Innovation d being a change agent, Participant 13

"I think the key the key word is agility. Leaders are able to be agile and grasp the market conditions and the market nuances and challenges and respond to them appropriately. In the operations will be successful." 12:16 ¶ 50 in Participant 13

With agility, leaders can be able to seize meaningful opportunities, Participant 2 notes that

"They have the ability to preempt if something is going to be dangerous, because you will have signs that says the glasses, your safety issues, but you don't have signs that could stay, this might fall." 15:46 ¶ 74 in Participant 2

Alongside foresight, awareness and listening skills, participant 13 continued to state

"I think some of the skills that are required to be a good negotiator in addition to being a negotiator, certainly someone who's willing to listen to diverse views and take alternative viewpoints" 12:4 ¶ 26 in Participant 13

Conclusively, participant 6 stated that

"There are many skills that people can come up with but once you don't have a, a clear mind on on things and how to articulate it, think of them and put them down for yourself so that there is clear as day like that, for me forms the basis of everything that's going to happen from there." 16:11 ¶ 34 in Participant 6

The world of work is evolving drastically, industries are adopting new ways of doing jobs at an exponential rate. Technology is one of the key aspects that has made huge impact on how day to day functions have evolved. OHS compliance is often left at bay when industries adopt Digitalization for some this adoption yields better results in terms of compliance. Participants shared various ways that they have either used technology as an enable or a huge differentiator against their peers.

Participant 13 below echoes the disruptive volatile and ambiguous business environment that manufacturing MNEs operate in

"New ideas to bring it down a bit I think, and I think in this disruptive environment where you know, way of work today, may be a completely different tomorrow" 12:10 ¶ 47 in Participant 13

Participant 9 advised that digitalization gives organizations a future proof advantage

"So, if you want to, to future proof your organization to be aligned with the 10 to 15 years, you absolutely have to adopt the transformation and digital ways. Especially with this complex environment, it is absolutely critical that you adopt and that's why I said earlier, leaders were able to unlearn and learn as you go" 14:38 ¶ 109 in Participant 9

Participant 12 attested that digitalisation is something that should not be ignored

"Yeah, no, I think I think the digitalization really is something that no one can ignore. I think digitalisation will even affect your bottom line. Absolutely. It will also determine the rate of your progress in terms of EHS. " 3:37 ¶ 146 in Participant 1



Table 5.6 Hard and Soft skills that strategic leaders require to drive influence on OHS Compliance *Source (Author's compilation)*

5.3 Summary of Research Sub-Question 2

The findings that emerged on this section is the prominent recommendations for strategic leaders to adopt and utilise an Autonomous Safety Culture approach. The approach is built on the basic premise of the OHS legislation and is comprised of components that will make it possible for leaders to drive the efficient influence. The approach provides room for explicitly unpacking the OHS legislative requires, executing the basic mandated regulation in terms of creating safe work environments. The components that involve active participation of other stakeholders like teams, ensures accountability to all role-players. The safety maturity levels ensure that each site / organisation gets assisted in accordance with their safety need. Fostering a safety culture, creates a safe work environment which in turn proves compliance towards OHS compliance.

Over and above approaches explored; the section unpacked the hard and soft skills that can be associated with the recommended approach. Participants referred to a critical foundational aspect and to a long range of other skills strategic leaders need to hone. Skills mentioned ranged from agility, adaptability, innovation, insightful, accessibility, change agent to being good listeners.

Findings discussed in this section was based on a vast majority of participants that attested that digitalisation skills are key for day-to-day job functions. Leaders should leverage on as these so that they facilitate changing the rules of the game in the manufacturing industry. This will make it possible for training programs that reach employees anywhere anytime to be utilised instead of relying on physical attendance and facilitation. Risk assessment and overall safety behaviour are enhanced through accessible easy to follow digital processes. Integrated and timeous reporting of accidents, injuries and risk assessments improves the threshold off compliance.

As much as digitalisation solutions may be costly, when purchased and used to full benefits., organisations may save untold costs if technology is incorporated, and adoption supported by all relevant approaches. These increases buy in from all stakeholders and shows return on investment.

Chapter 6

6.1 Introduction

This section unpacks in detail the findings highlighted in Chapter 5. Through an overview of the main and sub research questions, findings will be discussed here anchored on scholarly literature. The chapter will reflect areas where there are similarities, differences, and comparisons the data that emerged from the study as well as the existing literature. The chapter will cover conclusive remarks and the recommendations for both scholars and practitioners in the industry.

6.2 Discussion Main research question themes

The main research question sought to understand ways in which strategic leaders may enforster influence towards OHS compliance in the Manufacturing MNE's. It was meant to explore and clarify the roles to establish this function. The study highlights that the data that emerged and findings analysed and discussed are preliminary findings and there is room for

6.2.1 Establishing and understanding the Strategic Leader's role and position for OHS influence

The findings of the study revealed that as much as it is known that strategic leaders are of seniority in positions they hold, when it comes to aspects of OHS compliance, this seniority appears to be misplaced and misunderstood. Several participants noted how senior leaders tend to shift the responsibilities of OHS compliance to other departments and other managers instead of driving these programmes. Literature review data earlier revealed and highlighted that strategic leaders in Manufacturing MNE's operate in dynamic Business contexts that are often disruptive in nature. Kutz (2006) suggests organisations historically depended on strategic plans to pivot through dynamic contexts. The key to solving practical problems is in placing humans, such as strategic leaders in the forefront of the organizational challenge (Abbas & Asghar, 2010). The study affirms that the OHS compliance problems require leaders to take hold of their roles and be in position to resolve these challenges.

The persisting lack of clarity on the role of strategic leaders where OHS compliance is concerned needs to be unpacked and demystified as the findings of the study suggests. Kutz (2006) further explains that problems often present with a level of ambiguity and complexity, that in turn results in an opportunity for a solution to be created. Interview data highlighted that the OHS compliance challenges that prevail in these environments are

enormous and require leaders to step forward and drive change towards compliance. Strategic Leadership behaviours and roles create effective influence on employees on successful management and monitoring of safety compliance as per feedback from the findings reported in the previous chapter. Mayo & Nohria (2005) explores volatile contextual environments and positions them as a conducive platform for Zeitgeist leadership, which are leaders with an ability to read and adopt to exponentially changing business environments with ease. Interview data affirms that the role of a strategic leaders needs to evolve as these environment changes as well as the demand for legislative requirements for OHS compliance. Several participants indicated that the role should indeed as indicated by other scholars be of seniority in nature.

Van Meerkerk & Edelenbos (2016) in his review of the principles of the boundary spanning leadership, asserted that leaders can practically unpack and dispel most of the barriers such as silo mentality, language barriers, misaligned vision, and purposes. These barriers are often prevalent and are an obstacle or bottle neck when it comes to driving OHS compliance in organizations. Therefore, Gryning (2015) suggests that alignment and synergy can be created between the relevant roles thus establishing a sweet spot (Nexus) founded on trust and openness, which is key for pivoting OHS compliance successfully. The study highlighted the reality of several role players that need to be considered when driving OHS compliance. Based on the participants responses it is chrysal clear that strategic leaders would play a critical role in achieving and retaining the nexus between all role players.

Gross (2009) affirms that strategic leaders are key to solving practical problems as they lead from forefront of the organizational challenge. Agranoff (2007) expatiates on varying degrees of organisational behaviours that drives leadership and further affirms this notion as he states that leadership roles differ in various settings. Interview findings highlighted how each leader would require adopting a different role as the environment and compliance needs evolve. This is generally evidenced by some leaders who prefer people focused approaches instead of task focused approaches which are largely Integrative leaders. Goodwin, Peck & Freeman (2006) states that leaders are more inclined to delegate assignment, set goal-oriented programmes and schedules. It is then clear that the type of roles and positions required for strategic leaders need to evolve accordingly. Interview findings highlighted how leaders had to show competence in managing sites that are doing well in areas of ohs compliance as well as guiding those that are struggling

OHS compliance requirements are comprehensive in nature and therefore leaders require the adequate understanding of the requirements as well as the expectations from their roles.

The Occupational Health and Safety Act mandates leaders to be officially appointed into this position of influence along with the team that need to lead in establishing OHS compliance. The strategic leaders' commitment towards safety ultimately influences the employee's perception of safety behaviour. Commitment may be exhibited by leaders' response and priority of incidents, allocation of resources towards safety related activities to reduce accidents. It may also be exhibited by the strategic leader's involvement in OHS related activities. Interview findings affirmed this by revealing that in some organisations OHS compliance is still regarded as a role for the safety teams only, a function that is not part of the core strategy and often not supported financially.

Behari (2018) highlights leadership behaviours that are an obstacle to safety compliance and identifies them as lack of knowledge and skills, fear, lack of trust blame mentality and reluctance to accept accountability. The author regarded these as leading causes where there were high incidence rates. Strategic leaders are key in ensuring that necessary resources are availed and attained clear, efficient operating guidelines around OHS compliance. Failure to display the above roles leads to "destructive leadership" a term used to describe negative leader behaviours that breeds hazardous outcomes for followers and other stakeholders in the organization.

It emerged in the interviews that leaders who do not lead by example perpetuate this destructive behaviour to their followers. Leader intentions, roles and day to day activities should display accountability and commitment to OHS compliance to impact the followers in a desired manner. In the interviews this was characterised as servant leadership. Several scholars attest that a plethora of evidence indicates that the role of leadership regarding perception on incidents influence followers in a negative manner. As a result, stereotyped hierarchical leadership that displays no insights on legislative requirements should be improved. The study highlighted the importance of leaders being involved in spaces where they can learn more about the letter of the law and about how best to lead their followers. Some participants referred to it as servant leadership.

6.2.2 Prioritization of critical of OHS Compliance Legislative requirements

The findings highlighted that the priority given to OHS related legislation and functions leaves very little to be desired. Of the little understanding that leaders exhibit on OHS compliance legislative requirements, there is a notable disassociation of the letter of the law and day to day activities. Based on data collected and analysed this appears to be a result of a few reasons. Amongst others it appeared that lack of knowledge and understanding of

OHS legislative requirement and the strategic leader's perception on OHS compliance were the most common. Ardhani et al (2022) notices a very robust association between OHS compliance and general day to day functions in the organisation. As a result, the author recommends a few strategies that organisations may deploy to establish legislative requirements that are more critical to their environment. It was evident during the interview discussions that some of the organisations fail on OHS compliance because they are either trying to do what everyone else is doing or they are not cognisant of that which is exclusively applicable to them. Through a systematic approach and consultative guidance strategic leaders may establish, prioritize, and allocate the relevant legislative requirements due in their industries effectively. In this regard the findings of the study indicated how various participants perceived and allocated legislative requirement that is mandatory to their field of work.

The evidence of leadership commitment; involvement; policies, programs and practices that facilitates conducive working conditions; wide-ranging and collaborative strategies. Adherence to regulations and ethical norms; and data-driven strategies are identified as central to best practices for protecting and promoting worker safety, health, and wellbeing. This effects a change that informs organizational priority setting. According to Umeokafor (2017), a single focused approach cannot be applied across industries in terms of self-regulation, but organisations may identify and prioritize legislation based on the environments they operate in. This study highlights then the pivotal role that strategic leaders require to play in realigning the issues.

The regulation priority may not be prescriptive but applied in a soft and or informal approach. However, it has a great impact on the performance of the organisation in terms of OHS compliance (Gunningham, 2011). Several participants indicated how certain organisations prioritize OHS compliance without waiting for the pressure from regulators and external stakeholders. Three participants from one organisation indicated that OHS compliance matters are ranked top in their strategy and are regarded as item number one in the Exco meetings and other forums.

A handful participants heighthed how in their organisation's attempt to comply they have incorporated sessions with lawyers who often come to their premises for advisory and consultative sessions, largely around how the organisation may best position a particular regulation and the interpretation thereof. Another example from the interview data was of a participant where out of their own accord they reached out to South African law enforcers to

consult on an area where they could not comply due to a clash in international guidelines versus what the local regulations mandated. This unique proactiveness resulted in a phenomenal relationship between the organisation and regulators as OHS compliance was evidently a high priority.

6.2.3 Realigning strategy objectives with the OHS Compliance

The findings of the study explicitly show that of the strategic leaders that are cognisant of their role in OHS compliance mandate, a gap remains when it comes to taking the objective on to the next level. A level where the objective on OHS compliance as well as overall strategy are aligned. A successful implementation of any organisation's strategy is dependent on both intrinsic and extrinsic contextual factors (Chakravarthy & Lorange 1991). The concept of contextual intelligence has been extensively explored by Kutz (2022). The author elaboratively argues that it is a critical skill in sensing and diagnosing conducive or rapidly changing business environments which are likely to lead to exponential behavioural change and the way that business is done. As a result, the dynamic capabilities are enhanced as a business can effectively sense risks, seize feasible opportunities, and transform threats effectively (Teece, 2007). The study highlights that if the gap in alignment of organisational objectives to OHS compliance is not closed, the left will continue doing and not knowing what the right hand is doing.

The study strongly suggests that there should be a seamless integration of OHS compliance into organisational structure. All these are critical components to consider throughout the formulation and execution of an organisation's strategy. Interview data revealed that there is still a plethora of ground to cover when it comes to this suggested alignment. In some organisations it emerged that OHS compliance is not explicitly articulated in the organisations strategy whereas others reflected that a good financial book means little if the organisation has impending injuries or fatalities that may dig an endless hole to the organisation's bottom line.

Whilst McGrath & McManus (2020) extensively discusses the aspect of business models that may be considered and deployed when pivoting in various turbulent markets. Leaders should be at the forefront of evaluating and interrogating the feasibility of a business model to ensure it is anchored and driven on a discovery approach rather than an analysis paralysis approach (Rivard & Lehoux, 2019). McGrath, (2010) explicitly posited that the critical levers of a business strategy are based on human dimension with the drivers being enabled employees, innovative operations and engaged customers the process. The author echoed that the definition of operational roles and experience is key as innovation is

comprised of several aspects. It was evident during the interviews that a successful merge of OHS compliance requirements into an organisation's strategy would require innovation tact and skill. However, this is critical as the world moves and focuses discussions on Sustainability Developmental Goals, innovative inclusion of critical strategic components need to be enhanced by compliance basis.

Sorensen et al., (2018) stated that the key aspects should be a focus steered towards a specific problem with progress measured through realistic metrics. Dahl et al., (2022) indicates that OHS compliance is one of the key and mandatory processes that organisations need to adhere to as they innovate. Compliance is key in preserving the organisation's reputation amongst competitors (Bayo & Emotongha, 2021). Therefore, strategic leaders need to categorically position strategy in a manner that it makes room for all the highlighted components. Several participants alluded to the benefits an organisation may enjoy if they are able to prove their commitment to OHS compliance through various activities. Be it reduction of injury on duty cases, improved quality of life or even community responsibility related activities.

According to Kurznack, Schoenmaker & Schramade (2021), a well-tailored holistic organisational strategy, leads in value creation that flow through the entire process of the value chain for the organisation, customers and shareholders evidenced by enhanced core competencies. When core competencies have been enhanced, a wide net can be easily cast to catch the addressable market in an often-wider ecosystem (Tong et al, 2022). This displays that the organisation care about the needs of their customers but overall, the health and safety of all involved in the value chain.

Such a business model is also defined as a structural feature of the value execution and value capture mechanism (Teece, 2010). Thus, creating a maniacal focus on the customer, the workforce, the community, and the environment thus ensuring that the addressable market is appeased and the willingness to pay scale tilts on a favourable side. Interview data highlighted that OHS compliance is no longer just about meeting the letter of the law but about improving quality of life of a factory worker, protecting the wellbeing of the consumer, and preserving the environment where the product is manufactured or discarded. Ensuring a cradle to grave approach.

6.2.4 Instilling OHS compliance in the organisation's culture

The findings of the study revealed that there is no tangible measure for culture however culture is an invisible force that drives OHS compliance. Further findings revealed that followers are more than likely to follow and adhere to OHS compliance requirements if they see their leaders lead by example. Taylor & Taylor (2014) recognised leadership as a key factor in creating a quality enhancement culture and strategic planning as necessary to ensure resource allocation towards quality, leadership support for problem solving and decision making (Zelnik et al., 2012). Interview data revealed how most organisations benefit from frequent or regular Risk Assessments. A process that enables the organisation to identify hazards in the workplace, establish eminent risks and introduce control measures on how to mitigate the impact of the perceived risk.

Rai (2011) researched the relationship between knowledge management and organizational culture, believing that there was a strong relationship between organizational culture and knowledge management. Rai developed a framework to assist employees in understanding how business culture affects performance and effectiveness. To keep improving, the organization should learn from its mistakes by taking action and doing analysis to determine and eliminate the root of the problem (Rai 2011). According to interview data, when risks are discovered, remedial steps are implemented, and when the risk is minimized or eliminated, everyone benefits. Identification and elimination of risks which is the core of safety culture, is the primary requirement imposed on businesses and strategic leaders by the Occupational Health Act and the International Labor Organization.

To create a quality culture, actions must adhere to quality and compliance standards and become ingrained in organizational routines (Polites & Karahanna, 2013). Leaders must create and promote the repeated actions necessary to implant a quality and compliance culture. Data from interviews revealed that the more frequently risk assessments are undertaken, the more robust data is collected and the more dependable the solutions produced from it.

Modifying work routines to integrate new behaviors has aided in the adoption of new behaviors into organizational norms and habits (Polites & Karahanna, 2013). According to the author, organizational changes are more likely to be sustained if effective intervention mechanisms are put in place to prevent organizational systems from reverting to established norms. In terms of relevancy, interview data alluded to safety maturity.

The significance of incorporating quality and compliance into a coherent matrix to develop a comprehensive plan endows corporate culture with behaviors and habits that drive quality

and compliance across business units (Hofstede & Minkov, 2010). Treating any facet of quality and compliance as a separate piece of culture may damage the overall success of quality and compliance programs, leaving employees with doubts about the importance top leadership takes on these standards. Interview data revealed that when leaders show commitment to compliance the followers unreservedly adhere. A participant made an example of how the steps (triple check) they needed to adhere to before crossing the road in the manufacturing plant, impacted even their attitude of attention to detail when compiling reports, conducting presentations or even general day to day activities.

Various maturity model may be useful because as they allow organizations to assess their existing degree of safety culture maturity and identify the actions needed to enhance their culture (Pinto et al, 2020). It emerged from study that that strategic leaders often adopt the guidelines of the safety maturity levels and incorporate them to address the compliance needs in their different sites with differing needs. Most safety maturity frameworks are meant to be a valuable diagnostic tool for safety managers who need to be able to quickly identify certain organizational features. Interview participants elaborated that interventions need to align with compliance gaps identified er specific site. Zelnik et al. (2012) revealed that the presence of these qualities may reflect the company's level of safety culture maturity and, if necessary, the need for improvement.

6.2.5 Inclusion and involvement of other role players / stakeholders

According to Jiang et al. (2019), insufficient research has been undertaken to explicitly illustrate the hazards associated with interorganizational collaborative partnerships. This is based on their research, which uncovered the interrelation, complexity, and ambiguity of hazards in these initiatives. The authors next examined the association between key risk variables in terms of hierarchy and driving or causative factors. Participants in the interviews highlighted that involving all stakeholders, from the lowest position in the organization to the highest, is extremely beneficial for a successful OHS compliance program, as each role player brings vital information to the table

The spanning leadership tool becomes an essential tool for unpacking and dispelling the majority of the challenges right at the start of the stakeholder inclusion process. The tool should be used because it breaks down barriers such as silos, language hurdles, and misaligned vision and purposes. It efficiently creates a platform where alignment and synergy are produced amongst the relevant stakeholders, resulting in the establishment of a sweet spot (Nexus) based on trust and openness. Ernst & Chrobot-Mason (2011) define this

as recognizing limits that keep integration at bay. They also unpack six important methods for managing these boundaries, forging comparable visions, and establishing new purpose. It was evident through the interview findings that some of the obstacles hindering success in OHS compliance related programmes is around lack of trust and lack of cohesiveness in the teams involved.

A boundary spanning approach may therefore be a critical tool in ironing out these creases and establishing a lasting rapport as Abdullah & Khadaroo (2019) further extensively discussed the aspect of trust and control in partnerships of this nature. They arrived at the conclusion that there will always be a trade-off between trust and control. Experience, shared vision, and tolerance were always founded on trust whilst control was used as a formal means of laying rules of engagement. According to Das & Teng (2001), trust should be allowed to build patiently over a period of time through engagements like face-to-face meetings or written communication with more critical aspects like signing the scope of service / letter of the law later on.

Strategic, creative thinking, open-mindedness and innovative approaches are key for strategic leaders as they drive influence regarding OHS compliance. In light of the perceived risks and complexity in stakeholders involved, an exploration conducted by van Eeden, Sutherland & Scheepers (2016) recommends a watertight strategy in managing stakeholders in deferring levels and the resistance that they may present with, be it internal or external stakeholders, through active, passive, overt or covert power they possess as well as the resistance they may exhibit towards innovation or change.

An investigation conducted by van Eeden, Sutherland & Scheepers (2016) proposes a watertight strategy in managing stakeholders in deferring levels and the resistance that they may present with, in view of the perceived dangers and complexity of stakeholders involved. The study goes into detail into the different types of stakeholders (internal or external), the power they have (senior or junior), and the resistance they may show (active or passive and overt or covert). These are critical aspects to consider and manage when leading integration in dynamic collaborative environments. These are where if regulations are not adhered to organisations may be held liable and exorbitant fines may be incurred for lack of adherence to OHS compliance. In some instances, incidences lead to fatalities as some of the participants related to first-hand experience cases.

When the stakes are high, Hüffmeier et al. (2018) investigated the aspect of integrative bargaining. He claims that under this manner, instead of sending a single custodian, the organization appoints a skilled to represent and negotiate their portion of the transaction. These would be essential in the COO assessment because negotiations in that setting

frequently revolve around stakeholders or partners who may wield greater authority than others. In theory, integrative negotiations are perceived to have a higher degree of outcomes due to the level of information disclosed and conflict resolution capabilities at the senior level; however, these authors believe that this cannot be attributed to the entire team, but rather to one or two individuals who are stronger than others.

Participants revealed that in some instances senior managers, as they are perceived to have more power, push subordinates to bypass compliance related activities in the name of meeting production needs. Some participants also revealed how in their organisations they would stop production if it would impact adherence to safety regulation. It also emerged in the interviews that law enforcers, or regulators may pose unrealistic compliance directives to organisations, a review of what each organisation may achieve in their scale needs to be revisited.

Finally, organizational qualities such as defining unified purpose and vision, identifying, and keeping essential stakeholders, and building suitable platforms for stakeholder involvement / participation are critical in ensuring that all role players commit and deliver (Silva & McGuire 2010). The study findings showed outcomes of how a proactive stakeholder management looks like when some participants indicated their approaches around this. In one instance strategic leaders reached out to law enforcers to indicate loops on compliance requirements that were clashing with other international standards thus leaving a gap of noncompliance. The study highlighted that the stakeholder relationship should not be one sided, with engagements on OHS compliance coming from law enforcers. The strategic leaders can reach out and drive reasonable conversations within the stakeholder networks that are developed.

6.2.6 Summary of Main Research question

This section discussed the main research findings addressing the components of the main question. The discussions were based on themes formulated from the previous chapter. The main research question was positioned to address the ideal role and position that strategic leaders require to adopt in effectively creating a lasting influence on their followers regarding OHS compliance. The findings revealed that for a meaningful influence to be created a step-by-step approach needs to be considered. It is important to understand establish exactly what role and position leaders should adopt given the fact that the environments they operate in are vastly different.

Over and above assuming a senior role leaders should be knowledgeable of their business environment, the intricate details of the legislations applicable to those environments as well as the people they need to lead. After understanding the required legislative framework

applicable to their business environments, leaders should be able to prioritize the most critical legislation applicable. Interview data revealed that there are basic minimum requirements to compliance. When these are met, organisations may then explore additional requirements to subscribe to in order to enhance OHS compliance.

When the relevant legislation has been identified, strategic leaders need to innovatively include these in the organisation's strategy. Without OHS compliance components being included in the core strategy; adherence will continually remain a challenge. When legislative requirements are part of the strategy, they automatically become integrated into the organisation's culture. This ensures that the journey towards OHS compliance is included in day-to-day activities. Identification and inclusion of relevant stakeholders is critical. From the stakeholders prescribed by the OHS Legislation to those deemed instrumental in achieving OHS compliance. Participative partnerships ensure cohesiveness in the journey of achieving OHS compliance.

6.3 Discussion research sub question 1

The discussions below unpack the findings of the sub question. The discussions highlight insights from literature alongside the components of the findings in chapter 5. The sub question provided an opportunity to look into various approaches that strategic leaders can leverage on when creating influence towards OHS Compliance.

6.3.1 Adoption of Multifaceted leadership approaches to address the varying OHS compliance needs

It was frequently highlighted in the findings that strategic leaders are engulfed by complexities and uncertainties within the environments they lead in. Over and above challenging business environments there is unique match between the organisational culture and the beliefs, norms and values of those they lead, identifying and understanding how to approach is setting is therefore crucial for strategic leaders.

Cepiku & Mastrodascio's (2019) research extends on the finding that leadership differs depending on the circumstance. They suggest that additional research is needed to try to bridge the gap between deployed capabilities. McGuire & Agranoff (2010) proposed these early findings Adaptability leadership, according to Uhl-Bien & Arena (2018), is the ability to shift from traditional leadership to a more engaging approach that creates a platform for innovation and cooperation in a particular situation. Kodama (2018) also urges academics and practitioners to emphasize and reframe flexibility as a vital performance criterion. Interview findings explicitly showed that strategic leaders require all four components of the goal path leadership theory in order to lead accordingly in each stage of OHS Compliance.

Over and above the commonly explored leadership approaches the Goal path theory-based approaches are substantial. They are considered contingent in managing ambiguous environments.

According to Dofsma & van der Velde (2019), the three management styles spanning from integrative to network and emergency managers illustrate a variety of characteristics that an ideal Interorganizational Collaborative leader should possess. People-focused behaviours such as treating everyone equally, transparency of information, building trust, participatory decision making, and conflict resolution are critical in managing diverse teams. While task-oriented competencies such as adaptability, role clarity, service level agreements, and delegation in accordance with standard operating procedures are required to ensure work is completed. The findings of the study unpacked that the components of the theory of anchor namely directive, supportive, participative, and achievement-based leadership would be ideal in nurturing the entire process of safety maturity culture (Hersey & Blanchard, 1982). The latter is basic foundation of OHS compliance.

As highlighted in the findings chapter the four facets may be applied as an approach to effectively lead followers at different stages of their needs. Contrary to what other scholars reflect, most leadership approaches are unilateral and challenging to apply in complex scenarios of this nature (OHS compliance). Scholars on human resource management subject highlight the need of a multiskilled leader that is able to utilise various approaches in managing challenges at work. The study affirms this the notion of the “Zeitgist Leader i.e ability to lead in the moment” was shared earlier on. This theoretic approach serves as a crucial lever that strategic leaders must use to influence OHS compliance.

Directive leadership approach would be essential. This approach is excellent for developing programmes from scratch, assigning roles, and giving direction. Achievement leadership is applicable when the program has been set and role players have been appointed and assumed their respective positions, this approach will help strategic leaders to take the teams across as leaders can set goals / targets and drive teams to achieve the. This is crucial as the stipulations of the OHS legislation requires certain tasks to be completed on a safety maturity journey. Some of the basic requirements of OHS compliance amongst others include conducting risk assessment and reporting back to committees that must meet regularly and deploy corrective actions.

Through a participative leadership approach, it was found that strategic leaders may ensure engagement and accountability from all stakeholders. It was indicated in the findings that inclusion of all relevant stakeholders is key in a successful OHS compliance process. Through this approach a cohesive safe environment is ensured. Through all the milestones

set in achieving compliance, a supportive approach leader is able to keep the role players engaged interested and motivated, which enhances a safety resilience culture.

6.3.2 Summary of research sub question 1

Through the four levers of the goal path theory, leaders may be able to adopt a relevant approach for each presenting scenario in their business environments. Alongside the complex business environment strategic leaders operate in, the requirements of OHS legislation are equivalently complex. Through a phased approach each leader may address the OHS compliance needs in their organisation. Through the anchor of the goal path theory, leaders may direct processes that are required at the inception of an OHS compliance programme, set goals that need to be achieved in the OHS programme, encourage participative engagements with all stakeholders as well as support their followers at any given time.

6.4 Discussion research sub question 2

This sub question provided a platform for discussions to explore the relevant skills associated with approaches discussed in the previous section. The discussions below unpack the findings of the sub question elaborating on what interview participants shared. Relevant theoretical literature is also shared to anchor the discussion further

6.4.1 Skills associated with approaches that strategic leaders may adopt

Silva & McGuire (2010) investigate the presence of "integrative" leadership and describe how a profusion of case studies have demonstrated that leadership varies with each situation and that the behavioural traits used in each leadership style also vary. Different skills are classified in research as those that would be suitable for people-focused, task-oriented, or organization-oriented leaders, with scores showing varying skills as contexts change. Lucidarme (2014) agrees with these findings and goes on to explain seven criteria that contribute to a transformation in skills or behaviour in integrative leadership. Interview data revealed that there are soft and hard skills that strategic leaders may leverage on as they embark on instilling influence regarding OHS compliance

Interview data revealed that some of the soft skills required are empathy listening, emotional intelligence, creativity, service mindedness, communication, teamwork, and adaptability. While Kickert, Klijn, & Koppenjan (1997) confirm that these leaders demand skills that are distinct from those required by typical professionals in similar circumstances. According to Rothwell (1984), these skills should have a direct impact on creating and advancing

organizations to prosper in collaborations (Edler et al., 2005). According to interview data, hard skills required for strategic leaders include relationship development, agility, flexibility, innovation and creativity, employee motivation, decision-making, and conflict resolution. Critical thinking and negotiating Leaders must guarantee consistency in understanding and application of established procedures to achieve OHS compliance. To strengthen corporate culture, reduce redundancy, and stimulate innovation within and across organizations, leaders must remove barriers to knowledge sharing (Qureshi & Evans, 2015).

6.4.2 Digitalisation skills

The digital way of doing things has become an unescapable phenomenon that permeates every aspect of business activity and customer experience (Soltanifar & Smailhodžić, 2021). The world has become a plug and play / perform platform conspicuously obscuring the lines between the physical and digital world causing sharing economies to be the new norm (Carraccio et al., 2008). Interview data highlighted how most manufacturing industries are adopting digital based tools to improve day to day work. Ke & Boussaid (2018) assert that man-machine interaction may expose them both to health and safety risks fundamentally associated to inherent job requirements and increased psychosocial stress. It remains an ongoing responsibility of Occupational health professionals, employers, and legislative custodians to review and ensuring health in the workplace through 4.0 hazard-based risk assessments, risk management and training.

According to Leso et al., (2018), a global increase in instantaneous consumer products demand is driving a significant push for manufacturing techniques that are effective, adaptive, of high quality, and sustainable. The main characteristics of Industry 4.0 are automation and computerization, which have an immediate impact on the workplace and may eventually have a negative impact on workers' health and safety (Yang & Gu, 2021). While machines and robots will eventually replace workers by making their tasks safer and more flexible, workers will still be required to perform tasks requiring judgment, accountability, and management

Digital tools are brought in to replace humans from previously hazardous or repetitive work. Interview data further indicated that the man- machine relationship allows adequate time for the workforce to be deployed in other meaningful tasks. Contrary to this, many believe there are a lot of risks associated with this new way of work which opens accessible of information to various stakeholders at a given time (Das & Teng. 2001). Interview data revealed that this

may be largely due to the fact that when automated sensors and alarms are installed, the human mind gets familiar with that at a certain point. The warning alarms lose value and the purpose they were intended for as the human ear grows complacent to the warning sound,

Brown & Eisenhardt (2013) encourage organizations to improve inside existing structures while innovating, to choose a variety of future low-cost probes and experiential goods, and to integrate present and future practices in a staged method. Interview data showed that organisations should keep the old records and other forms of completing certain tasks for the first few periods as they migrate to a digital solution. Digital tools may be used as a comprehensive way of monitoring, visualizing, alerting, and action taking in the management of risky circumstances by boosting existing construction resources with basic smart features such as awareness, autonomy.

6.4.3 Summary of sub question 2

The discussions of the findings of this sub question revealed that strategic leaders may use both hard and soft skills when leading and dealing with challenges in their business environment. Leaders may also leverage on these skills when they drive the deliverables of OHS legislative compliance. Findings also highlighted that leaders should hone their digitalisation skills given the disruptive and evolving world of work they operate in.

6.5 Conclusion

This chapter presents the discussion of the research, comparing findings with the literature regarding the topic of study. In answering the research questions of how strategic leaders influence can OHS compliance in manufacturing MNE's, themes were unpacked. The importance of understanding the role and position of a strategic leader was highlighted creating an awareness of the sync that needs to be created between the role, The environment and the actual OHS compliance mandate.

The contextual understanding of the external and internal environment ushered in discussion around the focus that needs to be applied to ensure relevant legislation is prioritized. This helps strategic leaders to deploy focused approaches around OHS compliance programmes instead of doing what appears to be done by everyone else in the industry. Organisational strategy and the culture thereof must complement the initiatives around OHS compliance. This through committed stakeholders that bring to the table valuable experience and knowledge in enhancing OHS compliance. The sub questions revealed the relevant approaches that are scenario or safety maturity specific that leaders may deploy to

accomplish influence on OHS compliance. Skills that are required be it hard or soft skills were also unpacked.

Chapter 7

7.1 Introduction

This chapter presents a closing argument for the study. It is comprised of main findings based on the themes and literature presented in Chapter 6 are summarised and shown in section 7.2. The contributions and recommendations for practitioners are listed in 7.3 as well as recommendations for scholars are addressed in 7.4. Section 7.5 covers limitations of the study and section tabulates recommendations for future research are covered in section 7.6

7.2 Conclusion

7.2.1 Findings of Main research question

This study explored the strategic leadership influence on OHS Compliance in manufacturing MNE's. The outcomes of the study highlighted several findings. A strategic leader holds a senior position in any given organisation, however findings that emerged showed that their role in association with driving OHS processes is still not clearly comprehended. The misperception on the role and position appears to prevail even though the prominent legislation explicitly clarifies what their functions are. This finding led to discussions around legislative requirement that applies in each setting. The purpose was to ensure that over and above redefining or clarifying the role of strategic leaders when it comes to OHS influence, they also understand the binding legislative requirements applicable to them.

The findings highlighted through the responses from the participants which regulations were deemed pertinent, and which were not. The participants sternly emphasised that basic minimum OHS compliance regulation should be adhered to earnestly. If the organisation has covered the basic premise of the minimum regulation, they can then explore additional methods of self-regulation to enhance OHS compliance. This understanding creates positive opportunities for organisation to incorporate OHS compliance legislative requirements into their strategy. It was evident throughout the study that adherence is often poor at lower levels of work force if the senior leadership does not appear to be sold out to the OHS compliance process. If the requirements of OHS compliance are part of the core structure of the strategy, it serves as evidence to other stakeholders that compliance is a priority and the necessary resources required to accomplish compliance will be provided for.

As soon as OHS compliance is incorporated into the strategy, it is more feasible to ensure it forms part of the organisations culture. It is no longer a letter of the law hung on the hallway, but it is incorporated into day-to-day functions of the organisation. It becomes tangible and all stakeholders can have an indelible contribution in every step attaining OHS compliance

requirements. Stakeholders gain a sense of ownership and partnership of the process thus yielding participative and cohesive engagements. Part of the discussion based on literature showed the importance of a watertight process of engaging and managing stakeholders. Be it internal or external stakeholders, a special understanding of the leaders; context and that of the stakeholders demands astute skills.

7.2.2 Finding research sub question 1

The question sought to understand the practical approaches that strategic leaders may adopt as they navigate through their multicomplex roles. The strategic leaders that operate in these unpredictable environments need to have an ability of leading in the moment, a zeitgeist leader. The findings that emerged as the participants responded showed that there is not one prescriptive approach but a multifaceted one that would be key. The reality that comes with the variety of OHS compliance needs that each organisation has require leaders to appropriately understand the severity of the gaps, sense the specific interventions that are required and effectively deploy them. In some instances the greatest areas of change would be the work environment, the inherent job itself, and or the perceptions workforce.

The findings inclined towards a revelation that for organisations where there is nothing to very little on the ground regarding OHS compliance, Directive leadership approach would be essential. His approach is excellent for developing programmes from scratch, assigning roles, and giving direction. When the program has been set and role players have assumed their respective positions, achievement leadership approach helps to take the teams across as leaders can set goals / targets and drive teams to achieve the. The basic requirements of OHS compliance amongst others include conducting risk assessment and reporting back to committees that must meet regularly and deploy corrective actions. Through a participative approach it was found that strategic leaders may ensure engagement and accountability from all stakeholders. This creates a cohesive safe environment and ensure in a supportive approach leader are able to keep the role players engaged interested and motivated, which enhances a safety resilience culture.

7.2.3 Finding research sub question 2

The findings of this sub question highlighted that, leading in a complex business context requires extraordinary skills let alone in an era where the world of world has and keeps evolving. An array of both hard and soft skills that strategic leaders to influence OHS Compliance was discussed. Skills ranging from relationship building, motivation, conflict resolution to adaptability, agility, innovation, and excellent communication skills. Additionally digital skills were also discussed as they are key in a world of work where digitalisation is rife. Most processes and functions are being digitalised, including reporting of incidents,

conducting risk assessments as well as training. All these elements are crucial in making the tedious work that used to be paper based and human resource heavy to be automated.

7.3 Recommendations to Strategic leaders and managers

OHS compliance should be embedded in day-to-day functions, in this way organisations do not have to clean their house only on the day of the Audit but revert their old ways when the auditor has left. Strategic leaders should therefore

- Identify daily activities where legislative requirements can be incorporated and met
- Rigorously review day to day operations to create opportunities of prioritizing adherence to OHS legislative requirements
- Arrange operations and functions to allow cross observations and buddy coaching for each team so as to promote learning from the other. Safety culture is instilled easier through exposure than information sharing.
- Make time for senior managers to observe and be involved in lower workforce functions so they can know how to incorporate them in the strategy as well
- As you Execute a strategy that is embedded on OHS legislation you equivalently execute OHS compliance

7.4 Recommendations to Practitioners

There appears to be a continuous misalignment or segregation between critical role players in the areas of OHS Compliance. Employee, Service providers and law enforcers / regulators.

- A redefined role and objective for each role player is critical, this will enhance active and meaningful participation of each, thus enhancing OHS compliance.
- Active involvement through advisory and supportive services in issues that arise from business environments
- Active involvement in advancing curriculum on OHS compliance

7.5 Recommendations to Scholars and for future research

- Unpack the cost implications of lack of compliance, if the numbers are clear on the actual cost of lack of compliance, strategic leaders will look.
- Cover OHS compliance and overall safety research in practical and relatable manner so that strategic leaders may relate
- Comparative studies to increase the body of knowledge as research data on the topic is barren
- Long term studies to explore and confirm if presently reported OHS challenges, recommended strategies are valid and solid.

7.6 Limitations

- As the study was exploratory, generalization of results into other context should be applied with caution
- The study sample was adequate but not fully representative of the entire manufacturing industry but could still produce adequate information to draw conclusions from. Generalisation should be adopted with caution.
- As much as it was avoided as practically possible, researcher biases may unintentionally have effect on the subjective perspectives of the study conducted (Saunders & Lewis, 2012)
- Research data on the subject is limited as evidently explored in several
- Conflict of Interests: as alluded earlier on in the study, given the background of work that the researcher does and the clients they service as an occupational health care provider, Selection of credible appropriate participants was done with caution to avoid participant / clients thinking they are being audited.
- Compliance based on subjective data is different than what the outcomes would look like if there was an opportunity to review secondary data as a basis of reference and validation. Organisations did not warmly welcome the idea of consenting to provision of data and applicants were uneasy and unwilling to participate under these circumstances. The request was revised and application for clearance made excluding the inclusion of secondary data.

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Annexure A

Informed consent for participating in Research

I am conducting research on the influence of strategic leadership on Occupational Health and Safety (OHS) compliance in manufacturing MNE's.

An interview will be scheduled some time in July on date that will suit your schedule. Our interview is expected to last 30 – 45 minutes and will help us understand how strategic leadership influence OHS compliance in the Manufacturing MNE's.

Your participation is voluntary, and you can withdraw at any time without penalty. By signing this letter, you are indicating that you have given permission for (where required and applicable):

- The interview to be recorded.
- The recording to be transcribed by a third-party transcriber, who will be subject to a standard non-disclosure agreement.
- Verbatim quotations from the interview may be used in the report, provided they are not identified with your name or that of your organisation.
- The data to be used as part of a report that will be publicly available once the examination process has been completed; and
- All data to be reported and stored without identifiers.

Participant's Name (Optional):

Designation:

Signature of participant:

Date:

If you have any concerns, please contact my supervisor or me. Our details are provided below.

Researcher name: Thandi Bukali

Email: 0497330@mygibs.co.za

Phone:0832129269

Signature of researcher:

Date:

Research Supervisor name: Prof Ana Mamabolo

Email: Mamaboloa@gibs.co.za

Annexure B

Interview Guide 1 (Senior, Mid-level leaders in Manufacturing MNE's)

1. How does strategic leadership influence OHS compliance in the Manufacturing MNEs?
 - a) What role and position do you believe strategic leadership plays in accomplishing OHS legislative requirements?
 - b) Which approaches do strategic leaders use to enforce OHS compliance in the manufacturing MNE's?
 - c) In your own understanding, what are the critical requirements of the OHS legislation that applies to the manufacturing industry?
2. In this disruptive business era, what are the skills required by strategic leaders to influence OHS compliance?
 - a) What challenges or benefits has you come across in relation to OHS compliance?
 - b) Do you have an example where OHS compliance or lack thereof has benefited or cost an organization / industry?
 - c) What lessons/ observations did you take from the said example?

Interview Guide 2 for Industry Experts

1. How does strategic leadership influence OHS compliance in the Manufacturing MNEs?
2. What obstacles hinder leaders from influencing OHS compliance in the industry?
3. What are the common areas where leaders struggle?
4. What support structures do you perceive leaders require to successfully influence compliance?
5. What skills do leaders require do leaders require to influence compliance effectively
6. Does the curriculum in OHS training facilities adequately address these gaps?
7. What can be done to facilitate the pace of change between legislation, leadership practices and industry evolution

ANNEXURE: Atlas TI Codebook

Transcripts loaded into Atlas TI

up Manager		Document Manager		Search Documents						
ID	Name	Media Type	Location	Groups	Quotations	Created by	Modified by	Created	Modified	
D 2	Participant 1	Text	Library		92	Thandi Bukali	Thandi Bukali	2022/11/01 13:50	2022/11/01 13:50	
D 3	Participant 12	Text	Library		39	Thandi Bukali	Thandi Bukali	2022/11/02 22:42	2022/11/07 14:36	
D 4	Participant 14 Industr...	Text	Library		33	Thandi Bukali	Thandi Bukali	2022/11/02 22:43	2022/11/08 14:22	
D 5	Participant 15	Text	Library		31	Thandi Bukali	Thandi Bukali	2022/11/03 11:49	2022/11/06 23:03	
D 6	Participant 3	Text	Library		10	Thandi Bukali	Thandi Bukali	2022/11/03 11:50	2022/11/19 00:05	
D 7	Participant 5	Text	Library		58	Thandi Bukali	Thandi Bukali	2022/11/03 11:50	2022/11/07 16:53	
D 8	Participant 17	Text	Library		24	Thandi Bukali	Thandi Bukali	2022/11/03 12:18	2022/11/06 12:09	
D 9	Participant 10 Industr...	Text	Library		11	Thandi Bukali	Thandi Bukali	2022/11/03 12:58	2022/11/08 12:47	
D 10	Participant 11	Text	Library		24	Thandi Bukali	Thandi Bukali	2022/11/03 13:07	2022/11/07 20:29	
D 11	Participant 4	Text	Library		59	Thandi Bukali	Thandi Bukali	2022/11/03 13:17	2022/11/06 14:03	
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D 14	Participant 9	Text	Library		40	Thandi Bukali	Thandi Bukali	2022/11/03 16:43	2022/11/07 17:57	
D 15	Participant 2	Text	Library		46	Thandi Bukali	Thandi Bukali	2022/11/03 16:51	2022/11/06 20:25	
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D 20	Participant 9 audio	Video	Library		0	Thandi Bukali	Thandi Bukali	2022/11/19 10:48	2022/11/26 20:05	

CODES

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Compliance	32	0	[Regulations and Legislative Requirements]	Thandi Bukali	Thandi Bukali	2022/11/05 15:11	2022/11/24 01:37
Leadership	31	0	[Leadership Attributes]	Thandi Bukali	Thandi Bukali	2022/11/01 15:37	2022/11/01 15:37
Injuries	23	0	[Accidents and Injuries on Duty]	Thandi Bukali	Thandi Bukali	2022/11/05 12:55	2022/11/17 22:42
Harzads	23	0	[Safety Culture]	Thandi Bukali	Thandi Bukali	2022/11/05 14:35	2022/11/17 22:11
Costs	23	0	[Costs and Benefits]	Thandi Bukali	Thandi Bukali	2022/11/06 22:55	2022/11/06 22:55
Training	20	0	[Information and Knowledge]	Thandi Bukali	Thandi Bukali	2022/11/01 14:15	2022/11/01 14:15
Risk Assessment	19	0	[Safety Culture]	Thandi Bukali	Thandi Bukali	2022/11/04 14:46	2022/11/17 22:11
Technology	19	0	[Technological Advancement]	Thandi Bukali	Thandi Bukali	2022/11/05 15:19	2022/11/05 15:19
Tools	17	0	[Technological Advancement]	Thandi Bukali	Thandi Bukali	2022/11/04 13:01	2022/11/04 13:01
Accountability	17	0	[Skills and Values]	Thandi Bukali	Thandi Bukali	2022/11/01 15:33	2022/11/01 15:33
Safety Culture	17	0	[Safety Culture]	Thandi Bukali	Thandi Bukali	2022/11/05 14:39	2022/11/05 14:39
Measures	15	0	[Standard Processes and Systems]	Thandi Bukali	Thandi Bukali	2022/11/01 14:01	2022/11/01 14:01
Culture	15	0	[Safety Culture]	Thandi Bukali	Thandi Bukali	2022/11/04 14:47	2022/11/04 14:47
Roles	14	0	[Leadership Attributes]	Thandi Bukali	Thandi Bukali	2022/11/06 13:23	2022/11/06 13:23
Skills	14	0	[Skills and Values]	Thandi Bukali	Thandi Bukali	2022/11/05 15:08	2022/11/05 15:08
Priorities	13	0	[Organisational Strategy]	Thandi Bukali	Thandi Bukali	2022/11/01 14:05	2022/11/01 14:05
Participation	13	0		Thandi Bukali	Thandi Bukali	2022/11/04 14:45	2022/11/04 14:45
Processes	13	0	[Standard Processes and Systems]	Thandi Bukali	Thandi Bukali	2022/11/05 12:26	2022/11/05 12:26
Innovation	12	0	[Skills and Values] [Technological Advancement]	Thandi Bukali	Thandi Bukali	2022/11/06 14:04	2022/11/06 14:04
Quality of life	11	0		Thandi Bukali	Thandi Bukali	2022/11/05 19:40	2022/11/05 19:40
Influence	10	0	[Leadership Attributes]	Thandi Bukali	Thandi Bukali	2022/11/01 14:04	2022/11/01 14:04
Safe work place	10	0	[Safety Culture]	Thandi Bukali	Thandi Bukali	2022/11/05 12:22	2022/11/05 12:22
Enviroment	10	0		Thandi Bukali	Thandi Bukali	2022/11/05 20:32	2022/11/05 20:32
Strategy	9	0	[Organisational Strategy]	Thandi Bukali	Thandi Bukali	2022/11/01 15:34	2022/11/01 15:34

CODES

Name	Grounded	Density	Groups	Created by	Modified by	Created	Modified
o Strategy	9	0	[Organisational Strategy]	Thandi Bukali	Thandi Bukali	2022/11/01 15:34	2022/11/01 15:34
o Communication	9	0	[Information and Knowledge]	Thandi Bukali	Thandi Bukali	2022/11/06 13:53	2022/11/06 13:53
o Impact	9	0		Thandi Bukali	Thandi Bukali	2022/11/05 23:22	2022/11/05 23:22
o Cost	9	0	[Costs and Benefits]	Thandi Bukali	Thandi Bukali	2022/11/05 20:27	2022/11/05 20:27
o People	9	0	[Stakeholders and Roleplayers]	Thandi Bukali	Thandi Bukali	2022/11/05 16:09	2022/11/05 16:09
o Decision Making	8	0	[Leadership Attributes]	Thandi Bukali	Thandi Bukali	2022/11/05 23:36	2022/11/05 23:36
o Automation	8	0	[Technological Advancement]	Thandi Bukali	Thandi Bukali	2022/11/05 12:04	2022/11/05 12:04
o Sustainability	7	0	[Accidents and Injuries on Duty]	Thandi Bukali	Thandi Bukali	2022/11/05 16:17	2022/11/05 16:17
o PPE	7	0	[Safety Culture]	Thandi Bukali	Thandi Bukali	2022/11/05 14:38	2022/11/05 14:38
o Knowledge	7	0	[Information and Knowledge]	Thandi Bukali	Thandi Bukali	2022/11/06 19:46	2022/11/06 19:46
o Consequences	7	0	[Regulations and Legislative Requirements]	Thandi Bukali	Thandi Bukali	2022/11/04 14:48	2022/11/17 21:50
o Tick box	7	0	[Regulations and Legislative Requirements]	Thandi Bukali	Thandi Bukali	2022/11/05 15:48	2022/11/05 15:48
o Efficiency	7	0		Thandi Bukali	Thandi Bukali	2022/11/05 15:09	2022/11/05 15:09
o Reporting	7	0	[Technological Advancement]	Thandi Bukali	Thandi Bukali	2022/11/04 13:47	2022/11/04 13:47
o Industries	6	0		Thandi Bukali	Thandi Bukali	2022/11/05 14:57	2022/11/05 14:57
o Resources	6	0	[Technological Advancement]	Thandi Bukali	Thandi Bukali	2022/11/05 12:04	2022/11/05 12:04
o Accessibility	6	0	[Information and Knowledge]	Thandi Bukali	Thandi Bukali	2022/11/05 12:04	2022/11/05 12:04
o Critical tasks	6	0		Thandi Bukali	Thandi Bukali	2022/11/04 13:45	2022/11/04 13:45
o Phased Approach	6	0	[Safety Culture]	Thandi Bukali	Thandi Bukali	2022/11/04 14:23	2022/11/17 22:32
o Awareness	6	0	[Information and Knowledge]	Thandi Bukali	Thandi Bukali	2022/11/01 14:10	2022/11/01 14:10
o Engagement	5	0		Thandi Bukali	Thandi Bukali	2022/11/05 12:22	2022/11/05 12:22
o approach	5	0		Thandi Bukali	Thandi Bukali	2022/11/07 20:16	2022/11/07 20:16
o Objectives	5	0	[Organisational Strategy]	Thandi Bukali	Thandi Bukali	2022/11/07 16:10	2022/11/07 16:10
o Change Agent	5	0		Thandi Bukali	Thandi Bukali	2022/11/07 14:00	2022/11/24 01:37
o Understanding	5	0	[Skills and Values]	Thandi Bukali	Thandi Bukali	2022/11/04 14:55	2022/11/04 14:55

Name	Grounded	Density	Groups	Created by	Modified by	Created	Modified
o Perspective	5	0	[Leadership Attributes]	Thandi Bukali	Thandi Bukali	2022/11/01 14:08	2022/11/01 14:08
o Performance	5	0	[Standard Processes and Systems]	Thandi Bukali	Thandi Bukali	2022/11/06 11:17	2022/11/06 11:17
o Competencies	5	0	[Skills and Values]	Thandi Bukali	Thandi Bukali	2022/11/07 13:00	2022/11/07 13:00
o Teams	5	0	[Stakeholders and Roleplayers]	Thandi Bukali	Thandi Bukali	2022/11/05 12:22	2022/11/05 12:22
o Health and Safety	5	0	[Safety Culture]	Thandi Bukali	Thandi Bukali	2022/11/05 16:13	2022/11/05 16:13
o Implementation	5	0		Thandi Bukali	Thandi Bukali	2022/11/05 11:59	2022/11/05 11:59
o Digitalization	5	0	[Technological Advancement]	Thandi Bukali	Thandi Bukali	2022/11/05 12:03	2022/11/20 21:17
o Top Down Appr...	5	0	[Organisational Strategy]	Thandi Bukali	Thandi Bukali	2022/11/04 14:50	2022/11/04 14:50
o Control	5	0	[Safety Culture]	Thandi Bukali	Thandi Bukali	2022/11/05 14:35	2022/11/24 01:38
o Transparency	4	0	[Skills and Values]	Thandi Bukali	Thandi Bukali	2022/11/07 16:51	2022/11/07 16:51
o Capacity	4	0	[Standard Processes and Systems]	Thandi Bukali	Thandi Bukali	2022/11/07 12:50	2022/11/07 12:50
o ESG	4	0		Thandi Bukali	Thandi Bukali	2022/11/05 16:10	2022/11/05 16:10
o Workforce	4	0		Thandi Bukali	Thandi Bukali	2022/11/04 14:25	2022/11/04 14:25
o Investment	4	0	[Costs and Benefits]	Thandi Bukali	Thandi Bukali	2022/11/05 16:18	2022/11/05 16:18
o benefits	4	0	[Costs and Benefits]	Thandi Bukali	Thandi Bukali	2022/11/06 23:35	2022/11/06 23:35
o Behaviour	4	0	[Challenges and Barriers]	Thandi Bukali	Thandi Bukali	2022/11/05 23:55	2022/11/05 23:55
o Products	4	0		Thandi Bukali	Thandi Bukali	2022/11/05 14:34	2022/11/05 14:34
o Complacency	4	0	[Challenges and Barriers]	Thandi Bukali	Thandi Bukali	2022/11/07 13:03	2022/11/24 01:37
o Teamwork	4	0	[Stakeholders and Roleplayers]	Thandi Bukali	Thandi Bukali	2022/11/05 19:50	2022/11/05 19:50
o Feedback	4	0		Thandi Bukali	Thandi Bukali	2022/11/01 14:03	2022/11/01 14:03
o Personal Safety	4	0	[Safety Culture]	Thandi Bukali	Thandi Bukali	2022/11/07 15:44	2022/11/07 15:44
o Procedures	4	0	[Standard Processes and Systems]	Thandi Bukali	Thandi Bukali	2022/11/04 13:45	2022/11/04 13:45
o Adoption	4	0	[Technological Advancement]	Thandi Bukali	Thandi Bukali	2022/11/05 22:04	2022/11/05 22:04
o regulators	4	0	[Stakeholders and Roleplayers]	Thandi Bukali	Thandi Bukali	2022/11/06 23:36	2022/11/06 23:36
o Integrity	4	0	[Skills and Values]	Thandi Bukali	Thandi Bukali	2022/11/07 14:21	2022/11/07 14:21
o Out...	4	0	[Standard Processes and Systems]	Thandi Bukali	Thandi Bukali	2022/11/06 23:35	2022/11/06 23:35

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Name	Grounded	Density	Groups	Created by	Modified by	Created	Modified
Work environment	4	0		Thandi Bukali	Thandi Bukali	2022/11/07 14:01	2022/11/24 01:38
Monitoring	3	0	[Standard Processes and Systems]	Thandi Bukali	Thandi Bukali	2022/11/04 14:46	2022/11/04 14:46
Reputation	3	0	[Costs and Benefits]	Thandi Bukali	Thandi Bukali	2022/11/06 22:54	2022/11/06 22:54
Empowerment	3	0		Thandi Bukali	Thandi Bukali	2022/11/04 14:45	2022/11/04 14:45
Advancement	3	0	[Technological Advancement]	Thandi Bukali	Thandi Bukali	2022/11/05 15:42	2022/11/05 15:42
Disruption	3	0	[Technological Advancement]	Thandi Bukali	Thandi Bukali	2022/11/07 16:21	2022/11/07 16:21
psychological a...	3	0		Thandi Bukali	Thandi Bukali	2022/11/07 17:40	2022/11/07 17:40
Adaptation	3	0	[Skills and Values]	Thandi Bukali	Thandi Bukali	2022/11/07 13:59	2022/11/24 01:37
Stakeholder	3	0	[Stakeholders and Roleplayers]	Thandi Bukali	Thandi Bukali	2022/11/06 23:36	2022/11/17 13:29
Employee Healt...	3	0		Thandi Bukali	Thandi Bukali	2022/11/07 20:21	2022/11/07 20:21
Systems	3	0	[Technological Advancement]	Thandi Bukali	Thandi Bukali	2022/11/04 14:24	2022/11/04 14:24
Suppliers	3	0	[Stakeholders and Roleplayers]	Thandi Bukali	Thandi Bukali	2022/11/05 22:06	2022/11/05 22:06
Employment	3	0		Thandi Bukali	Thandi Bukali	2022/11/05 23:21	2022/11/05 23:21
Principles	3	0	[Standard Processes and Systems]	Thandi Bukali	Thandi Bukali	2022/11/01 14:05	2022/11/01 14:05
Developed Cou...	3	0	[Organisational Strategy]	Thandi Bukali	Thandi Bukali	2022/11/07 12:44	2022/11/07 12:44
Employees	3	0	[Stakeholders and Roleplayers]	Thandi Bukali	Thandi Bukali	2022/11/05 15:11	2022/11/05 15:11
foresight	3	0	[Organisational Strategy]	Thandi Bukali	Thandi Bukali	2022/11/07 16:06	2022/11/07 16:06
Initiatives	3	0		Thandi Bukali	Thandi Bukali	2022/11/05 15:47	2022/11/05 15:47
Protect	3	0		Thandi Bukali	Thandi Bukali	2022/11/05 14:39	2022/11/05 14:39
Backgrounds	3	0	[Challenges and Barriers]	Thandi Bukali	Thandi Bukali	2022/11/04 14:52	2022/11/04 14:52
Autonomus Saf...	3	0	[Safety Culture]	Thandi Bukali	Thandi Bukali	2022/11/05 11:59	2022/11/17 22:32
Teach	3	0	[Information and Knowledge]	Thandi Bukali	Thandi Bukali	2022/11/05 15:17	2022/11/05 15:17
Attitudes	3	0	[Skills and Values]	Thandi Bukali	Thandi Bukali	2022/11/07 15:07	2022/11/24 01:37
Trust	3	0	[Skills and Values]	Thandi Bukali	Thandi Bukali	2022/11/06 23:37	2022/11/06 23:37
Consistency	3	0	[Skills and Values]	Thandi Bukali	Thandi Bukali	2022/11/07 16:43	2022/11/07 16:43

Name	Grounded	Density	Groups	Created by	Modified by	Created	Modified
morale	2	0		Thandi Bukali	Thandi Bukali	2022/11/06 23:34	2022/11/06 23:34
KPI's	2	0		Thandi Bukali	Thandi Bukali	2022/11/01 15:38	2022/11/01 15:38
Covid	2	0	[Organisational Strategy]	Thandi Bukali	Thandi Bukali	2022/11/05 20:33	2022/11/05 20:33
Focus	2	0	[Organisational Strategy]	Thandi Bukali	Thandi Bukali	2022/11/06 20:42	2022/11/06 20:42
Perceptions	2	0	[Safety Culture]	Thandi Bukali	Thandi Bukali	2022/11/07 12:51	2022/11/07 12:51
Proactiveness	2	0	[Skills and Values]	Thandi Bukali	Thandi Bukali	2022/11/07 14:15	2022/11/07 14:15
productivity	2	0	[Standard Processes and Systems]	Thandi Bukali	Thandi Bukali	2022/11/06 23:34	2022/11/06 23:34
Coaching	2	0	[Information and Knowledge]	Thandi Bukali	Thandi Bukali	2022/11/07 12:54	2022/11/07 12:54
Interpretation	2	0	[Information and Knowledge]	Thandi Bukali	Thandi Bukali	2022/11/05 12:01	2022/11/05 12:01
improvements	2	0		Thandi Bukali	Thandi Bukali	2022/11/07 17:26	2022/11/07 17:26
Improve	2	0		Thandi Bukali	Thandi Bukali	2022/11/05 19:40	2022/11/05 19:40
stakeholders	2	0	[Stakeholders and Roleplayers]	Thandi Bukali	Thandi Bukali	2022/11/06 23:36	2022/11/06 23:36
Organization	2	0	[Organisational Strategy]	Thandi Bukali	Thandi Bukali	2022/11/07 16:00	2022/11/07 16:00
Machinery	2	0	[Safety Culture]	Thandi Bukali	Thandi Bukali	2022/11/07 12:56	2022/11/07 12:56
Input	2	0	[Standard Processes and Systems]	Thandi Bukali	Thandi Bukali	2022/11/06 23:25	2022/11/06 23:25
Demonstrate	2	0	[Leadership Attributes]	Thandi Bukali	Thandi Bukali	2022/11/05 15:15	2022/11/05 15:15
supply chain	2	0	[Stakeholders and Roleplayers]	Thandi Bukali	Thandi Bukali	2022/11/07 16:37	2022/11/07 16:37
Liability	2	0	[Costs and Benefits]	Thandi Bukali	Thandi Bukali	2022/11/05 12:27	2022/11/05 12:27
Management	2	0	[Leadership Attributes]	Thandi Bukali	Thandi Bukali	2022/11/01 15:38	2022/11/01 15:38
lessons	2	0	[Information and Knowledge]	Thandi Bukali	Thandi Bukali	2022/11/07 17:51	2022/11/07 17:51
Road map	2	0	[Safety Culture]	Thandi Bukali	Thandi Bukali	2022/11/07 12:44	2022/11/17 22:32
Industry 4.0	2	0	[Technological Advancement]	Thandi Bukali	Thandi Bukali	2022/11/05 12:03	2022/11/05 12:03
Multidisciplinar...	2	0	[Stakeholders and Roleplayers]	Thandi Bukali	Thandi Bukali	2022/11/05 19:50	2022/11/05 19:50
Safety Aspects	2	0	[Safety Culture]	Thandi Bukali	Thandi Bukali	2022/11/05 14:34	2022/11/05 14:34
Meaningful	2	0		Thandi Bukali	Thandi Bukali	2022/11/05 19:42	2022/11/05 19:42

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Name	Grounded	Density	Groups	Created by	Modified by	Created	Modified
○ Oversight	2	0	[Leadership Attributes]	Thandi Bukali	Thandi Bukali	2022/11/07 13:00	2022/11/07 13:00
○ Protocols	2	0	[Standard Processeses and Systems]	Thandi Bukali	Thandi Bukali	2022/11/05 14:37	2022/11/05 14:37
○ Pillars	2	0	[Organisational Strategy]	Thandi Bukali	Thandi Bukali	2022/11/05 12:30	2022/11/05 12:30
○ Role	2	0	[Leadership Attributes]	Thandi Bukali	Thandi Bukali	2022/11/07 14:26	2022/11/07 14:26
○ Good practice	2	0	[Leadership Attributes]	Thandi Bukali	Thandi Bukali	2022/11/06 14:01	2022/11/06 14:01
○ Mandate	2	0	[Organisational Strategy]	Thandi Bukali	Thandi Bukali	2022/11/05 14:39	2022/11/05 14:39
○ Insight	1	0	[Information and Knowledge]	Thandi Bukali	Thandi Bukali	2022/11/07 16:07	2022/11/07 16:07
○ Resilience	1	0	[Leadership Attributes]	Thandi Bukali	Thandi Bukali	2022/11/07 16:23	2022/11/07 16:23
○ Key Levers	1	0	[Leadership Attributes]	Thandi Bukali	Thandi Bukali	2022/11/07 14:57	2022/11/07 14:57
○ Positioning	1	0	[Organisational Strategy]	Thandi Bukali	Thandi Bukali	2022/11/07 17:05	2022/11/07 17:05
○ record keeping	1	0	[Technological Advancement]	Thandi Bukali	Thandi Bukali	2022/11/07 17:53	2022/11/07 17:53
○ Inspiration	1	0	[Skills and Values]	Thandi Bukali	Thandi Bukali	2022/11/07 15:06	2022/11/07 15:06
○ Masculinity	1	0	[Challenges and Barriers]	Thandi Bukali	Thandi Bukali	2022/11/07 15:04	2022/11/07 15:04
○ Learning	1	0	[Information and Knowledge]	Thandi Bukali	Thandi Bukali	2022/11/07 17:55	2022/11/07 17:55
○ Vision	1	0	[Leadership Attributes] [Organisational Strategy]	Thandi Bukali	Thandi Bukali	2022/11/06 22:53	2022/11/06 22:53
○ Operations	1	0		Thandi Bukali	Thandi Bukali	2022/11/07 17:51	2022/11/07 17:51
○ Profit	1	0	[Costs and Benefits]	Thandi Bukali	Thandi Bukali	2022/11/07 16:35	2022/11/07 16:35
○ System	1	0	[Standard Processeses and Systems]	Thandi Bukali	Thandi Bukali	2022/11/06 12:47	2022/11/06 12:47
○ Message	1	0	[Information and Knowledge]	Thandi Bukali	Thandi Bukali	2022/11/04 13:50	2022/11/04 13:50
○ Mindset	1	0	[Challenges and Barriers]	Thandi Bukali	Thandi Bukali	2022/11/07 17:44	2022/11/07 17:44
○ leader	1	0	[Leadership Attributes]	Thandi Bukali	Thandi Bukali	2022/11/05 20:00	2022/11/05 20:00
○ Pressure	1	0	[Challenges and Barriers]	Thandi Bukali	Thandi Bukali	2022/11/05 15:04	2022/11/05 15:04
○ Disability	1	0	[Costs and Benefits]	Thandi Bukali	Thandi Bukali	2022/11/06 14:03	2022/11/06 14:03
○ Supervision	1	0	[Leadership Attributes]	Thandi Bukali	Thandi Bukali	2022/11/07 12:54	2022/11/07 12:54
○ Governance	1	0	[Organisational Strategy]	Thandi Bukali	Thandi Bukali	2022/11/05 23:19	2022/11/05 23:19

Name	Grounded	Density	Groups	Created by	Modified by	Created	Modified
○ Value System	1	0	[Leadership Attributes]	Thandi Bukali	Thandi Bukali	2022/11/07 12:54	2022/11/07 12:54
○ best practice	1	0	[Organisational Strategy]	Thandi Bukali	Thandi Bukali	2022/11/07 17:11	2022/11/07 17:11
○ Penalties	1	0	[Costs and Benefits]	Thandi Bukali	Thandi Bukali	2022/11/05 12:02	2022/11/05 12:02
○ rewards	1	0	[Costs and Benefits]	Thandi Bukali	Thandi Bukali	2022/11/07 17:48	2022/11/07 17:48
○ protection	1	0	[Costs and Benefits]	Thandi Bukali	Thandi Bukali	2022/11/07 17:37	2022/11/07 17:37
○ Ethics	1	0	[Leadership Attributes]	Thandi Bukali	Thandi Bukali	2022/11/05 23:19	2022/11/05 23:19
○ talent	1	0	[Skills and Values]	Thandi Bukali	Thandi Bukali	2022/11/06 23:38	2022/11/06 23:38
○ opportunity	1	0		Thandi Bukali	Thandi Bukali	2022/11/07 16:18	2022/11/07 16:18
○ Evaluation	1	0		Thandi Bukali	Thandi Bukali	2022/11/07 16:07	2022/11/07 16:07
○ Frequency	1	0		Thandi Bukali	Thandi Bukali	2022/11/07 13:04	2022/11/07 13:04
○ Model	1	0	[Safety Culture]	Thandi Bukali	Thandi Bukali	2022/11/05 12:46	2022/11/05 12:46
○ Goals	1	0	[Organisational Strategy]	Thandi Bukali	Thandi Bukali	2022/11/06 22:53	2022/11/06 22:53
○ Forms	1	0	[Standard Processeses and Systems] [Technological Advancement]	Thandi Bukali	Thandi Bukali	2022/11/04 13:48	2022/11/04 13:48
○ Safety Excellence	1	0	[Safety Culture]	Thandi Bukali	Thandi Bukali	2022/11/07 12:45	2022/11/07 12:45
○ functions	1	0	[Standard Processeses and Systems]	Thandi Bukali	Thandi Bukali	2022/11/07 16:20	2022/11/07 16:20
○ Planning	1	0	[Skills and Values]	Thandi Bukali	Thandi Bukali	2022/11/05 15:04	2022/11/05 15:04
○ Sites	1	0		Thandi Bukali	Thandi Bukali	2022/11/04 14:53	2022/11/04 14:53
○ Responsibility	1	0	[Skills and Values]	Thandi Bukali	Thandi Bukali	2022/11/06 11:14	2022/11/06 11:14
○ Imposed	1	0	[Safety Culture] [Skills and Values]	Thandi Bukali	Thandi Bukali	2022/11/07 15:05	2022/11/07 15:05
○ R&D	1	0	[Technological Advancement]	Thandi Bukali	Thandi Bukali	2022/11/07 16:46	2022/11/07 16:46
○ Expectations	1	0		Thandi Bukali	Thandi Bukali	2022/11/07 15:06	2022/11/07 15:06
○ Beliefs	1	0	[Challenges and Barriers]	Thandi Bukali	Thandi Bukali	2022/11/06 22:56	2022/11/06 22:56
○ kpi	1	0	[Standard Processeses and Systems]	Thandi Bukali	Thandi Bukali	2022/11/07 17:08	2022/11/07 17:08
○ incentives	1	0	[Costs and Benefits]	Thandi Bukali	Thandi Bukali	2022/11/07 17:48	2022/11/07 17:48
○ Practices	1	0	[Standard Processeses and Systems]	Thandi Bukali	Thandi Bukali	2022/11/05 14:32	2022/11/05 14:32

Code groups created

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Codes (187)						
Memos (0)						
Networks (0)						
Document Groups (0)						
Code Groups (12)						
Memo Groups (0)						
Network Groups (7)						
Multimedia Transcripts (0)						
Accidents and Injuries on Duty	2	Thandi Bukali	2022/11/08 10:31	Thandi Bukali	2022/11/08 10:31	
Challenges and Barriers	8	Thandi Bukali	2022/11/08 10:57	Thandi Bukali	2022/11/08 10:57	
Costs and Benefits	12	Thandi Bukali	2022/11/08 11:01	Thandi Bukali	2022/11/08 11:01	
Information and Knowledge	14	Thandi Bukali	2022/11/08 10:55	Thandi Bukali	2022/11/08 10:55	
Leadership Attributes	18	Thandi Bukali	2022/11/08 10:43	Thandi Bukali	2022/11/08 10:43	
Organisational Strategy	16	Thandi Bukali	2022/11/08 10:39	Thandi Bukali	2022/11/08 10:39	
Regulations and Legislative Requirements	4	Thandi Bukali	2022/11/08 10:36	Thandi Bukali	2022/11/08 10:36	
Safety Culture	19	Thandi Bukali	2022/11/08 10:33	Thandi Bukali	2022/11/17 13:25	
Skills and Values	18	Thandi Bukali	2022/11/08 10:54	Thandi Bukali	2022/11/08 10:54	
Stakeholders and Roleplayers	11	Thandi Bukali	2022/11/17 15:41	Thandi Bukali	2022/11/17 15:41	
Standard Processeses and Systems	16	Thandi Bukali	2022/11/16 22:37	Thandi Bukali	2022/11/16 22:37	
Technological Advancement	17	Thandi Bukali	2022/11/08 10:42	Thandi Bukali	2022/11/08 10:42	

Themes

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Name	Created by	Created
Alignment of organisationa strategy to OHS Compliance	Thandi Bukali	2022/11/20 01:22
Inclusion of relevant stakeholders in OHS compliance	Thandi Bukali	2022/11/20 01:21
Instilling OHS Compliance into organisational culture	Thandi Bukali	2022/11/17 18:44
Prioritization of critical legislation in OHS compliance	Thandi Bukali	2022/11/17 18:46
Approaches that strategic leaders may use in OHS compliance	Thandi Bukali	2022/11/17 18:49
Skills associated with approaches thatstrategic leaders may use	Thandi Bukali	2022/11/26 20:00
Understanding the role of strategic leaders in OHS compliance	Thandi Bukali	2022/11/17 18:45